

Activity 2.6: Customer Services

Accountable Manager: Sarah Numan

What services are provided?

- Walk-in customer services at Council service centres and Civic Offices
- Call centre services managing “first point of contact” transactions through core contact channels of phone, e-mail, facsimile and letter.

Why do we provide these services?

- To deliver services to Council customers at first point of contact for a wide range of functions including: provision of information, drainage plans, payments, reception, bookings, kerbside collection services and products, dog licensing and creating and dispatching requests for service to various Council departments and contractors.
- To focus on “first point of contact resolution” of customers’ requests wherever possible; to provide a high quality customer experience; to ensure consistency of response; to drive improvements to customer-facing processes; improve business efficiency. The call centre aims to resolve as many enquiries at the first point of contact as possible, thus adding significant value to the business.
- To identify and respond to “real time” emerging issues that affect service delivery, and escalate to appropriate business units for rapid response and resolution.

What outcomes are we trying to achieve?	How do the services contribute to desired outcomes?
<p>People have the information and skills to enable them to participate in society.</p> <p>▶ The Council's goals and activities are clearly communicated to the community</p>	<p><i>Walk-in customer services at Council service centres provide people with personal, ready access to information and the ability to access Council services, facilities and activities, to fully participate in the life of the city.</i></p> <p><i>By providing service centres in local neighbourhoods, often co-located with libraries, people are able to readily access Council information, services and activities, and find and share local information. This helps build strong, well-connected and informed local communities.</i></p> <p><i>Via a range of communication channels, people can gain information about Council strategies, services and facilities, raise issues and request services, which help them lead their lives and foster participation in local communities.</i></p>

Which group or section of the community will benefit from this activity?:

Ratepayers, residents, developers, visitors seeking information, dog owners, contractors, solicitors, architects, drain layers, recreational groups.

Key legislation and strategies:

Libraries 2025 Facilities Plan; Facilities Rebuild Project; Health and Safety Act; Building Act; Local Government Act.

Customer

What business results must we deliver to our customers, to deliver on the outcomes?

Performance Standards for LTP

Performance Standards for LTP	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
Walk-in customer services at Council service centres and Civic Offices					
2.6.1 Provide a walk-in customer service at Council Service Centres	<p>2012/13 Provided walk-in customer services at 6 Council Service Centre locations (Civic, Shirley, Papanui, Fendalton, Riccarton, Little River)</p> <p>Temporary walk-in customer services at 4 locations (Akaroa, Beckenham, Lyttelton, Linwood)</p> <p>Sockburn closed</p>	Most councils have a centralised service point rather than a network of service points	<p>2013/14 Provide walk-in customer services at 11 Council locations: Permanent walk-in customer services at 6 locations (Civic, Shirley, Papanui, Fendalton, Riccarton, Little River) Temporary walk-in customer services at 4 locations (Akaroa, Beckenham, Lyttelton, Linwood) 1 site closed (Sockburn)</p> <p>2014/15 Provide walk-in customer services at 12 locations: Permanent walk-in customer services at 9 locations (Civic, Beckenham Shirley, Papanui, Fendalton, Riccarton, Lyttelton, Little River, Halswell) Temporary walk-in customer services at 2 locations (Akaroa, Linwood) 1 site closed (Sockburn)</p> <p>2015/16 Walk-in services at 12 locations: Permanent walk-in customer services at 9 locations (Civic, Beckenham Shirley, Papanui, Fendalton, Riccarton, Lyttelton, Little River, Halswell) Temporary walk-in customer services at 2 locations (Akaroa, Linwood) 1 site closed (Sockburn)</p>	<p>A distributed network of Service Centres enables people to easily access Council information, services and activities, and to find and share local information.</p> <p>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 continues to explore opportunities to co-locate with other activities.</p> <p>* this Activity does not own property but shares space (primarily at Library or Corporate Accommodation sites)</p> <p>Hornby Service Centre is expected to open in 2016/17</p>	

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Walk-in customer services at Council's service centres and Civic Offices (cont'd)					
2.6.2 Provide a minimum number of walk-in hours at Council Service Centres	Total of 409.5 hours per week of walk-in customer service at Council Service Centres 8.5 hours (8:30am-5pm) per day at Civic Offices 8 hours (9am-5pm) per day at Akaroa, Lyttelton, Fendalton, Riccarton, Beckenham, Shirley, Papanui Linwood; plus 3 hours (10am-1pm) at Shirley, Papanui, Fendalton and Beckenham on Saturdays 7 hours at Little River (8:30-12:30am; 1:30-4:30pm)	This is a higher LOS than Auckland City Council and Dunedin City Council	2.6.2.1 2013/14 Provide a total of 412 hours per week of walk-in customer service at Council Service Centres 2014/15 Provide a total of 464 hours per week of walk-in customer service at Council Service Centres (based on opening of Halswell) 2.6.2.2 8.5 hours/day (Mon-Fri, 8:30am-5pm) of walk-in customer service at Civic and Lyttelton 2.6.2.3 8 hours/day (Mon-Fri, 9am-5pm) of walk-in customer service at Akaroa, Fendalton, Riccarton, Beckenham, Shirley, Papanui, Linwood 2.6.2.4 3 hours per day on a Saturday (10am-1pm) of walk-in customer service at Shirley, Papanui, Fendalton and Beckenham 2.6.2.5 7 hours/day (Mon-Fri, 8:30-12:30am; 1:30-4:30pm) of walk-in customer service at Little River 2.6.2.6 2014/15 52 hours per week of walk-in customer service at Halswell (<i>pro-rated</i> from late 2014)	Key Business Driver. Total hours open for walk-in business is the primary cost driver for this aspect of the business Total hours will increase by 40 hours per week in 2016/17 with the opening of the new Hornby library/service centre/community facility There is the opportunity in the LTP to address the Saturday morning coverage, by providing a more balanced spread across the city. There is reasonable Saturday morning demand at Papanui and Shirley and it is expected that there would be similar demand at Fendalton and Beckenham. This would be an increase in LOS by 6 hours per week at an approximate additional annual cost of \$7,500 per annum. A co-located service centre, library and community facility at the site of the Halswell outdoor swimming facility is projected to open late 2014.	Opening hours specified in the LoS, as well as the number of hours Approved

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Walk-in customer services at Council's service centres and Civic Offices (cont'd)					
2.6.3 Ensure customer satisfaction with walk-in services at Council Service Centres	2011/12 Achieved 97% customer satisfaction with the walk-in service in Council Service Centres 2010/11 95% 2009/10 98%	Hutt CC 92%	At least 95% of customers are satisfied with the walk-in service in Council Service Centres	The current performance is in the upper quartile of business best-practice; accordingly, the KPI is appropriate.	
2.6.4 Minimise the customer waiting-time for walk-in services at Council Service Centres	2011/12 Achieved a customer waiting time of less than 3 mins for walk-in services at Council Service Centres, 100% 2010/11 no survey undertaken post EQ 2009/10 Less than 3 mins waiting time, 100%	Dunedin wait < 2 minutes 80% of the time	Customers wait no more than 3 minutes for walk-in customer service at Council Service Centres, for 95% of the time	This KPI will be measured by survey annually. This LOS is reasonable in order to take account of the cyclical nature of Council's business	<i>LOS target changed to 95%</i> <i>Additional benchmark not available.</i>

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Call centre services managing all "first point" contact through core contact channels					
2.6.5 Ensure Council call centre is available to answer calls	24/7	Other councils	Council call centre services are maintained 24/7, 100% of the time	The call centre is an essential service. After hours services, civil defence back-up and robust business continuity is provided through an external contractor in a different location. This minimizes any risk of service breakdown and is cost-effective, costing less than it would to provide this service ourselves.	
2.6.6 Number of Call Centre Business Hours provided (Ex 13.11.1)	Council call centre provides 45 business hours per week, 8am-5pm Mon-Fri	Auckland: 24x7	Maintain current LOS: Council call centre provides 45 business hours per week, 8am-5pm Mon-Fri	Key Business Driver. Hours open for customer centre business is the primary cost driver for this aspect of the business	
2.6.7 Customers are satisfied or very satisfied with the call centre service at first point of contact (Ex 13.11.3)	Customer satisfaction levels of Council call centre service at first point of contact Phone: 2011/12: 89% 2010/11: 87% 2009/10: 81% 2008/09: 94% e-mail: 2011/12: 67% 2010/11: not surveyed 2009/10: 83% 2008/09: 75% Via Annual Residents Survey	Auckland City Council benchmark 85% Dunedin CC 95% No e-mail benchmarks available	2.6.7.1 At least 90% of customers who contact the call centre via phone are satisfied or very satisfied with the service at first point of contact 2.6.7.2 At least 80% of customers who contact the call centre via email are satisfied or very satisfied with the service at first point of contact	The current LOS target is 90% and it is proposed that this be maintained. Above 90% would be considered 'best practice' and in the 'upper quartile' of performance in this area. Despite the lack of benchmarks, the survey results indicate that 80% would be a reasonable target.	

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Non- LTP Performance Standards

Non-LTP Performance Standards	Current performance	Benchmarks	Recommended LOS	Rationale	LTP Committee Direction
Call centre services managing all "first point" contact through core contact channels (cont'd)					
2.6.8 Resolve call requests at first point of contact (Ex 13.11.4)	2011/12 87% of Council call centre requests were resolved at first point of contact 2010/11 80% 2009/10 80% 2008/09 80%	Auckland City Council 80% Dunedin CC 80% Hutt CC 80%	Resolve at least 80% of call centre requests at first point of contact	87% of all enquiries are completely resolved at the call centre. This is primarily a telephone statistic as the vast majority of information request come through the phone channel, and the % of calls referred to the business can be readily measured.	
2.6.9 Answer call centre telephone enquiries within 20 seconds (Ex 13.11.5)	2011/12 59% of call centre telephone enquiries were answered within 20 seconds 2010/11 52% 2009/10 76% 2008/09 71%	Auckland 80% Dunedin 80% Hutt 80%	Answer at least 80% of call centre telephone enquiries within 20 seconds	Following the earthquakes, the KPI was reduced to 70% for 2010/11 and 2011/12 due to increased call volumes and length of calls. To support achievement of 80% an additional 4 staff are being requested, at a cost of \$216k per annum. The high call volumes is in part attributable to taking calls for SCIRT, for which \$104,689 pa is paid, and also for CERA. Most CERA calls are quick calls for information or transferred to the CERA call centre. Once call volumes and lengths reduce to normal levels, call centre numbers would be reduced by attrition.	<i>Approved</i>
2.6.10 Minimise number of call centre telephone calls abandoned by caller (Ex 13.11.7)	2011/12 Telephone calls abandoned by caller was 8.0% 2010/11 13.6% 2009/10 3.9% 2008/09 5.2%	Auckland <5% Dunedin <5% Hutt <5%	Reduce the number of call centre telephone calls that are abandoned by callers to less than 5%	These are call abandoned by the caller. Call centre industry standard.	

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Call centre services managing all "first point" contact through core contact channels (cont'd)					
2.6.11 Maintain the number of hours the After Hours Call Centre service is provided (Ex 13.11.2)	After Hours call centre service provides 123 hours of after hours of service per week between 1700 -0800 Mon-Fri and 24x7 on weekends, stat days Current performance: 74.7%	N/A	2.6.11.1 Provide at least 123 hours of After Hours call centre services per week 2.6.11.2 Alternative call centre takes calls within 15 minutes of call centre evacuation 2.6.11.3 The after-hours call centre answers 80% of calls within 20secs (per contract)	Key Business Driver. After-hours services are provided through an external contract.	Current performance information updated