




# **Long Term Plan 2018-28**

## **Service Plan for Citizen & Customer Services**

As at February 2018

Approvals		
Role	Name	Signature and date of sign-off
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## What does the overall Group of Activities do and why do we do it?

Through the Communities and Citizens Group of Activities the Christchurch City Council enhances the wellbeing and resilience of its citizens and communities.

We contribute to safe, healthy and inclusive communities by providing high-quality library, sports and recreation, arts and cultural, community development and emergency management services.

We provide opportunities for people to express themselves and be challenged by art, music, theatre, dance and other media and to understand and celebrate our many identities and heritage.

Our libraries act as a vehicle for access to knowledge, ideas and information and as a democratic service open and available to anyone. Libraries are a trusted and recognised feature of local communities, but are also part of a network, with branches covering all parts of our city.

We encourage more people to be more active more often through the provision of a range of sport and recreation facilities and programmes.

We provide community centres, halls and houses to encourage participation in local activities and build a sense of community.

We provide information and advice to help citizens and communities. We offer support to community organisations to help them deliver the valuable services they provide.

Our activities aim to ensure all citizens have the opportunity to participate in community and city decision-making.

These activities help communities become stronger, more resilient, and healthy, so that Christchurch becomes a better place to live and provides opportunities for all.

## 1. What does this activity deliver?

Citizen and Customer Services provides four core activities. These are:

1. **First point of contact service for enquiries and interactions for the citizens and customers of Christchurch.** We deliver a 24/7 operation for phone, email, social, and online interactions. Face to face service is provided at 12 suburban Service Hubs in greater Christchurch, from Papanui in the North to Akaroa in the South. Our service delivery includes but is not limited to the following:
  - Enquiries
  - Service Requests
  - Payments
  - Bookings
  - Applications
  - Advice
  - Emergency Council support
  - Product sales
  - NZ Post services
2. **Delivery of citizen-centric service design and process improvement** in collaboration with the organisation and other agencies to provide joined-up services, easy one-stop transactions, and channel choice for our citizens and customers.
3. **Provision of citizen and customer insight and reporting to the organisation** in order to enhance the citizen experience and to create innovation that exceeds the citizen's expectation.
4. **Custodianship of citizen data, knowledge management and supporting systems** to deliver efficient and effective citizen and customer service.

The success of our team is measured by our citizens and customers. The latest residents' survey measured a customer satisfaction level of 90%, demonstrating a high level of satisfaction across all of our service points.

## 2. Why do we deliver this activity?

Citizens increasingly expect accessible and joined-up services, easy one-stop transactions, and choice in how they engage with us. The focus of Citizen and Customer Services is to deliver an integrated and citizen-centric experience that makes it simple and easy to interact with Council.

We have undertaken research to inform our Citizen Experience Strategy and our citizens have identified these priorities:

- **Know and value me** as a person, resident, ratepayer, visitor, young, old or disabled person
- **Understand my needs** and my concerns in relation to my home, property and business
- **Personalise our interaction** to fit me, my needs, culture and interests and encourage my participation
- **Provide easy access to quality services** online, 24/7, offering choice and visibility that is easy to use and understand in real time
- **Make our city great** easy to live/work in, visit and get around, remind me of all there is to enjoy
- **Engage me in the process** of running the city in ways that work for me, on topics that interest me
- **Connect me with council** and elected officials to encourage greater awareness and participation
- **Communicate with me** in a timely, clear, concise, consistent way that helps me understand
- **Empower and guide me** to help myself and my community and take greater responsibility.

Citizen and Customer Services is a key building block in bringing these priorities to life through leading the Council in listening, understanding and designing for our citizens, customers and communities. Over the next ten years the importance of this activity will extend beyond being the “face” and “voice” of the Council, regardless of channel, and increasingly move to support the pace and quality of digital change and innovation that our citizens and customers will come to expect.

This activity contributes to and supports the following community outcomes:

- Stronger communities
- Liveable city
- Prosperous economy

Key strategies that steer Council's investment in this activity include:

- Citizen Hub Strategy 2015
- Omni-Channel Strategy 2015
- Customer Service Strategy 2014

### 3. Specify Levels of Service

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2027/28	
					Year 1	Year 2	Year 3		
					2018/19	2019/20	2020/21		
<b>Provide a “first point of contact” Council customer service</b>									
2.6.1	Provide a walk-in service that meets future citizen and customer demand	<p><i>A distributed network of service hubs enables people to easily access Council information, services and activities, and to find and share local information.</i></p> <p><i>To support cost effective service delivery, this activity co-locates with other Council activities to share overhead costs, in particular property related costs. The activity is now focussed on providing integrated services to enhance the citizen experience at community facilities as outlined in the Citizen Hub Strategy.</i></p>	<p><i>Citizen research to be completed to inform hub design and capabilities.</i></p> <p><i>Number of service hubs and hours operated to be informed by performance statistics and citizen and customer feedback</i></p>	<p><i>2016/17: Provided walk-in Customer Services at 12 Council locations (Civic, Shirley, Papanui, Fendalton, Riccarton, Little River, Hornby, Akaroa, Beckenham, Lyttelton, Linwood and Halswell)</i></p>	<p><i>Most councils have a centralised service point rather than a network of service points</i></p>	<p>7-13 walk in customer service hubs. Number, locations and hours to be determined by population growth and demand.</p>	<p>7-13 walk in customer service hubs. Number, locations and hours to be determined by population growth and demand.</p>	<p>7-13 walk in customer service hubs. Number, locations and hours to be determined by population growth and demand.</p>	<p>7-13 walk in customer service hubs. Number, locations and hours to be determined by population growth and demand.</p>

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2.6.3	Ensure Citizen and Customer Services are available to answer enquiries		<i>Performance statistics as reported through service technology.</i>	<i>24 hours per day, seven days per week  Alternative Customer Service hubs take calls within one hour of an evacuation.</i>	<i>Auckland Council</i>	Citizen and Customer Services are maintained 24 hours per day, at least 99% of the time.	Citizen and Customer Services are maintained 24 hours per day, at least 99% of the time.	Citizen and Customer Service are maintained 24 hours per day, at least 99% of the time.	Citizen and Customer Services are maintained 24 hours per day, at least 99% of the time.



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						Year 1	Year 2	Year 3	
						2018/19	2019/20	2020/21	
2.6.4	Citizen and Customer expectations for service response are delivered in a timely manner		<i>Performance statistics as reported through service technology.</i>	<p><i>Performance results reflective of previous target of answering 75% of telephone enquiries within 25 seconds.</i></p> <p>2016/17: 75% 2015/16: 60% 2014/15: 71% 2013/14: 66% 2012/13: 74% 2011/12: 59% 2010/11: 52% 2009/10: 76% 2008/09: 71%</p>	<i>New target</i>	<p>Target 1 Telephone enquiries have an average speed to answer of no more than 90 seconds.</p> <p>Target 2 Email enquiries have an average response time of no more than 48 hours.</p> <p>Target 3 Social media enquiries have an average response time of no more than four hours.</p> <p>Target 4 Online/chat/private messaging to be defined by industry standards and service analysis.</p>	<p>Target 1 Telephone enquiries have an average speed to answer of no more than 90 seconds.</p> <p>Target 2 Email enquiries have an average response time of no more than 48 hours.</p> <p>Target 3 Social media enquiries have an average response time of no more than four hours.</p> <p>Target 4 Online/chat/private messaging to be defined by industry standards and service analysis.</p>	<p>Target 1 Telephone enquiries have an average speed to answer of no more than 90 seconds.</p> <p>Target 2 Email enquiries have an average response time of no more than 48 hours.</p> <p>Target 3 Social media enquiries have an average response time of no more than four hours.</p> <p>Target 4 Online/chat/private messaging to be defined by industry standards and service analysis.</p>	<p>Target 1 Telephone enquiries have an average speed to answer of no more than 90 seconds.</p> <p>Target 2 Email enquiries have an average response time of no more than 48 hours.</p> <p>Target 3 Social media enquiries have an average response time of no more than four hours.</p> <p>Target 4 Online/chat/private messaging to be defined by industry standards and service analysis.</p>

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						Year 1	Year 2	Year 3	
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2.6.7	Citizens and customers are satisfied or very satisfied with "first point of contact" across all service channels.		Via Annual Residents and Citizen Experience Surveys and quality monitoring	<p><i>Satisfaction levels of Citizen and Customer Services at first point of contact:</i></p> <p><i>All channels:</i> 2016/17: 90% 2015/16: 90%</p> <p><i>Phone:</i> 2014/15: 91% 2013/14: 90% 2012/13: 88% 2011/12: 89% 2010/11: 87% 2009/10: 81% 2008/09: 94%</p> <p><i>E-mail:</i> 2014/15: 78% 2013/14: 81% 2012/13: 83% 2011/12: 67% 2010/11: not surveyed 2009/10: 83% 2008/09: 75%</p> <p><i>Walk-in:</i> 2014/15: 98% 2013/14: 99% 2012/13: 95% 2011/12: 97% 2010/11: 95% 2009/10: 98%</p>	Auckland City Council 85%	At least 87% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact.	At least 89% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact.	Greater than 89% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact.	Greater than 89% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact.

#### 4. What levels of service do we propose to change from the current LTP and why?

The following is a summary of level of service changes.

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
2.6.2 non-LTP	Provide a minimum number of walk-in hours at customer service desks	Subject to review: Provide a minimum of 420.5 hours per week of access to a walk-in customer service desk. Number of hours determined by the Service Desk Strategic Plan.	N/A	N/A	N/A	Incorporated in 2.6.1. Provide a minimum number of walk-in hours at customer service desks" – has been incorporated in 2.6.1 – "Provide a walk in service that meets future citizen and customer demand
2.6.1 LTP	Provide a walk-in customer service desk that meets future customer demand	Subject to review: 7-13 walk in customer service desks.. Number of desks and locations determined by the Service Desk Strategic Plan.	2.6.1 LTP	Provide a walk-in service that meets future citizen and customer demand	7-13 walk in customer service hubs. Number, locations and hours to be determined by population growth and demand.	(Changes not described in section 4 of Service Plan)
2.6.7 LTP	Customers are satisfied or very satisfied with the "first point of contact" council customer service.	89% of customers who interact with Customer Services are satisfied or very satisfied with the service at the first point of contact.	2.6.7 LTP	Citizens and customers are satisfied or very satisfied with "first point of contact" across all service channels.	At least 87% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact.	(Changes not described in section 4 of Service Plan)
2.6.5 LTP	Ensure Council call centre is available to answer calls	Council call centre services are maintained 24 hours per day, 7 days per week.	2.6.3 LTP	Ensure Citizen and Customer Services are available to answer enquiries	Citizen and Customer Service are maintained 24 hours per day, at least 99% of the time.	"Ensure Council call centre is available to answer calls" – has been amended to reflect impacts of service interruption due to system and facility failures.
2.6.9 LTP	Answer call centre telephone enquiries within 25 seconds	Answer at least 75% of call centre telephone enquiries within 25 seconds	2.6.4 LTP	Citizen and Customer expectations for service response are delivered in a timely manner	Telephone enquiries have an average speed to answer of no more than 90 seconds.	"Answer call centre telephone enquiries within 25 seconds" – has been amended to reflect the commitment to providing a timely service for all customers regardless of the choice of interaction channel.
N/A	N/A	N/A	2.6.4 LTP	Citizen and Customer expectations for service response are delivered in a timely manner	Email enquiries have an average response time of no more than 48 hours.	(Changes not described in section 4 of Service Plan)

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
N/A	N/A	N/A	2.6.4 LTP	Citizen and Customer expectations for service response are delivered in a timely manner	Social media enquiries have an average response time of no more than four hours.	(Changes not described in section 4 of Service Plan)
N/A	N/A	N/A	2.6.4 LTP	Citizen and Customer expectations for service response are delivered in a timely manner	Online/chat/ private messaging to be defined by industry standards and service analysis	(Changes not described in section 4 of Service Plan)

A number of levels of service will change from the previous 2015-2025 Long Term Plan. These are summarised below:

- 2.6.2 – “Provide a minimum number of walk-in hours at customer service desks” – has been incorporated in 2.6.1 – “Provide a walk in service that meets future citizen and customer demand”.
- 2.6.5 – “Ensure Council call centre is available to answer calls” – has been amended to reflect impacts of service interruption due to system and facility failures.
- 2.6.9 – “Answer call centre telephone enquiries within 25 seconds” – has been amended to reflect the commitment to providing a timely service for all customers regardless of the choice of interaction channel.
- 2.6.12 – “Provide user-friendly, accessible and timely online content and services” – has been moved to the Information Technology Service Plan as a result of this activity being reassigned through organisational restructure.

**5. How will the assets be managed to deliver the services?**

**6. What financial resources are needed?**

<b>COMMUNITIES &amp; CITIZENS - CITIZEN &amp; CUSTOMER SERVICES</b>				
	<b>2017/18 Annual Plan</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>000's</b>			
<b>Operational Budget</b>				
First Point of Contact	7,877	8,456	8,812	8,973
<b>Activity Costs before Overheads</b>	<b>7,877</b>	<b>8,456</b>	<b>8,812</b>	<b>8,973</b>
Corporate Overhead	355	385	406	372
Depreciation	-	-	-	-
Interest	-	-	-	-
<b>Total Activity Cost</b>	<b>8,232</b>	<b>8,841</b>	<b>9,219</b>	<b>9,345</b>
<b>Funded By:</b>				
Fees and Charges	28	108	110	113
Grants and Subsidies	-	-	-	-
<b>Total Operational Revenue</b>	<b>28</b>	<b>108</b>	<b>110</b>	<b>113</b>
<b>Net Cost of Service</b>	<b>8,204</b>	<b>8,732</b>	<b>9,108</b>	<b>9,232</b>
<b>Funding Percentages:</b>				
Rates	99.7%	98.8%	98.8%	98.8%
Fees and Charges	0.3%	1.2%	1.2%	1.2%
Grants and Subsidies	0.0%	0.0%	0.0%	0.0%

**7. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?**

**8. Are there any significant negative effects that this activity will create?**

No significant negative effects identified.