



Customer Experience for Integrated Service – Citizen Hub Strategy

As at 30th October 2015

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Artist's sketch of new Te Hāpua: Halswell Centre (due for completion November 2015)

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Executive Summary

Christchurch City Council (CCC) has reviewed the future arrangements for delivery of community based services including Libraries, Service Centres / Desks, Recreation & Sports Centres, Community and Governance Services with a view to overall improvements in the services provided to customers and the community. We are proposing a shift to integrated service delivery arrangements whereby Council physical services are grouped together in convenient locations for citizens to access - a Citizen Hub with no wrong doors. This will be supplemented with an assisted-digital strategy whereby most simple Council service transactions can be automated, or completed on-line.

We currently operate a very "bricks and mortar" service arrangement, where different Council services have developed stand-alone service locations and approaches (often all in the same neighbourhood). The review has found that this siloed legacy service model is no longer fit for purpose. Customers increasingly expect joined up services, easy one-stop transactions, and channel choice in how they engage with us.

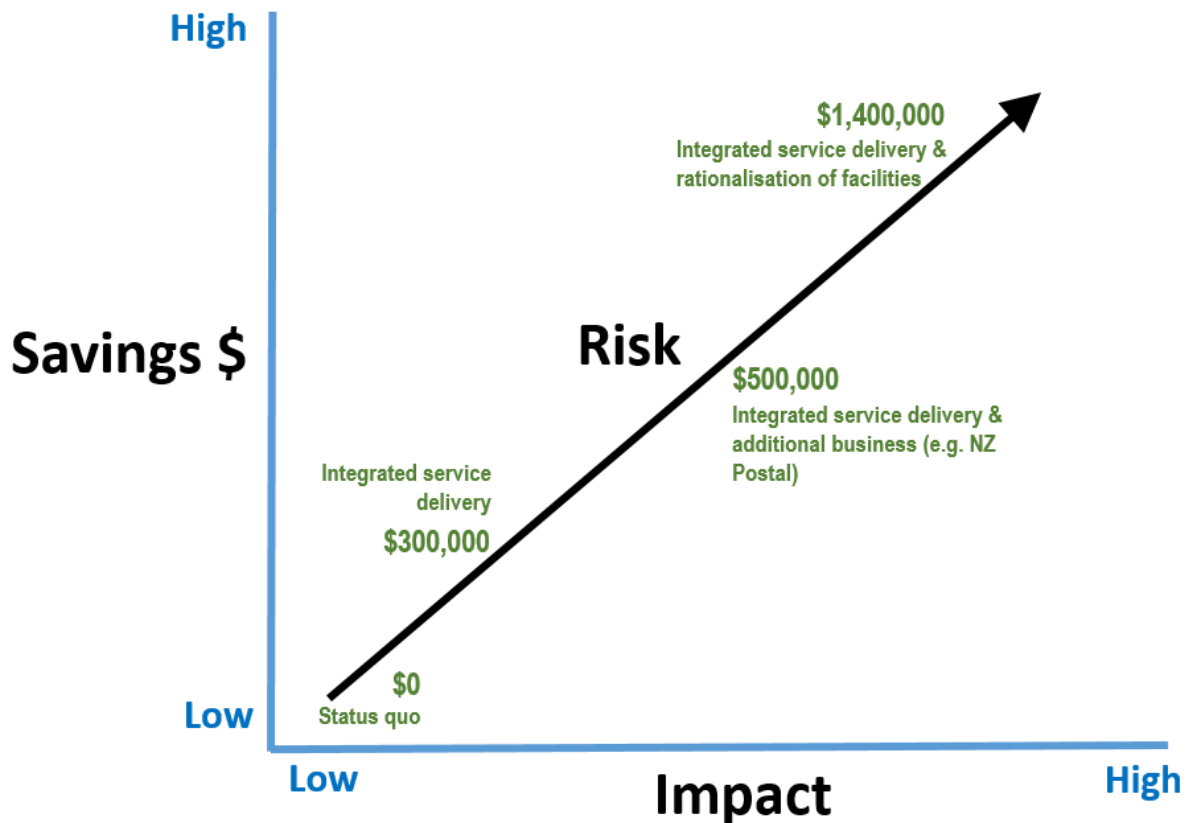
A set of design principles have been developed to guide improvement opportunities and the future state model. An implementation approach whereby council libraries will form the base for integrated, multi-discipline citizen hubs is proposed. The focus will shift to the delivery of an integrated customer experience and channel choice including more self-service options.

The building blocks of technology infrastructure, such as providing customers with quicker and easier access to information and the ability to choose self-service as an option, are key to the success of this strategy and improving customer experience.

The Citizen Hub strategy is consistent with the organisational priority to improve services to a variety of customer groups, and deliver customer focused and efficient service offerings through multiple channels of customer choice.

This strategy has been developed in order to deliver a better experience for Christchurch citizens at all of our service facilities. In developing this concept, we have identified some potential savings of approximately \$300k per annum. These savings are drawn from a minor reduction in FTE at the integrated sites (see *appendix one: Financial Benefits* for details) which is dependent on reduction in volume of assisted services (walk-ins and contact centre) through the automation of simple requests. Therefore, the realisation of these savings is dependent on the timing of the integrated service delivery implementation and the automation of simple requests.

In undertaking the analysis for this strategy, there were several options that were explored - but not recommended - including greater rationalisation of under-utilised or end-of-life facilities, and expansion into alternative business arrangements (to potentially generate additional revenue). These options are illustrated below:



Recommendation

1. To adopt the integrated service delivery model known as the Citizen Hub Strategy as outlined in this document
2. To progress with a three phased implementation plan:
 - Stage 1** - Prototype integrated service delivery with Te Hāpua: Halswell Centre Service Centre FY16
 - Stage 2** - Removing complexity and volume through FY16-17
 - Stage 3** - Co-location of facilities - Citizen Hub roll out as per facilities rebuild plan and demand driven resource model applied FY16-17

Purpose

The purpose of this document is to outline and seek approval for the future direction of Christchurch City Council's community based integrated service facilities.

The past five years have seen a number of significant changes including those caused by the earthquakes in regards to facilities and settlement; changing demographics and technology mega-trends that make it timely to review the strategy for these facilities in terms of location, function and staffing to ensure that they remain fit for purpose to service the city now and into the future.

This strategy is intended to;

- Identify how citizens and customers want to interact with Council regarding services, channel choice and community facilities.
- Identify why citizen hubs may be best positioned to service and meet customer expectations
- Identify the current state and what changes are required to meet the future state, implementation phases.
- Provide a basis against which Council can measure success

Great for Christchurch Portfolio

Most recently, Christchurch City Council has launched the Great for Christchurch Portfolio as a platform to transform the organisation and to prioritise excellent citizen, customer and community service; improve performance and effectiveness and deliver efficiency gains.

A key outcome of Great for Christchurch is about simplifying the way things happen for customers, the community and our people internally. The Customer, Community and Operating Model enabled by IT (CCOMIT) programme will improve the ease and choices customers and the community have in the way they interact with the Council, and streamline how we work internally by simplifying and standardising what we do, and how we do it.

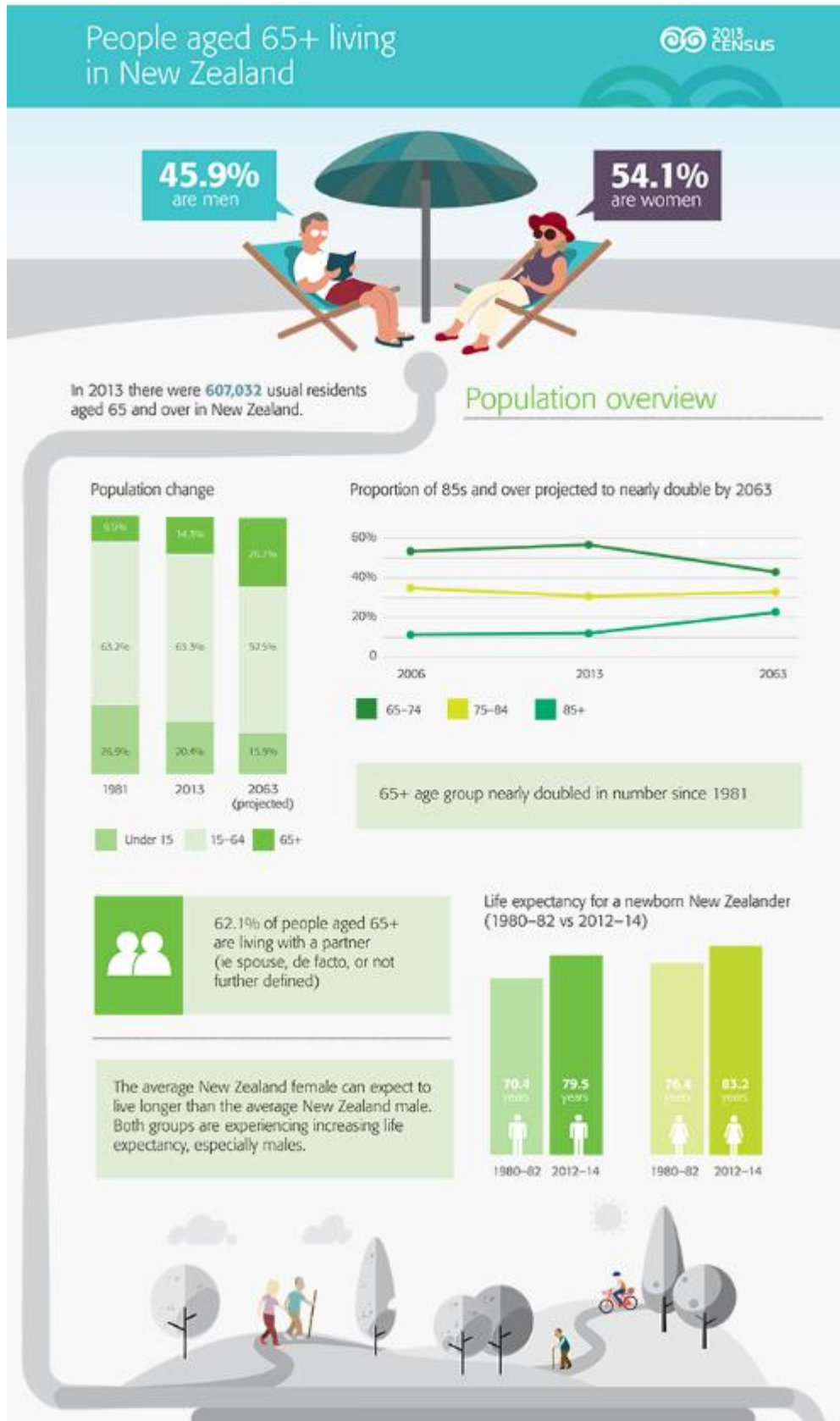
CCOMIT has reviewed the customer model and recommended more choice be given to customers in the way they interact with the Council. This includes the transition to digital first as a key principle, enabled by smart and innovative use of technology. Assisted service will continue to remain a required option for customers, either where people choose to use it, or because the level of service people require is too complex or not digitally enabled.

What does the future looks like - What do our citizens want?

Demographics of our new city

Since the Christchurch earthquakes there has been a dramatic shift in demographics and locality of the city's residents (refer appendix 5: proposed ward map);

- There has been significant loss of the population in the eastern suburbs (red zoned land) with growth in the north and south-west of the city.
- The city's population of 360,700 is expected to grow by around 63,000 people between 2015 and 2046.
- The population is aging in all wards with a significant number being over 65 (refer Statistics NZ infographic below). This demographic has a significant drop to the next bracket of 60-64 and a lesser drop again to 55-59.



What we know - Digital Service Trends and Customer expectations

New Zealanders are increasingly spending more time online to carry out daily tasks such as paying bills, finding information and interacting with friends, family and businesses. 87% of us are online and 39% access the internet via a smartphone or tablet. Trends globally, including New Zealand, see governments realising the impact of the internet on service delivery; committing to improving customer service by becoming more responsive, focused on the customer, and taking a 'digital by default' approach.

The Council Online Channels team was formed mid 2014 out of two distinct needs:

- On-going customer demand for self-service/'do-it-yourself' options; when interacting with the Council, to participate in decision-making, and find information and other services.
- An increasing requirement from the business for content and services to be delivered digitally.

The digital landscape is changing and influencing how customers interact. In 2017 and beyond 'digital natives' (those that have grown up with digital) will become the 'norm'. New Zealand leads the Asia Pacific region with 91% internet penetration, and customers are quickly turning to digital as a preferred way of undertaking transactions.

The new digital landscape also enables channel connectivity and customers now expect organisations to be 'joined up, freely sharing information across multiple channels rather than acting as separate entities.

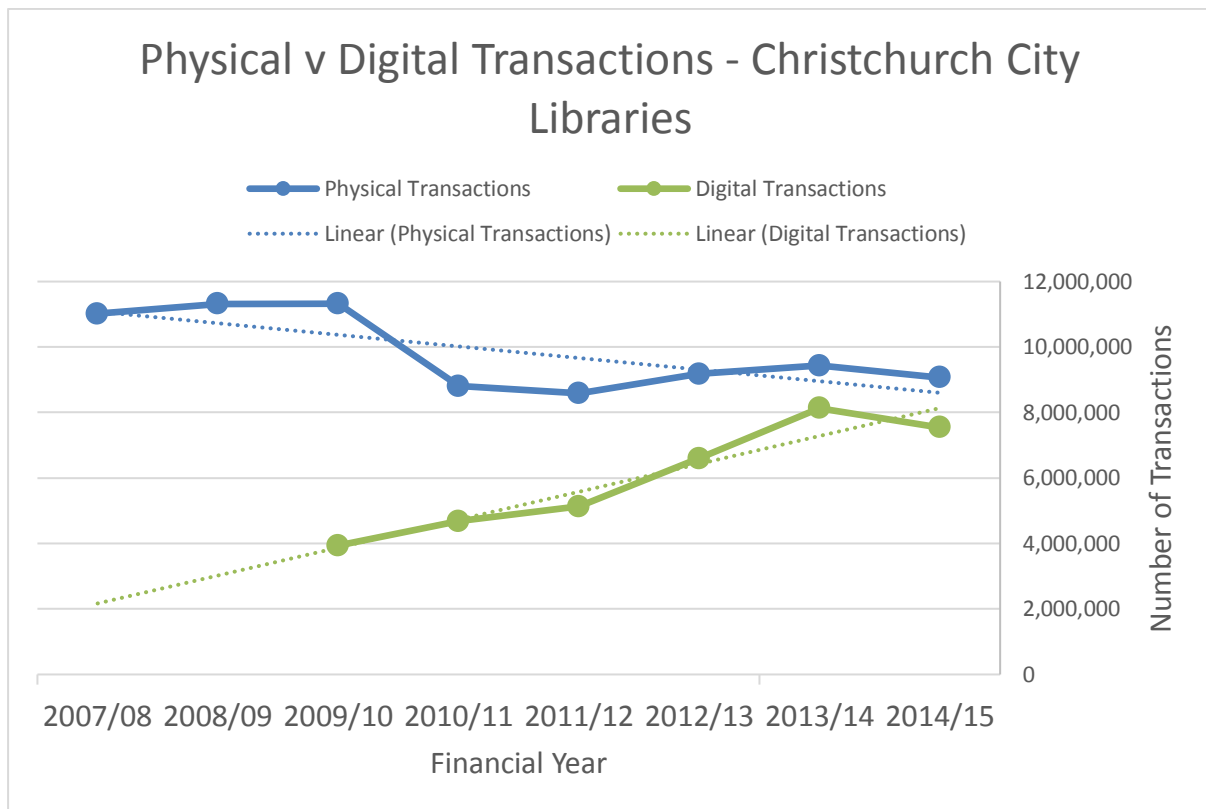
These trends, combined with changing demographics and the requirement to modernise the service experience, are causing the Council to look at the way in which they respond to customer needs. It is driving the move to an omni-channel strategy where customers have more choice in the way in which they obtain the services they require. By enabling services to be delivered via other channels, the Council is then required to look at what customers want from the assisted service channels and how this will be delivered.

Thanks to improvements in health, wealth, education, and work conditions, our whole population is changing; of the people old enough to work (aged 15 and over), one in six are now 65 years or over (65+). We are also learning that those entering this age group are not only living longer, they're also living 'smarter'.

Just under half of the 65+ group were Internet users in 2012. That's around 280,000 people – over 60,000 more than in 2009. This now technologically engaged group sidesteps queues and escapes bad weather through the convenience of doing things online. Of the older Internet users, just under half (139,000) used the Internet for online banking in the past year. This was the activity the greatest number of the 65+ age group participated in (as for other age groups). Almost as many (135,000) used the Internet to find health information.

Access to such services online can offer significant benefit to those with mobility issues. The ease of shopping from home also appealed to people aged 65+. Around 137,000 of them (49 percent) made online purchases in the last year (sourced from Statistics New Zealand).

Christchurch City Council Libraries Physical and Digital Trends 2009 - 2015



Digital transactions are the sum of:

- Database Sessions
- Database Searches
- Database Retrievals & Digital Downloads
- E-Holds
- Website Visits
- Catalogue Visits
- Social Media

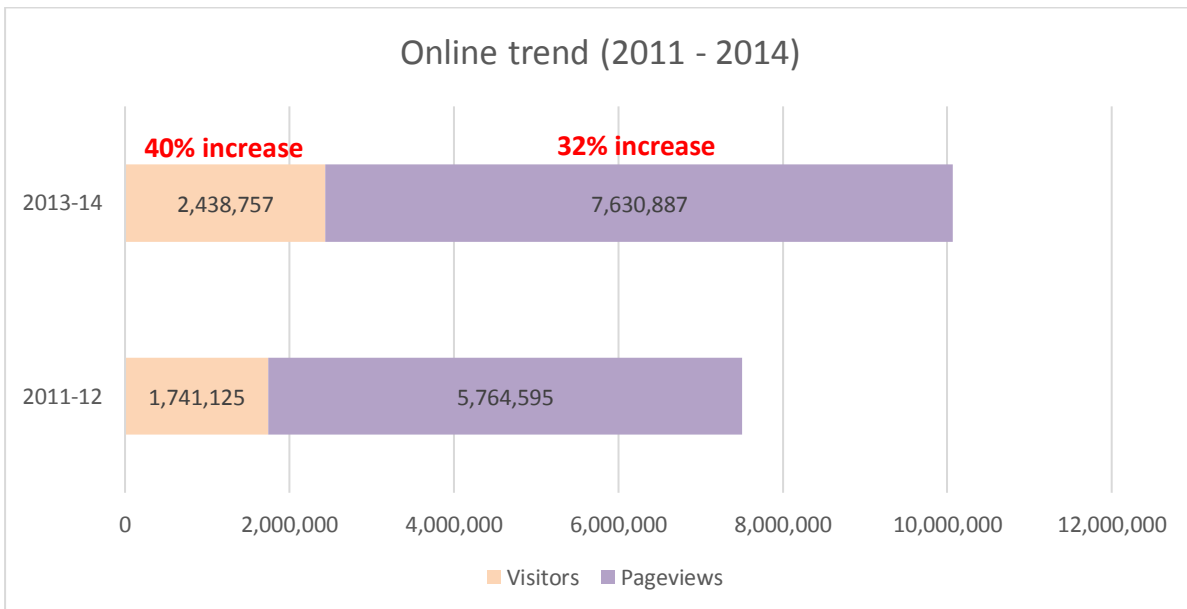
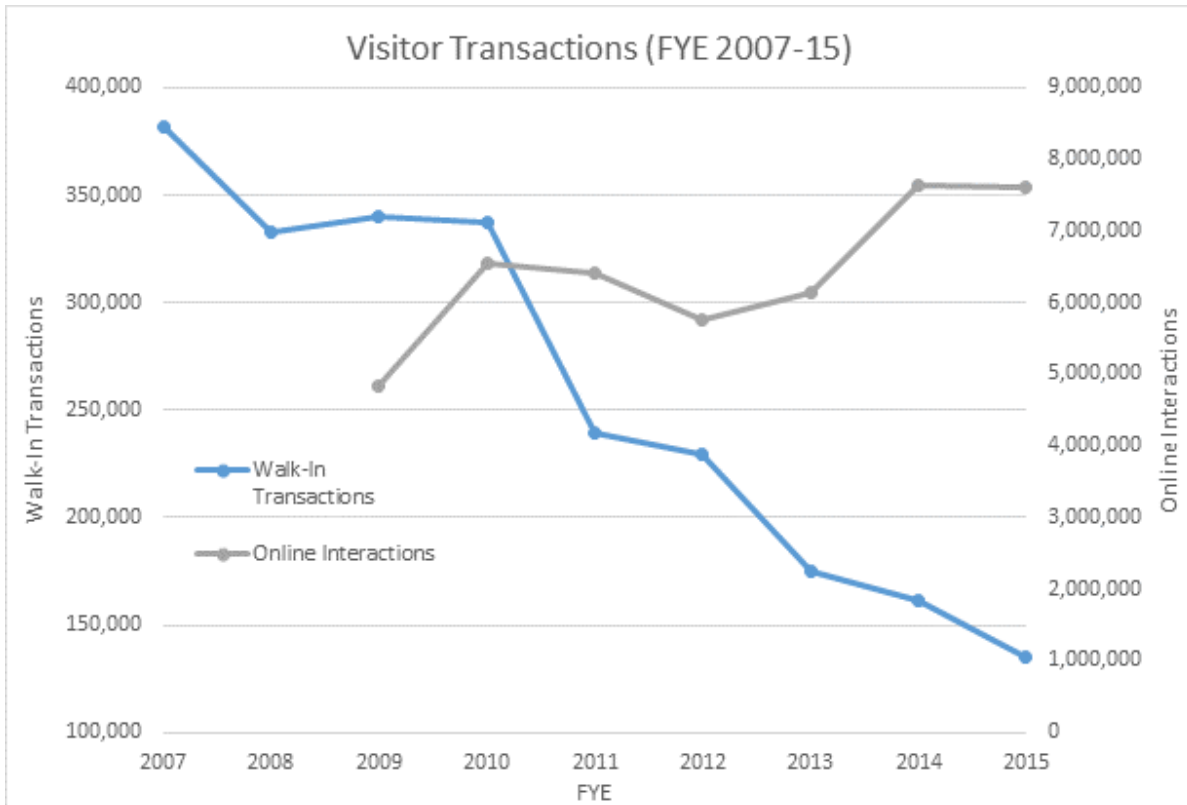
Physical transactions are the sum of:

- Books Issued
- Foot count
- Holds
- Enquiries



Note: Whilst digital transactions have increased dramatically, the corresponding reduction in physical transactions is relatively small. This follows national and international trends.

Christchurch City Council Service Desk and ccc.govt.nz Online Transactions Trends 2011 - 2014



- Percentage of visitors on our website between 7-10pm has more than doubled since 2011.
- The number of visitors using a mobile device to access our website has increased by over 200% and
- Tablet access has increased by over 150% since 2011.

Snapshot of Feedback from Citizens and Customers

Long Term Plan 2015-2025 - Citizen Submissions/ Feedback

Submission # 13659 - "Greater co-locating of facilities is essential. As well as co-locating the Council development projects the Council needs to seek further opportunity to develop community facilities in conjunction with community groups, schools and educational institutions."

Submission # 14383 - "Facilities should be multipurpose and sized in light of sensitivity to demographic projections. Be prepared to modify the plans should the demographics change. Some of the current facilities are currently not being fully utilised and should be planned out – we need to live within our means."

Submission # 12990 - "We request that the Council designates 60 square metres of purpose built space in rebuilt libraries for Citizens Advice Bureau offices, specifically in Linwood, Hornby, and the Central City. There is a synergy between the information that libraries provide and the service that Citizens Advice Bureau provides to the community. This relationship is already working effectively at the following locations: Hornby, Fendalton and South Library."

Online statements

"More and more I think libraries need to become community hubs and reflect the needs of the community."

"More staff interaction, give people the choice between "automated self check out" and an old fashioned check out desk."

Source: yourvoice.ccc.govt.nz/your-library/what-are-your-must-haves-for-new-central-library

"Some of my neighbours were praising the council's new initiative whereby you can take a photo of graffiti or damage etc on your phone and send it into the council to deal with... all improved online services that make it much easier for us folks to interact with a bureaucracy."

Source: www.stuff.co.nz

"Community expectations change over time. For example, people expect increasingly timely, responsive service from councils and to be able to interact with councils online."

Source: www.lgnz.co.nz/Local-Government-Funding-Review.pdf

A shared vision for digital services - IT future state

In 2012, the Prime Minister decided on ten priorities for government - the Better Public Services programme. Result 10 is about making New Zealanders' dealings with government easy in a digital environment.

Rather than re-inventing the wheel, the CCOMIT programme has aligned to the shared vision and actions for digital services (known as the Result 10 Blueprint).

The CCOMIT programme is aiming for an average of 70% of citizens' most common transactions with Christchurch City Council to be completed digitally by 2018.

The Blueprint is a pathway towards services that are:

- Digital by design – our services are designed to be digital.
- Digital by default – digital services will be 'how we do things' in local government.
- Digital by choice – customers choose digital because it's convenient.

The Blueprint has 10 Actions that:

- Support customers to move to digital.
- Redesign services.
- Increase system capability.

The Actions fit together to support the Result 10 outcome and are in priority order:

- Action 1: Assisted digital
- Action 2: Usability
- Action 3: More digital transactions
- Action 4: Web consolidation
- Action 5: Integrated service delivery
- Action 6: Digital service standards
- Action 7: Contact centre capability
- Action 8: Cost and quality of services
- Action 9: Remove legislative barriers
- Action 10: Service design and delivery capability.

It is interesting to note that there is already a flow-on impact on Libraries (particularly in the use of the internet enabled computers) as a result of government departments (such as WINZ and Housing NZ) pulling back from delivering assisted services.

The Council Online Channels team formed mid-2014, created an Online Channels strategy, with a draft plan of work set in place for 2014-16. This work is driven by the following priorities:

1. Governance across all the Council online channels to ensure the delivery of quality online interaction with our customers
2. Delivery of online services that meet a genuine need and that make online the first choice solution
3. Targeted content and platform-friendly design to reach and engage the right audience

A key deliverable is to ensure that our website is user-centric and designed for mobile use. We will also increase digital services such as online payments.

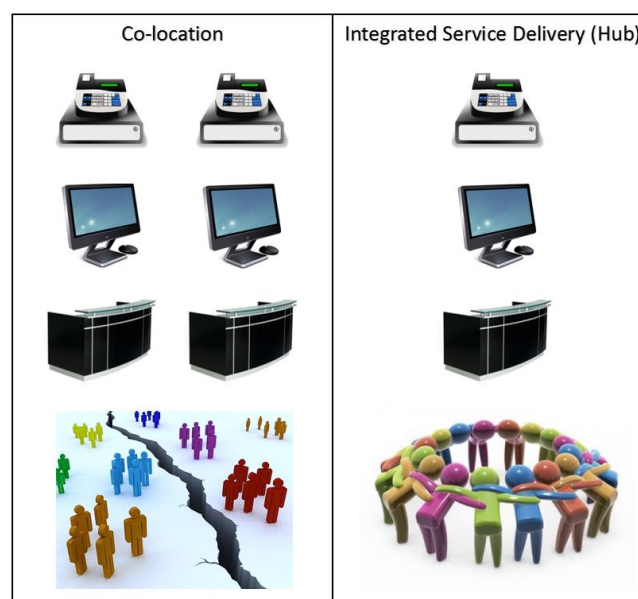
Digital solutions are likely to become the channel of choice due to the efficiency and ease of access for our citizens and the potential savings for the Council. Our online landscape needs to undergo a transformation so that it is customer focused and can deliver on the growing expectations of our citizens. However, it is expected that Council will retain a physical presence in our communities. The question then become 'what will this service look like and what will it do?' We are not proposing removing our physical presence in communities.

Shared vision for hub services

There is a worldwide trend towards establishing community hubs - and Christchurch City Council has already signaled its intent to adopt this concept by the development of our first co-located services in Papanui, Shirley, Fendalton, South Library and now, more comprehensively, at Te Hāpua: Halswell Centre. Hubbing enables the delivery of service outcomes from a common location, making it easier for the customer, as well as enabling the efficient use of Council resources.

A hub can be far more than a place from which service is delivered. It can bring community services together, be a gathering place for the community to play, learn, and engage with each other. The key is integration; this strategy will look at how and where Council services can become the platform for more deeply integrated citizen hubs.

We need to move beyond co-location to integration. For instance, when Libraries and Customer Services co-locate, we typically have two desks, two computers, two cash registers etc. A fully integrated hub provides seamless service delivery with an enhanced customer experience and internal efficiencies (see diagram below). There are often practical and physical issues that limit full integration. Therefore, we have an excellent opportunity to address this with the repair and rebuild programme that is underway for many of our community facilities. One of our integrated hubs will be in Hornby and is currently in design phase.



Case Study: The Auckland Council In-Store Experience

In February 2013, the Auckland Council Executive Leadership Team approved a human-centred design approach for their new service centre. The following is a summary of the approach they took, and the end result.

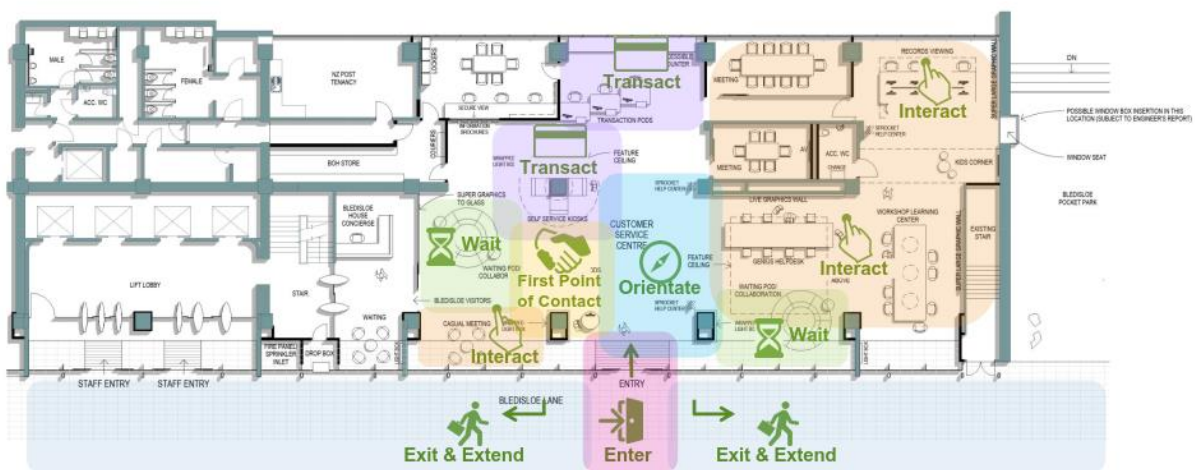
Customer Expectation:

Customers expect high levels of service in environments that not only meet their needs, but facilitate collaboration and learning while providing individual choice in how they interact.

Human-Centred Design Approach:

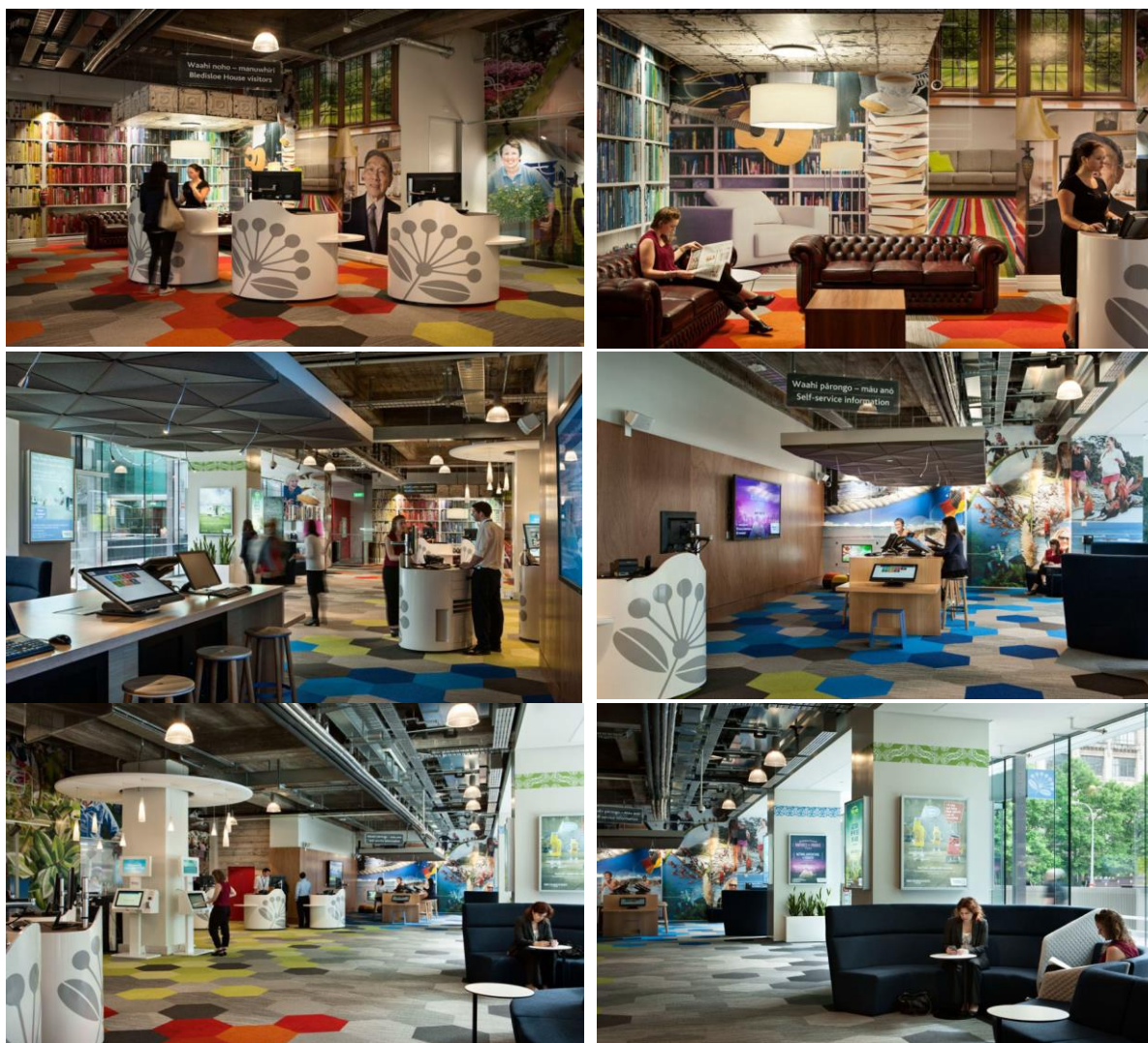
- Scope - create a service delivery framework that enables Council to deliver an integrated and relevant in-store experience
- Look & Listen - a refreshing and insightful view of the world through the eyes of the customers
- Understand - distilling observations into insights
- Solve - involve the wider organisation and external participants
- Build - make it happen!

Conscious Design:



A deliberate and conscious flow was created for citizens to:

- Enter
- Orientate
- Experience their first point of contact
- Interact
- Transact
- Exit & extend



What does a hub mean for Christchurch City Council?

Each element of the future omni-channel strategy needs to be enabled by the right tools and capability. For citizen hubs, this means exemplary service standards, well trained staff to support our customer groups in one engagement, supported by a customer relationship management (CRM) system.

Ideally the integrated hubs will support complex transactions where assistance is required. However, simple transactions will continue to be delivered via the hubs when customers choose this as their preferred option.

Christchurch City Libraries have already incorporated human-centred design principles in their facility design, fit-out, and service model.

What does a hub mean for other organisations?

As other organisations rationalise their walk-in services, our integrated hubs can provide a credible and viable alternative for maintaining community levels of services. Our staff may be able to provide additional services for a fee that not only covers costs but provides potential income (refer *Appendix Two: New Zealand Post co-location for more detail*).

For example, New Zealand Post are currently rationalising their physical locations in Christchurch and have approached the Council with a proposal to provide their post services at the Fendalton service desk (and others to be determined). With a minimal allocation of space required for the envelope / box display, and training of our service desk staff, we will be providing a key service for Christchurch citizens, recovering Council costs, as well as working with our partners in other agencies. More importantly, the community would still retain this critical service.

Hub Principles

Guiding Principle	Benefits
Customers will have a choice of channels (encouraging digital) to undertake simple tasks	<ul style="list-style-type: none"> Customers are able to choose how they interact with the Council depending on their preferences and personal situation Digital channels can be accessed anytime, anywhere Greater community convenience without additional staff costs Enables face to face resources to be used for more complex tasks where personal assistance is required Raises engagement of staff by minimising simple activities and significantly reducing rework
Integrated, multi-discipline hubs will be created where it makes sense, and will be the preferred future model	<ul style="list-style-type: none"> Customers can go to one location to meet their requirements Lower building maintenance costs More efficient use of staff through rostering In the longer term hubs can become a gathering place for more community services
Facilities are fit for purpose for the community it serves	<ul style="list-style-type: none"> Reduction in costs to council Community continues to have pride in their facilities and maximise use Locations meet customer demand and are centrally located in our communities Higher return on investment in facilities
Citizen Hubs will provide a consistent service offering	<ul style="list-style-type: none"> Standardisation of processes will be critical to enabling multi skilling of resources Technology will enable Hub staff to provide fast & effective customer outcomes Consistent environmental markers and branding will be developed to support the Council's desire to provide an integrated customer focused delivery model.

Hub Assumptions

Assumptions used to determine locations, design and calculate savings include:

Assumption	Rationale
Hours of service are not impacted	<ul style="list-style-type: none"> As demand based analytics are not available, assessment of current state did not lead to the conclusion that there would be any requirement to reduce opening hours of the facilities. Due to co-location hours of services will need to be determined based on demand
Integration of Community Hubs will occur at existing Library facilities	<ul style="list-style-type: none"> In many locations, service desks are already co-located with libraries and therefore optically it does not seem a big change for the community The older demographic, likely to be using assisted service channels, are assumed as visiting libraries more frequently than recreation centres, making the assisted service more accessible for these users Further work is required on assessment of recreation centre administration activities (proposed as stage two) to inform what could be cross skilled and what channel choice could be provided
Existing recreation building facilities do not have space to house libraries	<ul style="list-style-type: none"> Geographic distance will continue to occur in existing facilities due to facility constraints (i.e. size) and type of utilization (e.g. recreation services and quiet break out spaces do not have natural synergies)
Consistency is valued and enables standardisation	<ul style="list-style-type: none"> By initially establishing all hubs as a library/service desk integration customers will be able to expect and have the same service experience at any community hub Cross skilling of these employees will enable them to cover other services as required providing more job variety (note that complex queries will still require hand-over to achieve the desired consistency) Looking at how to integrate recreation activities at hubs, and vice versa hub activities at recreation centres, is secondary to the work to be undertaken to understand the recreation centre administrative activities
Great for Christchurch customer interfaces will be delivered	<ul style="list-style-type: none"> The resource efficiency benefits are largely related to volume reduction delivered by the Great for Christchurch customer interface opportunities and the technology that enables them i.e. self-service. If these are not delivered the benefits related to volume reduction cannot be realised

Meeting Customer Expectations

The future integrated hub model provides for council libraries to act as integrated, multi-discipline hubs, simplifying and streamlining the customer journey.

The future assisted service model delivers a number of financial and non-financial benefits:

- Integrated One location for multiple transactions
- Tailored A choice of either assisted or self-service options
- Cost Effective Savings on travel costs for customers using the digital channel options or travelling to a single integrated hub instead of multiple locations. There are also options to reduce the Council physical foot-print through decommissioning of

existing end-of-life facilities, or siloed facilities in the same community.

As stated in the 2015-2025 Customer Services and Online Channels Activity Management Plan:

'Our service needs to have the flexibility to respond to changing customer demand for hours, locations and channel. As a result we will transform how we provide our services so they are focussed on the customer ensuring choice of channel and accessible, timely service. We will manage our service delivery seamlessly across all channels, providing a "no wrong doors" approach for online, call centre and walk-in operations.'

Our customers interact with a variety of different services every day and the standard delivered by private and other businesses continues to grow. As such their expectations for increased quality of customer service have grown. We seek to match this through:

- Understanding and listening to customer needs to iteratively improve our existing services and processes.
- Provide the ability to self-service/'do it yourself' through online means.
- Enhanced customer service performance by closing the loop for service requests through calling back and advising outcomes.
- Delivering a 24/7 service that customers can access anywhere, any time, and through any device.

A new citizen 'integrated hub' model is needed for the Council to meet customer and community aspirations for the future.

Current state and issues

Christchurch service facilities struggle to meet community needs with service offerings being supported by 'add-on' technology rather than technology driving and supporting the desired customer experience. It is time to deliver a more integrated, future-focused model.

Locations and demographics

Christchurch is divided into wards and each ward has a number of community facilities within it. The map below shows the locations of major community facilities (Libraries, Community Service Centres and Recreation and Sports Centres) across the city.

- **Community Service Centres** - Across the city there are 12 service centres in geographic wards including Te Hāpua: Halswell Centre Hub. (Refer to *CCOMIT citizen hub strategy contributing information: 1. Community Service Centres* for details including location, hours of operation, employees and enquiry volumes.)
- **Libraries** - the Council currently runs 20 libraries of which Manchester, Peterborough, Linwood, and Bishopdale are temporary. On the re-opening of the city library (scheduled for 2018) Manchester and Peterborough will close and staff will be relocated. Bishopdale, and Sumner libraries are due to reopen by the end of 2017 and Lyttelton repairs will be completed by the end of 2016. (Refer to *CCOMIT citizen hub*

strategy contributing information: 2. Libraries for details including location, hours of operation, employees and enquiry volumes.)

- **Recreation and Sports Centres** - There are three recreation and sports centres in Christchurch with Metro Sports Facility and the Eastern Recreation and Sport Centre due to come online within the next five years. (Refer to *CCOMIT citizen hub strategy contributing information: 3. Recreation and Sports Centres* for details including location and hours of operation)
- **Community and Governance Services** – Community Board staff are spread across Christchurch. (Refer to *CCOMIT citizen hub strategy contributing information: 4. Community and Governance Services* for staffing and locations.)

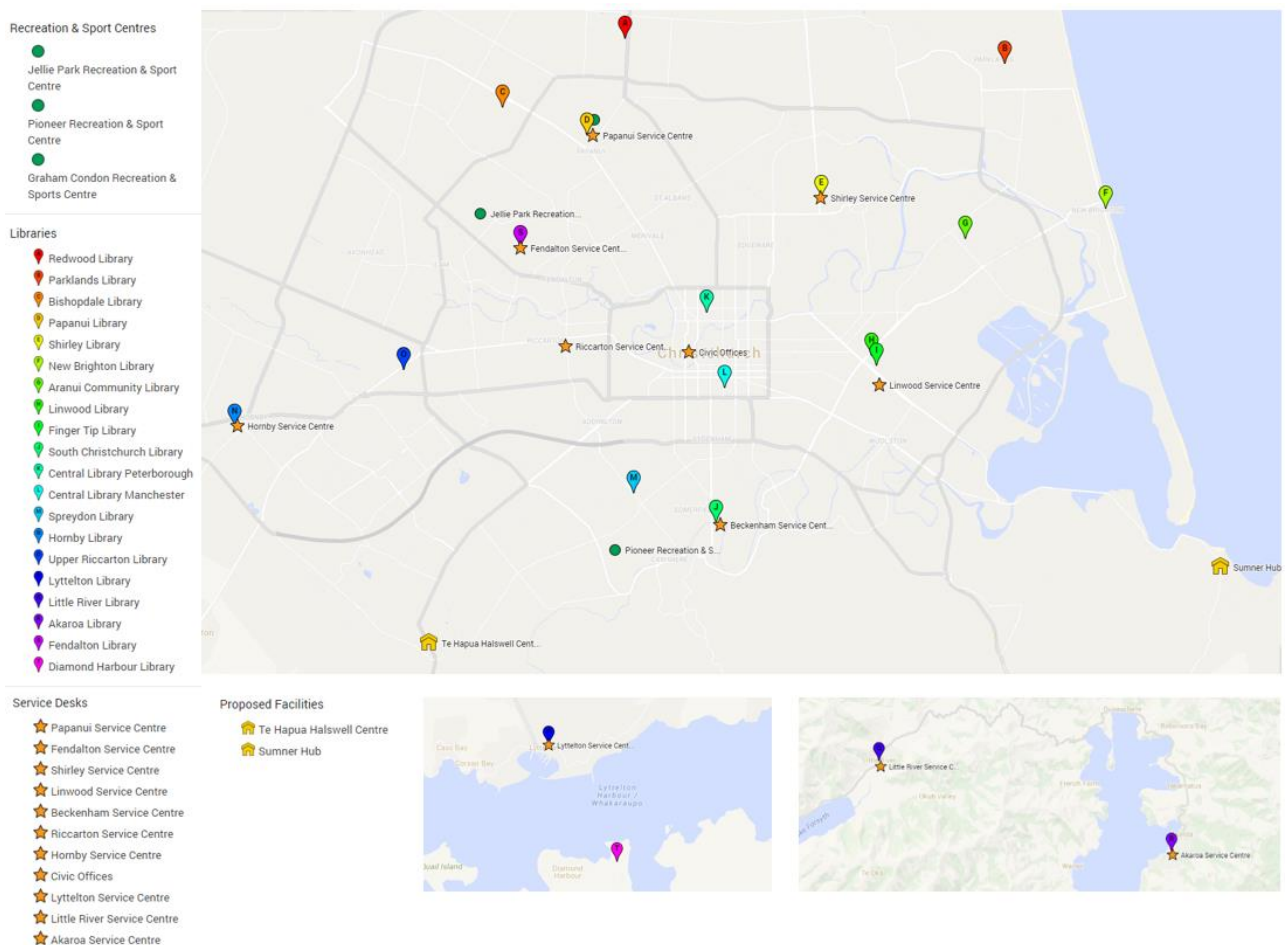


Figure 1 - Location map for Christchurch City Council Libraries, Service Desks and Recreation and Sports Centres

While the facilities available have evolved over time to support the perceived needs of citizens, in reality more and more complexity has been wrapped around an outdated service delivery model. For example, even where our service desks and libraries are co-located, we have to maintain separate cash registers and cash receipting systems (although the Customer Services team do the banking on Libraries' behalf).

Service Provision

There are 33 different websites providing council information, the CCC website has 202 published phone numbers; it is hard for customers to get the information which drives volume into the assisted service channels.

There is limited ability for customers to self-serve for basic transactions, which is required for an improved customer experience and to reduce volume in the assisted channels. Using the 2013/14 channel analysis provided in the 2015-2025 Customer Services and Online Channels Activity Management Plan, preliminary investigations (based on observations in Feb 2015) estimate that up to 64% of transactions undertaken on the service desks could be enabled through digital channels. This equates to 103,000 visits and 14,000 emails annually:

Channels	2013/14
Calls Answered	653,167
Emails answered	22,094
Customer service desk transactions	161,426
Visitors to ccc.govt.nz	2,438,757
Facebook	9,219
Twitter	8,233

The Council service needs to have the flexibility to respond to changing customer demand for hours, locations, and channels. More and more we see customers interacting with us outside of traditional working hours and expecting to complete enquiries, applications, and transactions in ways that fit around their busy lives.

For example, the number of customers using our walk in service continues to fall from a 2006 network transaction total of 381,376 to 164,649 in 2013, while the number of interactions online has grown by 30% in three years. These key facts again reflect the need for flexibility in our operation to meet customer demand in a financially responsible and efficient manner.

The provision of a 24/7 customer call centre service has begun this transformation. There are further opportunities to increase accessibility to information and service online through an improved website, social media initiatives and the provision of an online chat.

Our walk-in services will be focused on the requirements of their local communities through hours and locations. For example, Te Hāpua: Halswell Centre will open over weekends in 2015 to meet the needs of our customers and the services provided at that facility.

There is little consistency in the services that are delivered from many facilities, with multiple visits required, to complete day-to-day services. In some cases different services are located side-by-side, with the customer having to approach two different desks to fulfill their needs. One example of this is seen in Hornby (pictured below), where the library and service desks are both located inside the library. This requires the customer to determine which desk can service their requirements, resulting in a disjointed and confusing customer experience. Please note that this is a temporary measure post-earthquakes and not a purpose designed customer experience.



Figure 2 - The Hornby Service and Library Desks sit side to side but customers must complete transactions at the desk appropriate to the service they require. Please note this is a temporary measure post-earthquakes and not a purpose designed customer experience.

Whilst a key principle will be to encourage and meet the demands for self-service, all services that are delivered online will continue to be available through the assisted service channels at citizen hubs.

Services Hours and Usage

The provision of community facilities enables people to live and connect with others yet many of these are not being used regularly.

With regards to service hours, there is some consistency to the hours offered at the recreation; library and service desk facilities (Refer to *CCOMIT citizen hub strategy contributing information: 1,2, & 3* for detail.) In some centres there is minimal demand for services later in the evening (e.g. service desks) and there are clear opportunities to look at demand modelling, although more detailed analysis is required to understand the usage profile. For example, data analysis highlights that the lowest usage for Libraries is weekday evenings after 6pm. Currently, South closes at 7pm, Fendalton and Upper Riccarton close at 8pm on weekdays (Source: *Libraries Activity Management Plan Long Term Plan 2015–2025* page 10).

Future State Implementation

By taking the opportunity to refocus on the customer experience, council will continue to offer a range of services. Significant work will be undertaken to understand how we can redirect simple transactions through a digital interface, separating out the more complex inquiries for face-to-face or assisted services.

It is our desire to offer a consistent, quality service for our customers, with resolution occurring as close to the customer as possible; i.e. reduced hand offs, increased accountability, and empowerment of staff to make decisions and deliver to our citizens.

What needs to happen?

- The right technology needs to be implemented
- Physical environment needs to support the desired customer experience
- Efficiency options will be explored and developed
- Provision of multi-skill training for staff

What would a phased approach look like?

A three stage implementation plan builds efficiencies and capability for the new citizen hub model.

A three phased implementation is proposed:

Stage 1 - Prototype integrated service delivery with Te Hāpua: Halswell Centre Service Centre FY16

Stage 2 - Removing Complexity and volume FY16-17*

Stage 3 - Co-location of facilities - Citizen Hub roll out as per facilities rebuild plan and demand driven resource model applied FY16-17

* Note: dependent on implementation of My Council - Phase 1 (enablement of customer self-service).

Stage One – Prototype integrated service delivery with Te Hāpua: Halswell Centre

The customer experience is a key driver for developing this integrated service delivery prototype and it is anticipated that volume reduction will also be achieved through multi-skilling of staff, development of alternative channels, and efficiencies of process. The initial integrated service delivery offering is as follows:

You can pay for

- Rates and rate rebates
- Health and Alcohol invoices
- Building Consent and Resource Consent Invoices
- Christchurch City Council parking tickets
- Dog registrations and fines including 'Two or More Dog' licenses
- Drainage plans
- Council Rents
- Park and hall bookings and bond payments
- Pool entry, concession cards
- Library fines and charges
- Load money on your library cards and computer passes
- Swimming accessories such as goggles and hats
- Tog and towel hire

You can apply for or lodge

- Recreational Centre memberships
- Building Consent and Resource Consent applications
- Alcohol licensing applications

- Rental housing applications
- A function room or park booking

We offer these services

- Report a problem entered through WorkSmart
- Replacement library cards
- Unblocking library cards and updating privilege
- Advice from the Council knowledge base and website
- Council publications such as the City plan, recreation programmes and agendas

We will be responsible for

- Being the public face of the Council providing customer service excellence
- Running the PA system for the centre
- Showing prospective customers around the function and meeting rooms and how the technology works

It will be important to review the effectiveness of the Te Hāpua: Halswell Centre integrated service delivery prototype in 2016 with a view to rolling out the model across suitable sites. We will review how our Libraries, Service desks, and Community Services can easily adopt the integrated service delivery approach.

Stage Two – Removing complexity and volume

As better information is provided to customers, simple tasks will be enabled through digital channels, and rework will be reduced due to proactive status updates to the customer. As digital uptake to perform simple tasks increases and rework is reduced in the assisted service channels, the nature of the transactions being digitised will change to manage those transactions that are more complex.

There are a large range of reasons for customers to interact with the Council. At the highest process level there are common tasks they wish to perform including 'enquire', 'apply', 'book', 'pay' and 'report & request' services. Across these services, many could be undertaken via digital enablement, as is the key design principle for delivery of council services going forward. However, there will always be a place for assisted service channels. Customer preference may be to use a face-to-face channel and/or the task is simply too complex to enable digitally.

Stage two is proposed to assess more closely what drives this complexity with a view to simplifying and standardising these transactions and further automating where possible.

Complexity can be driven by a range of factors including;

- Customers want to know they are following the right process to ensure their service request is completed when they require it. This drives the desire to interact with people, checking and asking questions to make sure they have done everything correctly.
- The way in which services are delivered is confusing so people want a name, someone to call for updates, or reassurance things are happening to plan.

- Complexity is often defined by perceptions. Customers and Council will likely have a different view of which processes are complex. Customer journey mapping and user experience testing can help understand this.
- A transaction could simply be more daunting and therefore require personal interaction. It might be, for example, building a new house, or a similar significant event which will hold more importance for most customers than reporting a pot hole that requires fixing.
- The development and evolution of the process and the way in which information is presented, or services are used, has driven unnecessary complexity with outdated business rules that are timely to review.

A process review of end-to-end 'complex' transactions, using cross-functional teams and including an assessment of customer pain-points identification complexity and therefore the opportunity to remove it, or to do things in a simpler and standardised way. Once you simplify and standardise, it is significantly easier to use cross-skilled capability.

Stage Three – Co-location of services and demand driven resource modelling

A detailed implementation plan will be developed to support the execution of the strategy including the capability changes needed across the resource profiles to enable employees to service a wider range of customer requirements. This implementation plan will be developed in alignment with the strategies and plans in the following section (*Interdependencies*).

As well as being guided by the Citizen Hub service principles, the Citizen Hub fit-out will be guided by the Customer and Community Offering principles (*refer appendix 4*). Specifically, we will adopt an approach where the environment drives the customer experience.

Integration is the key to delivering the benefits and must closely align to the Great for Christchurch phasing of digital enablement. It is through the provision of better information, and the ability of customers to self-serve, that volume will be removed from the assisted service channels.

Details of the self-service and re-work volume that could be removed via digital enablement from the service desks include:

- Of 183,510 total transactions (2013) that came into the service desk 64% are estimated to be related to enquiries and simple tasks of which an estimated 70% could be automated (82,212).
- Of 183,510 total transactions (2013) that came into the desk 9% are estimated to be related to rework (16,515) of which an estimated 80% (13,213) could be removed by providing better information to customers

Following closely behind the implementation of Citizen Hubs and the digital enablement that will reduce assisted service volumes, we will need to review our resource modelling to match demand.

This will include;

- Understanding and applying the efficiency gains available through best practice rostering and resource allocation
- Applying good business sense based on actual data to determine and apply facility operating hours
- Determining the number of community facilities required to meet customer demand

To deliver accessible services and give our customers' choice, we need to have a workforce that can respond accordingly.

We look to fully utilise our pool of customer service representatives so that we are efficient, cost effective, and provide service where it is needed. Our customer service representatives should manage any customer contact channel as required, providing a 'no wrong doors' approach. Changes such as the implementation of online self-service may have a significant impact on walk-in transactions and this will require close, real time trend analysis, and flexibility of resources.

A flexible workforce means:

- Rationalisation of the customer service representative skill set so that 75- 80% of calls can be answered at the first point of contact
- Broadening the role of customer service representatives to operate across all channels; walk-in, phone, email, and online, supporting each during busy times. For example, email contact continues to be a popular channel for customers to transact their business with the Council. Averaging approximately 1800 emails per month, this channel is managed by walk-in and phone based customer service representatives and is an example of the multi-skilling we want to achieve.
- Providing a 'one customer desk' across integrated community hubs.
- Negotiating a variation to Employment Collective to enable 24/7 coverage.\
- To be able to move resources to meet customer demand, to cover:
 - Hours of operation (increased calls during 7-9pm and changing patterns of calls)
 - Location of operation (changing population growths and decreases across the city, and changing service provision across the city)
 - Channel of operation (ability to move resources between channels to provide support during high demand periods)
 - An environment of 'no wrong doors'

Technical expertise to support our new delivery model is likely to be roles such as a workforce planner, business analyst, and real-time analyst.

To use our resources efficiently it is sensible to have the ability to shift customer service representatives across different channels of the operation to meet the peaks and troughs of seasonal workflow and customer demand.

While we have some history in walk-in trends, we need to build further understanding around 24/7 phone, and online demand:

- Require proactive and real-time trend analysis to inform a timely response.
- Changes will be driven by evidence to ensure there isn't a reduction in the holistic level of service.
- Utilise existing Council touch-points and networks with the community to advise and inform of changes.
- Utilise online, print, other media to advise and inform of changes.
- Appropriate lead-in times and phased introduction of changes in access to services.

Interdependencies




The founding principle of citizen hubs is to bring together the services council provides across the community in a common location, enabling the customer and community experience to be an integrated one. Initially this includes libraries, and service desks.

Future builds of new citizen hubs should encompass all council facilities required by the community it serves, integrating recreation and sports, libraries, service desk and community governance services where it makes sense. This will vary by community, depending on factors such as community demographics, land availability etc. and should be designed in conjunction with the community to ensure the hub is fit for individual community requirements (i.e. some of the new facilities in communities may not require all services).

As a result of the earthquakes there are a number of new community facilities and re-builds already underway. The implementation plan will align with the Community Facilities Activity Management Plan and Community Facilities Network plan as well as the various facilities rebuild plans for the community facilities, libraries, and service desks. These designs were signed off in previous years and most facilities have begun construction (with some completing soon).

The hub strategy should be considered for those facilities that are in the design phase (e.g. Lyttelton and Hornby) or new facilities planned in the future.

Document Name	Trim Link	Alignment	Comment
2025 Long Term Plan	TBA	✓	Very strong alignment
Long Term Plan 2015-25 CCC Activity Management Plan Customer Services and Online Channels	14/827745	✓	Very strong alignment
Libraries Activity Management Plan	15/819933	✓	Strong alignment
Libraries Activity Management Plan Long Term Plan 2015–2025	15/819933	✓	Strong alignment
Christchurch City Council Libraries 2025 Facilities Plan	12/314750	✓	Alignment
Facilities Rebuild Plans (various)	TBA	X	Most facilities have replaced 'like for like'. Therefore, the integrated hub strategy has not been considered when deciding on the design and co-location of facilities.
Long Term Plan 2015-25 CCC Activity Management Plan Community Facilities	14/830660	✓	Strong alignment
Community Facilities Plan ELT Brief	15/1144317	✓	Strong alignment

Community Facilities Network Plan - Report to the Communities, Housing and Economic Development Committee meeting 2015-09-03	15/790054		Strong alignment
Representation Review Consultation Booklet - WEB version 26 August 2015	15/1083311		Very strong alignment
IT 3 year investment portfolio and roadmap	15/1233065		Very strong alignment

References /Bibliography

Document Name	Trim Link	Comment
The Auckland Council In-Store Experience - Taking a Human Centred Design Approach	15/1267607	ALGIM Case Study 2015 - presentation given to conference attendees
CCOMIT citizen hub strategy contributing information	15/1268229	A record of the contributing information that supports the CCOMIT citizen hub strategy
Libraries Activity Management Plan Long Term Plan 2015–2025	15/819933	States that the lowest library usage in weekday evenings after 6pm.
2025 Long Term Plan	TBA	
Long Term Plan 2015-25 CCC Activity Management Plan Customer Services and Online Channels	14/827745	
Libraries Activity Management Plan	15/819933	
Christchurch City Council Libraries 2025 Facilities Plan	12/314750	
Facilities Rebuild Plans (various)	TBA	
Long Term Plan 2015-25 CCC Activity Management Plan Community Facilities	14/830660	
Community Facilities Plan ELT Brief	15/1144317	
Community Facilities Network Plan - Report to the Communities, Housing and Economic Development Committee meeting 2015-09-03	15/790054	
Representation Review Consultation Booklet - WEB version 26 August 2015	15/1083311	
IT 3 year investment portfolio and roadmap	TBA	

References

- Statistics New Zealand (over 65 infographic) <http://www.stats.govt.nz/Census/2013-census/profile-and-summary-reports/qstats-65-plus-infographic.aspx>
- www.stuff.co.nz
- Statistics New Zealand
- Christchurch City Council Long Term Plan 2015-25 Submissions
- yourvoice.ccc.govt.nz/your-library/what-are-your-must-haves-for-new-central-library
- www.lgnz.co.nz/Local-Government-Funding-Review.pdf
- www.ict.govt.nz/programmes-and-initiatives/digital-transformation/result-10/
- www.dia.govt.nz/better-public-services (ideas about how to articulate what we're digitising)
- www.ict.govt.nz/programmes-and-initiatives/digital-transformation/result-10/research-exec-intro-methodology-concl/
- www.ict.govt.nz/ (do a search for result 10)

Appendix 1- Financial benefits

While a number of options have been considered in rationalising and integrating facilities, the option presented below was preferred to limit investment required whilst maximising benefits to the customer and community.

It should be noted that the majority of benefits delivered via this strategy can only be realised if self service capability is delivered, as per recommendations from Great for Christchurch.

Consideration should also be given to the branding of these facilities. Rebranding and fit out costs have **not** been included as each facility will vary in requirements. Detailed costing for this should be developed as part of the implementation plan.

The following assumptions underpin the calculation of benefits:

Benefit	Calculation
Employee savings (due to scale opportunities or reduced volume)	<ul style="list-style-type: none"> Average service desk salary agreed in Great for Christchurch used as proxy for FTE saving (\$51,600) regardless of if the employee saving comes from Library or Customer Services Calculated benefits are actual personnel costs <p>NOTE: this strategy does not indicate which business unit the resources are to be reduced from – this needs to be further worked through as part of the implementation planning with appropriate HR input</p>

Proposed Change	dependent on digital	
	Recurring savings	
	FTE Reduction	Staff Saving (pa)
FTE Reduction*	6	\$309,600
Total net annualised saving	\$309,600	

*Made up of a reduction in FTE from Shirley, Fendalton, Civic, Linwood, & Papanui as dictated by customer demand in those centres. Note that introduction of other services such as NZ Post may reduce the number of FTE savings.

Appendix 2- New Zealand Post co-location

The Customer Services unit, in conjunction with Corporate Finance have identified \$83,000 in revenue from co-locating at Fendalton Service desk. This figure has been adjusted to allow for an extra 0.5 FTE to be used during the busy pre-Christmas period.



Is your business the right fit?

To be a good PostCentre outlet there are certain requirements including:

- The right location where it is convenient for customers to shop.
- A customer focused team in your business.
- Evidence of a successful existing business and the drive and commitment for future growth.
- Strong ethics and values.
- Strong business acumen.
- Outstanding communication skills and demonstrated leadership experience.
- Proven sales and service experience.

Are you interested?

Complete an application pack in full. The pack includes a PostCentre application form, a Ministry of Justice information request approval, credit check authorisation, direct debit authority, information on New Zealand Post's credit policy, terms of trade and an envelope for returning the completed pack by post.

Applications take approximately four weeks to be processed.

Please contact us for further information:


PostCentre Opportunities
New Zealand Post Retail
Private Bag 92123
Victoria St West Auckland 1142

Email: postcentres@nzpost.co.nz
www.nzpost.co.nz

New Zealand Post 

Set for success

The PostCentre Proposition

New Zealand Post 

Welcome to New Zealand Post

New Zealand Post is a premium New Zealand brand that has been part of New Zealand communities since 1840. In 1987 we became a State Owned Enterprise (SOE) and today the New Zealand Post Group comprises several companies.

In 2010 New Zealand Post was voted New Zealand's "Most Trusted Retailer" in the Reader's Digest Trusted Brand Awards, an award we have won several times.

We strive to provide customers with a consistent experience when they access New Zealand Post products and services at any of our stores, including our 600 PostCentre outlets.

What is a PostCentre?

PostCentre outlets are operated from within existing businesses and provide communities with essential postal and courier services and in some cases they host PO Box facilities.

Forming part of the wider Retail network of around 900 PostShop Kiwibank stores and PostCentre outlets, approximately 600 PostCentre outlets provide a compelling range of business benefits to their hosts.

What are the benefits of a PostCentre in my business?

- The opportunity to be part of a premium New Zealand Brand that is trusted and relied on by thousands of Kiwis every day.
- An additional revenue stream for an existing business along with additional customers.
- Access to great business support through our marketing, training and business tools helping you achieve your own business success.

Our fact sheet

- PostCentre outlets complement their host business by attracting customers that both businesses can benefit from.
- With more than 900 PostShop stores and PostCentre outlets, New Zealand Post provides one of the largest retail networks in New Zealand.
- Around 700,000 people visit a store in the New Zealand Post Retail network each week.
- Products and Services offered in PostCentre outlets can include bulk mail, packaging, ParcelPost™ and CourierPost™ services, PO Boxes and Private Bags, mail redirections, holds, stationery and stamps.



Your return on investment

By investing in a PostCentre outlet, New Zealand Post will provide operators with access to a range of benefits.

Brand and Image

We provide a New Zealand Post brand and image package which is tailored to individual store locations and layouts.

Postal Sales and Service

Stamps and postal products can be purchased from New Zealand Post at a standard discount for resale to customers.

Mail Delivery

PostCentre outlets with PO Boxes deliver mail Monday to Saturday, except on statutory holidays. Payment is made for this service on a monthly basis.

PostCentre Equipment

Equipment needed to provide New Zealand Post products and services is provided as part of the initial set up of the PostCentre component of the store.

Product Merchandising

A Sending Solutions merchandising system designed to maximise the visibility and sales opportunities of New Zealand Post products and services is provided.

Training

Initial training and support is provided on-site and the PostCentre procedures manual is available as an ongoing reference. New products, changes to products or process are supported by detailed training material designed to be used by store owners to update their team members.

Ongoing Support

PostCentre Business Managers provide ongoing support to PostCentre Operators, a monthly newsletter is issued, tools and process information is supplied and information around products and services is updated as appropriate.

Appendix 3-Facilities programme/ rebuild plan

The table below shows the location of the new or rebuilt facilities and the services each will provide based on the current plan. Red boxes indicate the facilities that are not being planned to deliver integrated community hub services as per this proposed strategy.

Location	New or Rebuild	*Proposed Service		**Proposed Service	Facilities Update as of 4 Sept
		Library	Service Desk	Community Governance	
Bishopdale	Rebuild	Yes	No	No	Service desk and community governance (with library) housed at Papanui 2kms away
Lytelton Library and Service Desk	Repair	Yes	Yes	No	Too small to co locate community governance
Central Library	New	Yes	No	No	Community governance and service desk located at Civic 500m away
Te Hāpua Halswell Centre	New	Yes	Yes	No	Community governance at Hornby 7kms away
Sumner Community Facility	Rebuild	Yes	No	No	Service desk and library located at Linwood 9.5kms away
Linwood Community Facility	New	Yes	Yes	Yes	

***Note: It does not always make sense to co-locate service desks, community governance and libraries as sometimes a hub facility is located in close proximity**

Should this strategy be accepted, consideration should be given as to whether or not these facilities are fit for purpose, as some of the construction is yet to commence.

Appendix 4- Agreed customer and community design principles

Change Drivers	Design Principles
<ul style="list-style-type: none"> The customer / community experience is fragmented and it can be confusing for customers and communities to engage with us 	<p>Council will deliver to a planned customer and community experience, focussed on delivering successful outcomes, that encompasses the elements of Consistency, Assurance of understanding, Tangible in its efficiency, Empathetic and Responsive (CATER)</p>
<ul style="list-style-type: none"> There is limited choice in channels to interact with us 	<p>Council will ensure customer and community voices inform our decisions and services from beginning to end, in all phases: – Conception and design – Development – Implementation – Evaluation</p>
<ul style="list-style-type: none"> Communities are demanding a more flexible and agile Council 	<p>Community facing processes will be simplified and standardised to provide a consistent and easy experience</p>
<ul style="list-style-type: none"> Our internal processes can be duplicated and fragmented with no end to end process ownership 	<p>The customer and communities will have choice in how they interact with Council</p>
<ul style="list-style-type: none"> There is a lack of clarity on roles and responsibilities 	<p>Our front-line teams will be empowered through access to information and tools, and equipped with the skills to deliver successful outcomes for the customer and communities</p>
<ul style="list-style-type: none"> Future-proofed technology is required to enable our delivery 	<p>Internal processes will identify an accountable officer, and be simplified to deliver successful outcomes</p>
<ul style="list-style-type: none"> There is an increasing expectation of community and 	<p>Internal processes will identify an accountable officer, and be simplified to deliver successful outcomes</p>

<p>citizen participation and co-creation</p> <ul style="list-style-type: none">• Community and citizen participation and social capital are key to a thriving city	<p>One source of data accessible to all of council will enable consistency of information that can be easily tailored to meet business and customer and community requirements</p>
	<p>Collaborating and partnering are integral to our culture and success</p>
	<p>We will be responsive to the diversity and changing needs of the customer and community</p>
	<p>We will make the best use of the available people, resources and time to ensure the best possible results for our communities</p>

Appendix 5- Population Shift in the City

