

Customer and Community Business Support Activity Management Plan

Amended Long Term Plan 2016–2025
As amended through the Annual Plan 2017/18

1 July 2017

Quality Assurance Statement

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1 Key Issues for the Customer and Community Business Support Activity

The service provides business administration, business improvement and systematizing processes for the Group (internal & external customers) within the resources available. This includes developing technical expertise and an audit function. These levels of service need to be achieved and in alignment with OCE lead continuous improvement activities as well as the organisation focus on customer service.

1.1 Community Outcomes

Everything that the Council does in its day-to-day work is focused on achieving community outcomes. All activities outlined in this plan aim to deliver the results required to achieve these outcomes, contribute to Council strategies and meet legislative requirements. Likewise, all Council capital and operating expenditure is directed towards a level of service that moves the community closer to these outcomes now or at some future point.

The effective management of Customer and Community Business Support for Christchurch means supporting the delivery of general administration, business intelligence and improvement, systemization of processes that contribute to the achievement of the following community outcomes:

- As an internal service the Business Support Unit will contribute to good governance and decision making by providing a range of support to Customer and Community Group so it can deliver on its Levels of Service.
- The public understands and has confidence in decision making
- The Council's goals and activities are clearly communicated to the community
- Decisions are transparent and informed by timely, accurate and robust information and advice
- Decisions take account of community views

Section 4 shows how these outcomes flow down into and influence the Council's activities and levels of service in relation to Customer and Community Business Support.

1.2 Effects of growth, demand and sustainability

Population Growth and Demand:

Services will be subject to growth in the Christchurch City population and the location of that growth. There is likely to be more demand for the administration services provided by the group and more importantly opportunities to improve business processes. The Business Support service allows the business to respond to the demands of the growth and the population and changing diversity.

Sustainability:

Sustainability of activity will depend on aligning the administration and improvement activity with the Groups priorities, as well as being involved in the organisation wide initiatives that help ensure the Council operates in a customer focused manner. The Business Support service is responsible for implementing systems that allow other services to work more efficiently.

1.3 Key Challenges and Opportunities for Customer and Community Business Support

In working towards the community outcomes and influenced by population growth and demand, Council faces the challenge of making decisions that prioritise resources to deliver the best mix of services at the right level and in a sustainable way. The key challenges and opportunities that have been priorities by Council are below in Table 2-1.

Table 1-1

| Key Issue | Discussion |
|---|---|
| Lengthily/complex processes | We aim to reduce the complexity and no value added steps in processes. This will make it easier for customers both internal & external to do their jobs, reduce risk, improve consistency in outputs and improve overall service. This will be achieved by business improvement framework and methodology. |
| Customer & Community group and growth of business units | Libraries and Recreation and Sport are two of many units within the Customer and Community that are forecasting substantial growth in the next years. More assets being repaired, new builds coming online. Being able to meet the needs of the growth units and the Customer and Community structure will require defined levels of service, prioritisation and excellence customer service/communication. |
| Financial sustainability | There are competing demands on the council to both save money and to contribute to deliver extraordinary service to our communities. This programme can both reduce the cost of delivery and free up time to be able to take additional work. The review of how we do things enabled by IT where appropriate will contribute to the financial sustainability and levels of service. |
| Maintain a shared service culture to focus on customer needs | <p>Staff have various experiences and or expectations of how to work in this manner especially if they are physically located with other teams. This matrix way of working needs to be built on developing excellent relationships with customers</p> <p>To role model customer excellence within a shared service and help staff to learn how to be a part of and use a shared service.</p> |
| Providing the capability for staff to monitor, review and improve their own work and processes to deliver better outcomes | The council has committed to developing a culture of continuous improvement within the organisation. We plan over time to provide the capability to our people to effectively deliver continuing improvements. We will involve employees, external stakeholders and our customers in ongoing improvement and problem-solving activities |
| Maintaining and reprioritising Customer & Community group priorities as and when activities escalate | There are many opportunities to improve and systematize activities however to make it sustainable priorities will need to be agreed and criteria will need to be applied to maintain the ongoing prioritisation process. |
| | |

2 Proposed changes to activity

Table 2-1 summarises the proposed changes for the management of the Customer and Community Business Support activity since the Three Year Plan 2013-16 Activity Management Plan.

Table 2-1 Proposed changes to activity

| Key Change | Reason | Level of significance? What investigations are needed? | Options for consultation and engagement |
|--|---|--|---|
| Streamline delivery of existing and new activity within the Customer and Community group | The size of the Customer and Community group highlights the ability to duplicate work and not work effectively and efficiently is high. | Due to size of the group it is critical to understand and document work plans across the group and significant work programme to deliver. Investigate all prioritisation/work plan tools. Understand what is required to be delivered whilst remaining customer focussed and under financial constraint. | Consult external customers/users/internal staff What they want and how they want this communicated Engage external customers/users and internal staff |

| Key Change | Reason | Level of significance? What investigations are needed? | Options for consultation and engagement |
|--|---|---|---|
| <p>CLASS upgrade/replacement Project – Will impact on customer bookings - programmes and space - and processing of memberships paid for by direct debit.</p> | <p>Approval has been given to look at an upgrade or replacement to the CLASS booking system.</p> <p>This potential change could impact on how customers are managed, how they are able to book with the Council and how direct debit payment administration is managed in terms of opening up more options and ensuring greater efficiencies.</p> | <p>Significant Cost/Resource saving through -</p> <ul style="list-style-type: none"> - Fewer manual processes/greater automation of regular processes - More web booking/payment options - Less staff hours required to complete same work - Less walk in/phone in customers/more self-servicing - Less rework - Greater level of customer service through customer focused solution e.g. moving towards CRM solution, better reporting, better customer interface etc. | <p>Consult external customers/users/internal staff</p> <ul style="list-style-type: none"> - what they want and how they want this communicated <p>Engage external customers/users and internal staff</p> <ul style="list-style-type: none"> - Show benefit of the change e.g. less time in queues, more time for staff to complete other worthwhile tasks |

3 Activity description

3.1 Focusing on what we want to achieve

To deliver a shared service that is effective and efficient and customer driven. The outcomes that relate most directly to the management of the Customer and Community Group Business Support are that;

- Good Governance
- Clear vision, strategic direction and leadership
- The public understands and has confidence in decision making
- Effective stewardship of Council resources

3.2 How we will know we are achieving the outcomes

We will know we are achieving the above outcomes when we see the following results;

- Governance and senior management are well informed about issues and processes and able to make informed decisions
- Resources are being deployed correctly and successfully in line with priorities, and achieving results
- The public is informed about the decision making process and is able to have faith in the process
- Assets are well maintained, financial resources and infrastructure is well managed
- The vision and strategic direction is clear, leadership is strong.

The activities that follow in section 4 and the levels of service within them are all linked to the above results to ensure Councils stays focused on moving towards the community outcomes. This link aims to confirm why we are doing the activities – that they will realistically move us closer to our goals – and that service delivery remains relevant to strategic direction.

3.3 What services we provide

The activity includes the following services;

- **General and technical administration service**

Administration team is accountable for the efficient and effective delivery of administrative functions for members of the group.

- **Business improvement services**

Business analysis

Reducing complex processes and unwanted process steps

Prioritisation of workloads and processes

Quality assurance

Remove duplication and waste

Increased effectiveness and efficiencies

Decreased risk to the organization

Alignment with the wider continuous improvement initiatives across the organisation

3.4 Benefits and Funding Sources

Benefits and Funding and Sources

3.4.1 Who Benefits?

| Who benefits? | |
|------------------------------------|------|
| Individual | |
| Identifiable part of the community | |
| Whole community | Full |

| Key: |
|----------|
| Full |
| Majority |
| Some |

Explanatory Comments:

The services covered in this Activity Management Plan are of direct benefit to the Customer and Community Group and indirect benefit to the whole community.

3.4.2 Who pays?

| Funding - Fees / User Charges | Other revenue Grants & Subsidies | General rate | Targeted rate |
|-------------------------------|----------------------------------|--------------|---------------|
| 0% | 0% | 100% | 0% |
| | | Full | |

Note, Funding Split % is derived from the 'Summary of Cost for Activity' (section 13).

| Key: | | Typically |
|----------|---|-----------|
| Full | All or almost all the cost is funded from that source. If the comment is made in the general or targeted rate columns it does not preclude making minor charges for the service but indicates that the charges are a negligible part of the fund. | 95%+ |
| Majority | The majority of the activity is funded from this source. | 50%+ |
| Some | Some revenue is derived from this source. | <50% |

Does this Activity generate surplus funds that can be applied to other areas? **No**

Explanatory Comments:

The cost of this activity is funded via general rates.

3.5 Key legislation and Council strategies

Business Support works to ensure the group complies with key legislation and implements council strategies.

Local Government Act 2002

Health and Safety in Employment Act 1992

Employment Relations Act 2000

Public Records Act 2005

Privacy Act 1993

Council Strategies

Embed Continuous Improvement Strategy

Customer Service Strategy

Citizen Hub Strategy

Digital Services Strategy

People and Culture Strategy

4 Levels of service and performance measures

Table 4-1 summarises the levels of service and performance measures for the Customer and Community Business Support activity.

Table 4-1

| 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 2024/25 |
|---|---|--|---|---|-----------------------|---|---|---|---|
| | | | | | | Year 1 | Year 2 | Year 3 | |
| | | | | | | 2015/16 | 2016/17 | 2017/18 | |
| General and technical administration support | | | | | | | | | |
| 13.16.1 | Deliver effective and efficient general and technical administration support | | <i>Service level agreement detailing service and delivery timeframes agreed with customer group annually.</i> | 2013/14: 98% 2012/13: 99% 2011/12: 97% 2010/11: 98% 2009/10: 96.8% | <i>None available</i> | 13.16.1.1 Monthly administration tasks completed within agreed timeframes 98% | 13.16.1.1 Monthly administration tasks completed within agreed timeframes 98% | 13.16.1.1 Monthly administration tasks completed within agreed timeframes 98% | 13.16.1.1 Monthly administration tasks completed within agreed timeframes 98% |
| 13.16.2 | CC Group customers are satisfied with service given by the internal Business Support/ Business General & technical administration support | | <i>Annual customer satisfaction survey is used to monitor evaluate & respond to the effectiveness and benefits of the business support services</i> | 2013/14: 100% 2012/13: 100% 2011/12: 100% 2010/11 not surveyed 2009/10: 92.9% | | At least 88 % of users are satisfied with the service | At least 90% of users are satisfied with the service | At least 92% of users are satisfied with the service | At least 94% of users are satisfied with the 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 |
|---|---|--|---|---|---|--|---|---|---|
| | | | | | | Year 1 | Year 2 | Year 3 | |
| | | | | | | 2015/16 | 2016/17 | 2017/18 | 2024/25 |
| 13.16.8 | Customer Booking System Project – Implement as per the project plan (CLASS replacement / upgrade, if approved by Council) | | <i>Successful implementation and compliance with the business plan</i> | <i>New service</i> | <i>New service</i> | Implementation of customer booking system project initiated | 13.16.8.1 Customer booking system project implementation on track: 20% of compliance | 13.16.8.1 Customer booking system project implementation on track: 50% of compliance | 13.16.8.1 Customer booking system project implementation on track: 75% of compliance |
| | | | | | | | 13.16.8.2 Customer booking system is used: 20% of usage | 13.16.8.2 Customer booking system is used: 50% of usage | 13.16.8.2 Customer booking system is used: 75% of usage |
| | | | | | | | 13.16.8.3 Customer booking system achieves quality standards: 20% of quality | 13.16.8.3 Customer booking system achieves quality standards: 50% of quality | 13.16.8.3 Customer booking system achieves quality standards: 75% of quality |
| 13.16.9 | Lead a programme of work to meet the legal obligations under Health and Safety legislation for Customer and Community | | | <i>No Prosecutions under Health and Safety Legislation.</i> | <i>Health and Safety in Employment Act 1992</i> | 13.16.9.1 Meet all obligations under Health and Safety legislation. | 13.16.9.1 Meet all obligations under Health and Safety legislation. | 13.16.9.1 Meet all obligations under Health and Safety legislation. | 13.16.9.1 Meet all obligations under Health and Safety legislation. |
| | | | | | | | | Discontinued | Discontinued |
| | | | | | | 13.16.9.2 No prosecutions under Health and Safety legislation. | 13.16.9.2 No prosecutions under Health and Safety legislation. | 13.16.9.2 No prosecutions under Health and Safety legislation. | 13.16.9.2 No prosecutions under Health and Safety legislation. |
| | | | | | | | | Discontinued | Discontinued |

| 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 2024/25 | |
|---|--|--|---|---|-------------------------------|--|--|--|--|
| | | | | | Year 1 | Year 2 | Year 3 | | |
| | | | | | 2015/16 | 2016/17 | 2017/18 | | |
| Business Improvement | | | | | | | | | |
| 13.16.4 | Develop and implement schedule of Process Improvement (including systemization) | <i>Implement & enhance systems to ensure the best use of resources within the group, e.g. procurement.</i> | <i>Efficient, effective, consistent and cost effective, processes are developed, documented and reviewed to support the effective delivery of all Customer and Community group processes. As agreed schedule.</i> | <i>New Service</i> | <i>No Benchmark available</i> | As per agreed prioritisation schedule to achieve agreed outcome of Establish baseline for: 13.16.4.1 Customer service 13.16.4.2 Reduction in spend/increase revenue 13.16.4.3 Risk reduction | As per agreed prioritisation schedule to achieve agreed outcome of Implement on baseline, targets to be set for: 13.16.4.1 Customer service 13.16.4.2 Reduction in spend/increase revenue 13.16.4.3 Risk reduction | As per agreed prioritisation schedule to achieve agreed outcome of Implement on baseline, targets to be set for: 13.16.4.1 Customer service 13.16.4.2 Reduction in spend/increase revenue 13.16.4.3 Risk reduction | As per agreed prioritisation schedule to achieve agreed outcome of Implement on baseline, targets to be set for: 13.16.4.1 Customer service 13.16.4.2 Reduction in spend/increase revenue 13.16.4.3 Risk reduction |
| 13.16.5 | Complete Audit/quality review checks of administration tasks | | <i>Audit/Quality checks completed as per agreed annual schedule</i> | 2013/14: 99% 2012/13: 100% 2011/12: 99% | | Audit/quality level achieved 90% | Audit/quality level achieved 90% | Audit/quality level achieved 90% | Audit/quality level achieved 90% |

| 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 2024/25 |
|---|---|--|---|---------------------|--------------------------|--|--|--|--|
| | | | | | | Year 1 | Year 2 | Year 3 | |
| | | | | | | 2015/16 | 2016/17 | 2017/18 | |
| 13.16.6 | CC Group customers are satisfied with service given by Business Support/ Business Improvement service | | <i>Annual customer satisfaction survey is used to monitor evaluate & respond to the effectiveness and benefits of the business support Improvement service.</i> | <i>New Service</i> | <i>2014/15 Benchmark</i> | At least 90% of users are satisfied with the service | At least 90% of users are satisfied with the service | At least 90% of users are satisfied with the service | At least 90% of users are satisfied with the 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 2024/25 |
|---|--|--|---|---------------------|-------------------|--|--|--|--|
| | | | | | | Year 1 | Year 2 | Year 3 | |
| | | | | | | 2015/16 | 2016/17 | 2017/18 | |
| 13.16.7 | Provide internal customers with Business Intelligence support to meet their business needs | | <p><i>Monthly reporting is provided within 2 working days of month end (where appropriate) Analytics and improvements identified and reported to management team on monthly basis.</i></p> <p><i>Analytics and improvements identified and reported to management team on a monthly basis</i></p> <p><i>Business Analysis services are provided in accordance with agreed programme of work</i></p> <p><i>Business Support agreed projects programme of work is supported by Project managers and project methodologies</i></p> | New Service | 2014/15 Benchmark | <p>13.16.7.1 Monthly reporting is provided within 2 working days of month end (where appropriate) 100%</p> <p>13.16.7.2 Analytics and improvements identified and reported to management team on a monthly basis 80%</p> <p>13.16.7.3 Business Analysis services are provided in accordance with agreed programme of work 95%</p> <p>13.16.7.4 Business Support agreed projects programme of work is supported by Project managers and project methodologies 90%</p> | <p>13.16.7.1 Monthly reporting is provided within 2 working days of month end (where appropriate) 100%</p> <p>13.16.7.2 Analytics and improvements identified and reported to management team on a monthly basis 80%</p> <p>13.16.7.3 Business Analysis services are provided in accordance with agreed programme of work 95%</p> <p>13.16.7.4 Business Support agreed projects programme of work is supported by Project managers and project methodologies 90%</p> | <p>13.16.7.1 Monthly reporting is provided within 2 working days of month end (where appropriate) 100%</p> <p>13.16.7.2 Analytics and improvements identified and reported to management team on a monthly basis 80%</p> <p>13.16.7.3 Business Analysis services are provided in accordance with agreed programme of work 95%</p> <p>13.16.7.4 Business Support agreed projects programme of work is supported by Project managers and project methodologies 90%</p> | <p>13.16.7.1 Monthly reporting is provided within 2 working days of month end (where appropriate) 100%</p> <p>13.16.7.2 Analytics and improvements identified and reported to management team on a monthly basis 80%</p> <p>13.16.7.3 Business Analysis services are provided in accordance with agreed programme of work 95%</p> <p>13.16.7.4 Business Support agreed projects programme of work is supported by Project managers and project methodologies 90%</p> |

| 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 |
|---|--|--|--|---------------------|------------|--|--|--|--|
| | | | | | | Year 1 | Year 2 | Year 3 | |
| | | | | | | 2015/16 | 2016/17 | 2017/18 | 2024/25 |
| 13.16.7 (cont'd) | Provide internal customers with Business Intelligence support to meet their business needs | | <i>Hours of available for business intelligence services are in line with core hours (excluding public holiday's and agreed business closures)</i> | | | 13.16.7.5 Hours of available for business intelligence services are in line with core hours (excluding public holiday's and agreed business closures) 100% | 13.16.7.5 Hours of available for business intelligence services are in line with core hours (excluding public holiday's and agreed business closures) 100% | 13.16.7.5 Hours of available for business intelligence services are in line with core hours (excluding public holiday's and agreed business closures) 100% | 13.16.7.5 Hours of available for business intelligence services are in line with core hours (excluding public holiday's and agreed business closures) 100% |

5 Review of cost effectiveness - regulatory functions and service delivery

Not required for this activity

6 Long Term Infrastructure Strategy

Not required for this activity

7 Review of cost-effectiveness - infrastructure delivery

Not required for this activity

8 Significant Effects

Not required for this activity

9 Risk Management

Table 9-1 Significant Risks and Control Measures

| Risk Description | Current Control | Proposed Control | Target Risk Level |
|---|--|---|-------------------|
| <p>Customer Expectation: Customer expectation on the quality and quantity of service provision post change proposal unrealistic. Dealing with the competing demands with customers both internal and external. And the growing nature of the business units.</p> | Customer consultation over levels of service. | Continue to engage and inform customers as new information becomes available. Honest conversations up-front on affordability. | High |
| <p>Partners/Other internal shared services: Capacity of partners to deliver impaired.</p> | Monitor and support partners. | Prioritise work plans and resources together. | High |
| <p>Resource transfer: One of the objectives of the newly formed unit is to continue to transfer roles from other business Units which carry out the same or similar roles to those already performed by the Business Support Unit.</p> | <p>a) identifying these roles correctly by way of reviewing PD's, interviewing and shadowing</p> <p>b) understanding submissions to retain resources</p> | <p>a) identifying these roles correctly by way of reviewing PD's, interviewing and shadowing</p> <p>b) understanding submissions to retain resources</p> <p>c) engage and workshop with all parties to make informed decisions.</p> | High |

10 Improvement Plan

Not required for this activity

11 Operations, Maintenance and Renewals Strategy

Not required for this activity