Long Term Plan 2024-34 Activity Plan

# Citizens and Customer Services

- *Provide a "first point of contact" Council customer service*
- *Citizen & Customer Insight & Intelligence*

**Adopted XX and XX June 2024**

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## Approvals

| Role | Position | Name | For Draft LTP | |
|------|----------|------|---------------|---|
| | | | **Signature** | **Date of sign-off** |
| General Manager | General Manager Citizens & Community | Mary Richardson | | xx June 2023 |
| Finance Business Partner | Finance Business Partner | Peter Langbein | | xx June 2023 |
| Activity Manager | Head of Citizen & Customer Services | Sarah Numan | | xx June 2023 |

## Authors and advisors to this Activity Plan

| Group | Business Unit | Position | Name |
|-------|---------------|----------|------|
| Citizens & Community | Citizen & Customer Services | Head of Citizen & Customer Services | Sarah Numan |

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# Contents

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# 1. What this activity delivers

Citizen and Customer Services plays a critical role in our organization as the first point of contact for enquiries and interactions for the citizens and customers of Christchurch. We provide important information and services, ranging from enquiries about how to participate in consultations to managing service requests for improved water quality to taking payments. We also provide and manage Community Hubs that offer tailored services and spaces for local communities.

Our role is to create visibility of the citizen's relationship with us, so they feel more valued and connected to Council and their city. We achieve this through ensuring end to end quality interactions, knowing our community, and sharing regular insight and intelligence to the organisation.

Increasingly, citizens expect more accessible and joined-up services that are tailored to their needs across a range of channels.  As a result, the function of Citizen and Customer Services has evolved over the last five years and now:

- Strategically leads the organization in responding to the changing expectations of our citizens for simple, easy, and personalised services.

- Acts as a custodian of citizen data, knowledge management and supporting systems, and

- Provides a centre of excellence for the organisation focusing on the citizen experience.

These functions are critical in supporting our organisation to adapt to the changing needs of our citizens and the ongoing digital disruption we face.

We provide four core activities, these are:

1. First point of contact for enquiries and interactions for the citizens and customers of Christchurch. We deliver a 24/7 service for phone, email, social, and online interactions. Face to face services is provided at 12 suburban Community Hubs in greater Christchurch, from Papanui in the North to Akaroa in the South.  Our service delivery includes but is not limited to the following:
   - Enquiries
   - Service Requests
   - Payments
   - Bookings
   - Applications
   - Advice
   - Product sales
   - NZ Post postal and bill paying services.
   - Emergency Council support

Service provision on behalf of others, such as Otautahi Housing Trust, and City Care Property and Environment Canterbury.

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2. Centre of excellence for citizen experience and service, leading and advising our organisation in providing quality services that are accessible, easy to use, and provide channel choice for how people interact with us. We represent the voice of the customer and play an integral part in driving the priorities for improved and joined-up services.

3. Provision of community hubs to deliver integrated services that meet individual community needs. This includes offerings on behalf of external agencies such as Post Plus and Metro card. This activity moves us towards local and tailored services where our citizens can actively participate in civic and community life.

4. Custodianship of citizen data, knowledge management and supporting systems to deliver efficient and effective customer service.

## This activity includes the following services:

✓ **Provide a "first point of contact" Council customer service** – We deliver a 24/7 service for phone, email, social, and online interactions. Face to face service is provided at 12 service hubs.

✓ **Citizen & Customer Insight & Intelligence** –
We provide the organisation with insight via reports and real time dashboard data and process improvement support to enhance the citizen experience and organisational service delivery.
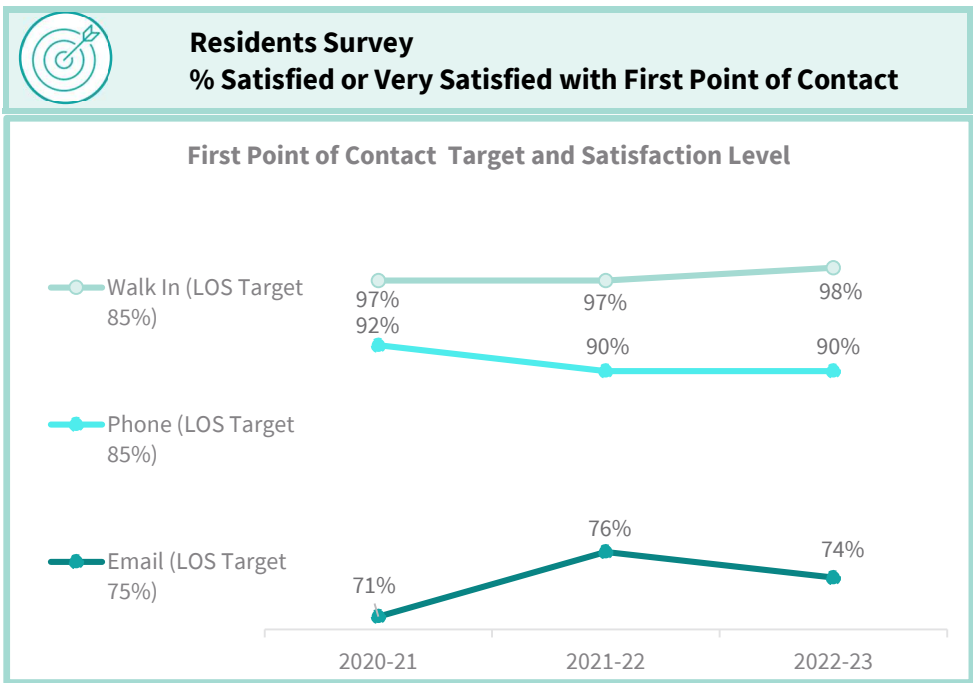
## A snapshot of provision and use for 2022/23:

✓ Total Interactions: 640,729
✓ Telephone Enquiries: 220,942
✓ Email Enquiries: 79,382
✓ Online Enquiries: 85,653
✓ Face to Face Enquiries: 107,298 (This includes Summer Pools)
✓ NZ Post Interactions: 37,135
✓ NZ Post Plus Interactions: 74,319
✓ Requests for Service: 234,771

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# What our community is saying

## Residents Survey
### % Satisfied or Very Satisfied with First Point of Contact

**First Point of Contact Target and Satisfaction Level**



Walk In (LOS Target 85%): 97%, 97%, 98%
Phone (LOS Target 85%): 92%, 90%, 90%
Email (LOS Target 75%): 71%, 76%, 74%

2020-21 | 2021-22 | 2022-23

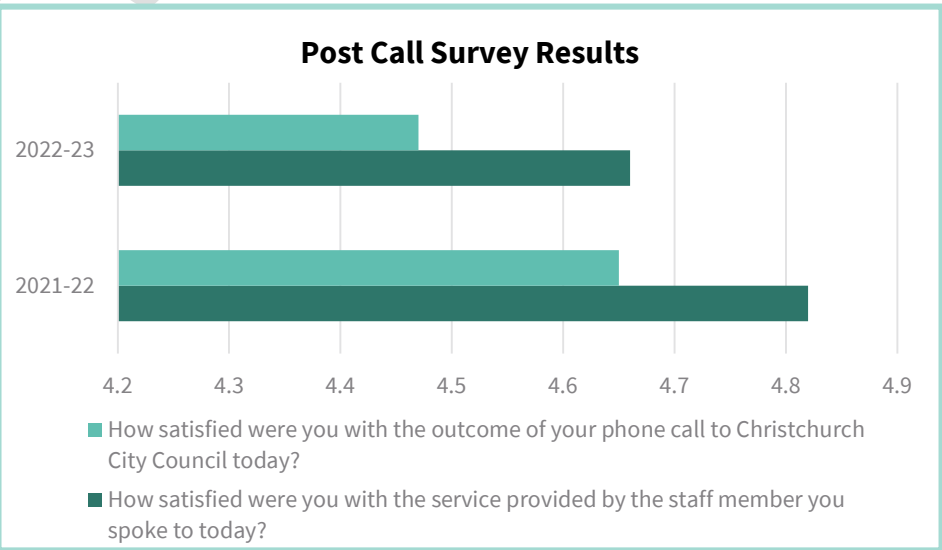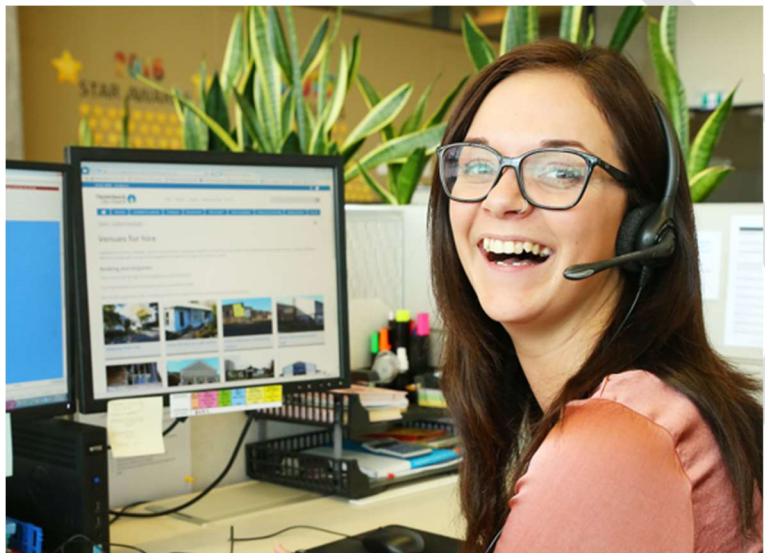## CRM Contact Centre Industry Awards for: Public Services

Christchurch City Council won the 2020, 2021 and 2022 CRM Contact Centre Award for: Public Services.

- Judges select from a range of pre-determined scenarios complied from each industry sector and both calls and emails are conducted to the participating Contact Centres.
- A score is assigned to 10 specific components of a customer service call or email contact.

Scores are comprehensively tabulated and analysed to measure the individual performance of each Contact centre over the telephone and internet, and to build up an overall picture of performance across different industry sectors and the country.



### Post Call Survey Results



2022-23
2021-22

4.2 | 4.3 | 4.4 | 4.5 | 4.6 | 4.7 | 4.8 | 4.9

■ How satisfied were you with the outcome of your phone call to Christchurch City Council today?

■ How satisfied were you with the service provided by the staff member you spoke to today?

*Source: 2018 – 2023 Christchurch City Council Point of Contact Residents Surveys*

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# 2. Why we deliver this activity

## 2.1. Community Outcomes: How this activity contributes

| | Community Outcomes | Contribution* | Key contributions to achieving our community outcomes |
|---|---|---|---|
| | **Collaborative and confident** Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe. | ★★★★ | • Our multiple engagement channels provide the first point of contact for citizens enabling access to Council services, connection to the Council and elected representatives, and providing information and updates.<br>• We empower citizens by providing a range of easy-to-use, reliable, self-service, digital options for engaging with Council.<br>• We provide a critical 24/7 connection to our communities enabling Council to respond and support weather and events. |
| | **Green and liveable** Our neighbourhoods and communities are accessible and well connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy. | ★★★ | • Our 24/7 services provide multiple engagement channels allowing residents to access Council services at 12 Service Hubs and enabling access to information about our city and natural environment at a time that suits their needs.<br>• We design and deliver citizen-centric services that provide digital opportunities to reduce our carbon footprint. |
| | **A cultural powerhouse** Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative, cultural and events powerhouse. | ★★ | • Our services are citizen-centric and designed to meet the needs of our diverse communities.<br>• We provide face to face, phone, and online services to make it easier for residents to engage with the Council.<br>• Co-ordinated access to translation services supports our service delivery. |
| | **Thriving and prosperous** Our city is a great place for people, business, and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions. | ★★ | • We lead the design of services and transactions that are efficient, simple, and easy to complete, reducing barriers for people to get involved and access the services they need.<br>• We provide citizen and customer insight and reporting to the organisation to help guide planning, policy and decision making. |

| **\*Level of contribution – what this means** | |
|---|---|
| ★★★★ | This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service |
| ★★★ | This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements |
| ★★ | This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable |
| ★ | This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact |

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## 2.2. Strategic Priorities - How this activity supports progress on our priorities

| | Strategic Priorities | Contribution* | How our strategic priorities influence the way we work |
|---|---|---|---|
| | Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility, and connection. | ★★★ | • We create visibility of our citizen's relationship with us, so they feel more valued and connected to Council and their city.<br>• In collaboration with the Organisation, we champion citizen-centric service design and provide insight and opportunities for process improvement.<br>• We provide critical insight to elected members and senior management to help guide planning, policy, and decision-making.<br>• We are ambassadors for the Council through our first point of contact interactions.<br>• We are the custodian of the citizen experience. |
| | Champion Ōtautahi-Christchurch and collaborate to build our role as a leading New Zealand city. | ★★ | • In collaboration with the Organisation, we champion citizen-centric service design and provide insight and opportunities for process improvement.<br>• We are ambassadors for the Council through our first point of contact interactions. |
| | Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents. | ★★★★ | • We create visibility of our citizen's relationship with us, so they feel more valued and connected to Council and their city.<br>• We provide critical insight to elected members and senior management to help guide planning, policy, and decision-making.<br>• We are the custodian of the citizen experience. |
| | Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy. | ★★ | • We enable residents to access council information and services to help them reduce greenhouse gas emissions and grow resilience to climate impacts.<br>• We design and deliver citizen-centric services that provide digital opportunities to reduce our carbon footprint.<br>• We provide 24/7 access to council services via phone and online.<br>• Our Service Hubs encourage active and public transport e.g., through co-location at community hubs, the provision of cycle parking, proximity to bus stops and geographic location. |
| | Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents. | ★★★ | • All our services are provided in an effective and efficient manner – staff are multi-skilled and serve our customers across all interaction channels.<br>• Multi-channel service hubs ensure integrated Council services and the delivery of services that meet individual community needs e.g., NZ Post.<br>• Identification of new revenue sources is achieved by like-minded services delivered on behalf of other agencies e.g., NZ Post services, ECAN- MetroCard and Contact Centre services for Otautahi Housing Trust and City Care (Property) nationally. |
| | Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind. | ★★ | • We consider the long-term needs of residents when designing customer services, for example by hosting postal services in locations where New Zealand Post is unable to support.<br>• Ensuring our services are designed with the inclusion of digital self-service that is simple and easy to use. |

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|  |  |  | • We provide critical insight to elected members and senior management to help guide planning, policy, and decision-making.<br>• We are the custodian of the citizen experience. |
|---|---|---|---|

| *Levels of contribution – what this means | |
|---|---|
| ★★★★ | This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service |
| ★★★ | This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements |
| ★★ | This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable |
| ★ | This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact |

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## 2.3.  Climate Resilience Goals: How this activity supports climate resilience goals

### Net zero emissions Christchurch

Key sources of greenhouse gas emissions from this activity includes:

- Electricity used at community centres.
- Fossil fuel used by residents visiting council facilities to access information or services.
- Fossil fuel used by staff commuting to and from work.
- Resources used when building or maintaining facilities.

Citizens and Customer Services are taking the following actions to reduce greenhouse gas emissions:

| Operational/embedded greenhouse gas emissions | Greenhouse gas emissions by users of this activity |
|---|---|
| <ul><li>Adopting energy efficiency and waste minimisation at each community centre.</li><li>Encouraging more sustainable staff travel choices and minimising the need for staff to travel to work (e.g., working from home or staff placement in locations close to where they live).</li><li>Sustainable design of new council facilities.</li><li>Maximising the use of digital processes to minimise paper and efficiently use resources.</li></ul> | <ul><li>Minimising the need for residents to travel to access information or Council services by:<ul><li>Maximising online and over the phone information, support, and processes.</li><li>Locating community centres in distributed and convenient locations for residents.</li><li>Provision of Metro cards and bus timetables at Service Hubs in partnership with ECAN.</li></ul></li><li>Enabling residents to adopt more sustainable behaviours by providing high quality information about Council services (e.g., supporting waste minimisation, water conservation and sustainable travel choices).</li></ul> |

### We understand and are preparing for the ongoing impact of Climate change

Key climate risks for the Citizens and Customer Services activity includes:

- Natural hazards, such as flooding, directly affecting community centres or access to the facilities.

Other impacts on assets and infrastructure (see the Asset Management Plan for more details).

Options being considered reducing the risks to the Citizens and Customer Services activity and the community posed by those climate risks include:

- Locating community service centres in low-risk locations to avoid harm to the community, staff, and facilities.
- Having multiple locations for community service centres enabling continuation when some locations are affected.
- Maximising online information and digital processes to be more resilient to physical disruptions.
- Using a service delivery approach where staff can cover all aspects of customer requests to enable the continuation of services during disruptions.

### We are guardians of our natural environment and taonga

- We will be undertaking a pilot project in the next three years to measure the impact our digital strategy and the deliverable of our digital citizen experience programme. Success will be measured in changes in customer and citizen behaviour by numbers of issues resolved by self-service and citizen direct access to information.

Please explain any levels of service changes in this LTP, or that may be required in the future as a result of climate change.

- This activity has no level of service changes that may be required because of climate change.

# 3. How we are planning for future impacts

*There are various factors influencing current and future demand for Council library facilities and the ability to deliver them. These are listed below.*

## 3.1. Issues impacting current and future activity demand and deliverability

**Technology growth →** introduces new opportunities and challenges.

**Sustainable development →** is needed to sustainably manage and cater for demand

**Tiriti partnerships →** considerations that affect focus and method of delivery

**Climate change and adaptation →** shifts the environment and ability to deliver, can impact needs and demand

**Identity and social cohesion →** can impact specific need, and demand

**Infrastructure →** impacts deliverability and affordability

**Equity and access →** influences individual ability to finance additional learning and recreational pursuits.

**Regulation & reform →** creates impacts on ability and method to deliver

**Population / demographic changes →** shifts demand and access needs.

**Citizen & Customer Services activity**

**General risks to the business →** if realised can hinder the activity acheving its objectives

Impact/ Likely impact   Low   Medium   High

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## 3.2. The high impact issues and mitigations planned

*The more prominent ones that in particular effect our Community Outcomes or Strategic Priorities are summarised on this page. For further details on issues, including the current status, future projections, likely impact and mitigations please see Appendix B.*

**Technology growth**
New technologies growing and the resulting customer expectation to be able to engage digitally.

**Mitigation Actions**
Application of human centred design in the development of services.
Monitor customer needs and ensuring initiatives reduce access barriers.
Selection of cost-effective digital solutions.

**Equity and Access**
Increasing income inequality and a need to ensure equitable access to services.

**Mitigation Actions**
Continuation of the multi-channel/multi-skilled approach in service delivery.

Consideration of service hub location and the range of services provided.

Monitor customer needs and ensuring initiatives reduce access barriers.

**Population / demographic changes**
Increased demand for services.

If unable to respond to increasing demand this will impact customer satisfaction and Council reputation.

**Mitigation Actions**
Continuation of the multi-channel/multi-skilled approach in service delivery.
Consideration of service hub location and the range of services provided.
Monitor demand and use of services supported by digital.

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# 4. Our levels of service

Council's Levels of Service (LoS) measures enable us to monitor and report against our outcomes and service performance. See Appendix A: Levels of Service Details for more detail.

## Services & Levels of Service measurements

➔ *Citizens and Customer Services have **8 Community (C) Levels of Service.** (These LOS community facing and will be published in our Statement of Service Provision)*
➔ *Citizens and Customer Services also **3 Management (M) Levels of Service**. (These are LOS that are measured in the organisation to ensure service delivery)*

| ✓ Provide a "first point of contact" Council customer service (8xC) | | ✓ Citizen & Customer Insight & Intelligence (3xM) | |
|---|---|---|---|
| **Service contributes to:** | **Levels of Service** | **Service contributes to:** | **Levels of Service** |
| • Green and liveable.<br>• Collaborative and confident.<br>• A cultural powerhouse.<br>This is by generally decreasing the targets of the levels of service promised. | We deliver a 24/7 service for phone, email, social, and online interactions. Face to face service is provided at suburban service hubs. | • Thriving and prosperous.<br>• Collaborative and confident.<br>• A cultural powerhouse.<br>This is by generally maintaining the targets of the levels of service promised. | We provide the organisation with insight via reports and real time dashboard data and process improvement support to enhance the citizen experience and organisational service delivery. |

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# 5. How assets will be managed to deliver the services

<div style="text-align: center;">**Citizens and Customer Services**</div>

## Managing our assets

Citizens and Customer Services provide services through Service Centre presence in certain buildings (currently 12) but are not responsible for these assets. The buildings, furniture, and equipment themselves are the responsibility of the other activities, for instance ownership of customer counters, staff desks, staff chairs, other equipment, etc would stay with the other activities (unless by other agreement with those other activities).

## Looking forward

Please refer to the Activity Guideline Slide pack: Section 5. How Assets Will Be Managed to Deliver Services

- A new customer services presence will be in the new Matatiki: Hornby Centre.
- An upgraded customer services presence will be in the repaired or new South Library and Service Centre.

Looking towards the development of a Community Hub Facilities Plan, including customer services, to respond to future community needs (including future growth in the Northwest).

For more information on Assets refer to the Corporate, Libraries and Community Facilities Asset Management Plans

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# 6. Capital expenditure and key capital projects

This activity does not have capital expenditure and key capital projects.

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# 7. Financial resources needed

## 7.1. Resources needed

*Indicative budgets are based on the 2023/24 Annual Plan projections for the balance of the current LTP.  They are subject to year-end capital carry forwards, and further refinement of inflation and other assumptions for the new LTP.*

**Citizen and Customer Services**

| 000's | Annual Plan 2023/24 | LTP 2024/25 | LTP 2025/26 | LTP 2026/27 | LTP 2027/28 | LTP 2028/29 | LTP 2029/30 | LTP 2030/31 |
|---|---|---|---|---|---|---|---|---|
| *Activity Costs Before Overheads by Service* | | | | | | | | |
| First Point of Contact | 6,921 | 7,232 | 7,470 | 7,680 | 7,887 | 8,076 | 8,254 | 8,419 |
| Citizen & Customer Insight & Intelligenc | 791 | 828 | 855 | 879 | 903 | 925 | 945 | 964 |
| | **7,712** | **8,060** | **8,326** | **8,559** | **8,790** | **9,001** | **9,199** | **9,383** |
| | | | | | | | | |
| *Activity Costs by Cost Type* | | | | | | | | |
| Direct Operating Costs | 538 | 549 | 567 | 583 | 599 | 613 | 627 | 639 |
| Direct Maintenance Costs | | | | | | | | |
| Staff and Contract Personnel Costs | 7,110 | 7,443 | 7,689 | 7,904 | 8,118 | 8,312 | 8,495 | 8,665 |
| Other Activity Costs | 65 | 67 | 70 | 71 | 73 | 75 | 77 | 78 |
| | | | | | | | | |
| Overheads, Indirect and Other Costs | 3,852 | 3,999 | 4,162 | 3,868 | 3,984 | 4,114 | 4,174 | 4,261 |
| Depreciation | | | | | | | | |
| Debt Servicing and Interest | | | | | | | | |
| | | | | | | | | |
| **Total Activity Cost** | **11,564** | **12,059** | **12,488** | **12,426** | **12,774** | **13,115** | **13,373** | **13,643** |
| | | | | | | | | |
| **Funded By:** | | | | | | | | |
| Fees and Charges | 895 | 933 | 964 | 991 | 1,017 | 1,042 | 1,065 | 1,086 |
| Grants and Subsidies | | | | | | | | |
| Cost Recoveries | | | | | | | | |
| | | | | | | | | |
| **Total Operational Revenue** | **895** | **933** | **964** | **991** | **1,017** | **1,042** | **1,065** | **1,086** |
| | | | | | | | | |
| **Net Cost of Service** | **10,669** | **11,126** | **11,524** | **11,436** | **11,757** | **12,073** | **12,308** | **12,557** |
| | | | | | | | | |
| **Funding Percentages** | | | | | | | | |
| Rates | 92% | 92% | 92% | 92% | 92% | 92% | 92% | 92% |
| Fees and Charges | 8% | 8% | 8% | 8% | 8% | 8% | 8% | 8% |
| Grants and Subsidies | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Cost Recoveries | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

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# 7.2. Funding consideration and outcome

*Section 101 Local Government Act 2002 - Funding Consideration. The following tables are based on the financials from the previous page.*

Council funds the Citizens and Customer Services Activity predominately through the general rate. This means that most funding comes from every property in the district, mostly on the basis of the capital value of each property.

- **Operating expenditure** is largely funded through general rates as the Activity benefits the community as a whole, and the benefits are received in the same year the expenditure is incurred.

This funding approach is based on applying the following main funding principles to determine the funding policy.

## Funding principles considered for operating costs

| Consideration for funding method | | Result | Implication |
|---|---|---|---|
| **User-Pays** | *the degree to which the Activity can be attributed to individuals or identifiable groups rather than the community as a whole* | Low | Fund from general rates and fees and charges |
| **Exacerbator-Pays** | *the degree to which the Activity is required as a result of the action (or inaction) of individuals or identifiable groups* | Low | Fund from general rates |
| **Inter-Generational Equity** | *the degree to which benefits can be attributed to future periods* | Low | Fund from general rates |
| **Separate Funding?** | *the degree to which the costs and benefits justify separate funding for the Activity* | Low | Fund from general rates |

## Outcome: Funding for operating costs

| Source | Proportion funded* | Funding Mechanisms |
|---|---|---|
| Individual / Group | Low | Fund from fees and charges and general rates |
| Community | High | Fund from general rates |

## Funding of *net* capital expenditure
*Net means after specific capital grants/subsidies/funding*

| Category of capex | How it is funded initially - *Refer also to Financial Strategy* | Proportion* |
|---|---|---|
| **Renewal/replacement** | *Mix of rates and debt, but mostly rates – because the renewal / replacement programme is continuous. In future years, debt repayment is funded by rates.* | Nil |
| **Service improvement** | *Debt – because the benefits of capital expenditure on service improvement are received in future periods. In future years, debt repayment is funded by rates.* | Nil |
| **Growth** | *Development contributions and debt – because the benefits of capital expenditure relating to growth are received in future periods. In future years, debt repayment is funded by a mix of development contributions and rates.* | Nil |

## Outcome: Initial funding for capital

| Initial funding source | Proportion of capex funded* |
|---|---|
| Rates | N/A |
| Borrowing | N/A |
| Development Contributions | N/A |
| Grants and Other | N/A |

\* Low = this source provides 0%-25% of the funding for this Activity, Medium = this source provides 25%-75% of the funding for this Activity, High = this source provides 75%-100% of the funding for this Activity

More information on the Council's Finance and Funding Policies can be found in the *Financial Strategy* and the *Revenue and Financing Policy*

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# 8. Possible significant negative impacts on wellbeing

**This activity does not expect to have any significant negative effects on social, economic, environmental, or cultural wellbeing of the local community, now or in the future.**

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# Appendices

# A. Appendix A: Levels of Service detail

## A.1. Continuous Improvement Review (S17A) – Recommendations for change

**No Continuous Improvement Reviews (S17A) have been identified for this Activity.**

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# A.2. Levels of Service: Performance measures in detail

| LOS number | C/M | Performance Measures Levels of Service (LOS) | Historic Performance Trends | Benchmarks | Future Performance Targets | | | | Method of Measurement | Community Outcome |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Year 1 2024/25 | Year 2 2025/26 | Year 3 2026/27 | Year 10 2033/34 | | |
| **Provide a "first point of contact" Council customer service** | | | | | | | | | | |
| 2.6.3 | C | Ensure Citizen and Customer Services are available to answer enquiries 24/7 | 2022/23: 2021/22: 99% 2020/21: 99.95% 2019/20: 99.92% 2018/19: 99.97% | Auckland Council | Citizen and Customer Service are maintained 24 hours per day, 7 days a week, at least 99% of the time | Citizen and Customer Service are maintained 24 hours per day, 7 days a week, at least 99% of the time | Citizen and Customer Service are maintained 24 hours per day, 7 days a week, at least 99% of the time | Citizen and Customer Service are maintained 24 hours per day, 7 days a week, at least 99% of the time | Performance statistics as reported through service technology | Collaborative and confident. |
| 2.6.7.1 | C | Citizen and Customer expectations for service response are delivered in a timely manner | Satisfaction levels of Citizen and Customer Services at first point of contact: Walk in: 2022/23: 2021/22: 97% 2020/21: 97% 2019/20: 99% 2018/19: 98% | Auckland City Council 85% CCC All channels combined: 2018/19: 86% 2017/18: 88% 2016/17: 90% 2015/16: 90% | At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via walk in services | At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via walk in services | At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via walk in services | At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via walk in services | Via Annual Residents and Citizen Experience Surveys and quality monitoring | Green and liveable. Collaborative and confident. |
| 2.6.1 | C | Provide a walk-in service that meets future citizen and customer demand | Number of locations: 2022/23: 2021/22: 12 2020/21: 12 2019/20: 12 2018/19: 12 | Most councils have a centralised service point rather than a network of service points | 7-13 walk in customer service hubs | 7-13 walk in customer service hubs | 7-13 walk in customer service hubs | 7-13 walk in customer service hubs | Ongoing Citizen research to inform hub design and capabilities. Number of service hubs and hours operated to be informed by performance | Green and liveable. Collaborative and confident. A cultural powerhouse. |

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| LOS number | C/M | Performance Measures Levels of Service (LOS) | Historic Performance Trends | Benchmarks | Future Performance Targets | | | | Method of Measurement | Community Outcome |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Year 1 2024/25 | Year 2 2025/26 | Year 3 2026/27 | Year 10 2033/34 | | |
| | | | | | | | | | statistics, population growth, demand and citizen and customer feedback | |
| 2.6.7.3 | C | Citizen and Customer expectations for service response are delivered in a timely manner | Satisfaction levels of Citizen and Customer Services at first point of contact: Phone: 2022/23: 2021/22: 90% 2020/21: 92% 2019/20: 89% 2018/19: 85% | Auckland City Council 85% | At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via phone | At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via phone | At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via phone | At least 85% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point of contact via phone | Via Annual Residents and Citizen Experience Surveys and quality monitoring | Green and liveable. Collaborative and confident. |
| 2.6.4.1 | C | Citizen and Customer expectations for service response are delivered in a timely manner | 2022/23: 2021/22: 130 seconds 2020/21: 127 seconds 2019/20: 94.19 seconds 2018/19: 142.02 seconds | A 120 second target is supported by national industry contact centre standards for calls answered within two minutes, an average metric. During peak periods of volume our courtesy call | Telephone enquiries have an average speed to answer of no more than 120 seconds | Telephone enquiries have an average speed to answer of no more than 120 seconds | Telephone enquiries have an average speed to answer of no more than 120 seconds | Telephone enquiries have an average speed to answer of no more than 120 seconds | Performance statistics as reported through service technology | Green and liveable. Collaborative and confident. |

Christchurch City Council

| LOS number | C/M | Performance Measures Levels of Service (LOS) | Historic Performance Trends | Benchmarks | Future Performance Targets | | | | Method of Measurement | Community Outcome |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Year 1 2024/25 | Year 2 2025/26 | Year 3 2026/27 | Year 10 2033/34 | | |
| | | | | back function enables customers to request an automated call back. Overall satisfaction with our phone channel service continues to remain high with the following percentages achieved from the annual residents' survey over recent years: 2019/20: 89% 2018/19: 85% 2017/18: 90% | | | | | | |
| 2.6.7.2 | C | Citizen and Customer expectations for service response are delivered in a timely manner | Satisfaction levels of Citizen and Customer Services at first point of contact: E-mail: <mark>2022/23: 74%</mark> 2021/22: 76% 2020/21: 71% 2019/20: 75% | Auckland City Council 85% | At least 75% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point | At least 75% of citizens and customers are satisfied or very satisfied by the quality of the service received at | At least 75% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point | At least 75% of citizens and customers are satisfied or very satisfied by the quality of the service received at the first point | Via Annual Residents and Citizen Experience Surveys and quality monitoring | Green and liveable. Collaborative and confident. |

Christchurch City Council

| LOS number | C/M | Performance Measures Levels of Service (LOS) | Historic Performance Trends | Benchmarks | Future Performance Targets | | | | Method of Measurement | Community Outcome |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Year 1 2024/25 | Year 2 2025/26 | Year 3 2026/27 | Year 10 2033/34 | | |
| | | | 2018/19: 70% | | of contact via email | the first point of contact via email | of contact via email | of contact via email | | |
| 2.6.4.2 | C | Citizen and Customer expectations for service response are delivered in a timely manner | 2022/23: 2021/22: 18.90 hours 2020/21: 27.40 hours 2019/20: 21.47 hours 2018/19: 26.23 hours | | Email enquiries have an average response time of no more than 48 hours | Email enquiries have an average response time of no more than 48 hours | Email enquiries have an average response time of no more than 48 hours | Email enquiries have an average response time of no more than 48 hours | Performance statistics as reported through service technology | Green and liveable. Collaborative and confident. A cultural powerhouse. |
| 2.6.4.3 | C | Citizen and Customer expectations for service response are delivered in a timely manner | 2022/23: 2021/22: 1 hour, 21 minutes 2020/21: 142 minutes 2019/20: 4 2018/19: Average response time of <4 hours achieved. (Call centre covers after hours responses only) | | 80% of social media enquiries are responded to within two hours (after hours) | 80% of social media enquiries are responded to within two hours (after hours) | 80% of social media enquiries are responded to within two hours (after hours) | 80% of social media enquiries are responded to within two hours (after hours) | Performance statistics as reported through service technology. Refer to the Public Information & Participation Activity Plan for social media support provided during business hours | Green and liveable. Collaborative and confident. A cultural powerhouse. |
| **Citizen & Customer Insight & Intelligence** | | | | | | | | | | |
| 13.16.7.3 | M | Provide the organisation with insight and | 2022/23: 2021/22: Achieved 2020/21: Achieved 2019/20: Achieved | | Improvement projects completed as | Improvement projects completed as per | Improvement projects completed as | Improvement projects completed as | Performance statistics as reported through | Thriving and prosperous. |

Christchurch City Council

| LOS number | C/M | Performance Measures Levels of Service (LOS) | Historic Performance Trends | Benchmarks | Future Performance Targets | | | | Method of Measurement | Community Outcome |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Year 1 2024/25 | Year 2 2025/26 | Year 3 2026/27 | Year 10 2033/34 | | |
| | | improvement support to enhance citizen experience and service delivery | 2018/19: Achieved | | per agreed work programme | agreed work programme | per agreed work programme | per agreed work programme | service technology | Collaborative and confident.<br><br>A cultural powerhouse. |
| 13.16.7.2 | M | Provide the organisation with insight and improvement support to enhance citizen experience and service delivery | 2022/23:<br>2021/22: Achieved<br>2020/21: Achieved<br>2019/20: Achieved<br>2018/19: Achieved | | Process and procedure documentation and maintenance provided in accordance with agreed work programme | Process and procedure documentation and maintenance provided in accordance with agreed work programme | Process and procedure documentation and maintenance provided in accordance with agreed work programme | Process and procedure documentation and maintenance provided in accordance with agreed work programme | Performance statistics as reported through service technology | Thriving and prosperous.<br><br>Collaborative and confident.<br><br>A cultural powerhouse. |
| 13.16.7.5 | M | Provide the organisation with insight and improvement support to enhance citizen experience and service delivery | 2022/23:<br>2021/22: Achieved<br>2020/21: Achieved<br>2019/20: Achieved<br>2018/19: Achieved | | Service and Activity Reporting is provided within two working days of month end or as negotiated | Service and Activity Reporting is provided within two working days of month end or as negotiated | Service and Activity Reporting is provided within two working days of month end or as negotiated | Service and Activity Reporting is provided within two working days of month end or as negotiated | Performance statistics as reported through service technology | Thriving and prosperous.<br><br>Collaborative and confident.<br><br>A cultural powerhouse. |

Christchurch City Council

# A.3. Levels of Service changes from Long-term Plan 2021-31, and why

## Deletions

This Activity has no deleted levels of service.

## New

This Activity has no new levels of service.

## Amendments

This Activity has no amendments to levels of service.

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# B. Appendix B: Possible issues impacting the Activity and the mitigations planned

## B.1. Changing customer needs

### Population / demographic changes (High impact)

| Issue/driver | Present Position | ➔ Projection | Impact on services | Mitigating plans/actions |
|---|---|---|---|---|
| Population growth | 389,300 in 2022 | • Medium projection: 473,140 between 2018-2054 (data tbc) | • Increased demand for services not being met. | • Monitor demand and use of services considering digital options as appropriate.<br>• Continue a multi-channel/multi-skilled approach in our service delivery.<br>• Continuous evaluation of services and adaptation based on evolving needs. |
| Population growth (general and in specific areas) | In 2022 the estimated population was 7,760 I the central city | • Central city population ambition of 20,000 by 2028.<br>• New builds in certain areas in response to population growth, e.g. in the northwest of the city (Data tbc) | • Increased demand for services not being met. | • Monitor demand and use of services considering digital options as appropriate.<br>• Continue a multi-channel/multi-skilled approach in our service delivery.<br>• Continuous evaluation of services and adaptation based on evolving needs. |

Christchurch City Council

## Equity and access (High impact)

| Issue/driver | Present Position | ➔ Projection | Impact on services | Mitigating plans |
|---|---|---|---|---|
| Incomes/discretionary income | Cost of living increase creating divide between have and have nots. | • Continued divide and less discretionary income. | • Difficulty in accessing services that support the needs of the community demographic.<br><br>• Demand for free or digital services increases alongside challenges of digital device provision and access issues. | • Continue a multi-channel/multi-skilled approach in our service delivery.<br><br>• Continuous evaluation of services and adaptation based on evolving needs.<br><br>• Provide free Wi-Fi in Council facilities and services available to support. |
| Physical access | Council Service Hubs across the city. | • Service provision no longer matches changed demographics within the city. | • Inequitable distribution of services. | • Monitor provision and identify gaps. |

## Identity and social cohesion (Medium impact)

| Issue/driver | Present Position | ➔ Projection | Impact on services | Mitigating plans |
|---|---|---|---|---|
| | | • | • | • |
| | | • | • | • |
| | | • | • | • |
| | | • | • | • |

# B.2. Tiriti Partnerships (Medium impact)

| Issue/driver | Present Position | ➔ Projection | Impact on services | Mitigating plans |
|---|---|---|---|---|
| | | • | • | • |
| | | • | • | • |
| | | • | • | • |

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# B.3. Technological growth (High impact)

| Issue/driver | Present Position | ➔ Projection | Impact on services | Mitigating plans |
|---|---|---|---|---|
| Changing technology | Commitment to provide simple and easy service access. | • New technologies growing and resulting customer expectation to be able to engage digitally. | • Reduced customer satisfaction.<br>• Demand placed on labour intensive interaction channels. | • Application of human centred design in the development of services.<br>• Selection of cost-effective digital solutions. |
| Digital divide | Digital divide creates restricted access to information, devices, and skills for some citizens. | • Impact of digital first increasing<br>• Need to meet growing demand for access to digital devices and information. | • Increased time supporting digital confidence and capability.<br>• Increased time up-skilling staff. | • Invest in support materials for citizens via self-service.<br>• Continue to upskill staff through professional development. |

# B.4. Resilience and environmental considerations

## Climate change & adaptation (Medium impact)

| Issue/driver | Present Position | ➔ Projection | Impact on services | Mitigating plans |
|---|---|---|---|---|
| Increased community expectations of information and engagement | | • | • | • |

# B.5. Infrastructure (Low impact)

> **This Activity has identified no possible infrastructure issues impacting the Activity.**

# B.6. Regulations & reform (Medium impact)

| Issue/driver | Present Position | ➔ Projection | Impact on services | Mitigating plans |
|---|---|---|---|---|

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| | | | |
|---|---|---|---|
| Three Waters reform | | • | • | • |
| Resource Management reforms | | • | • | • |
| Future for Local Government | | • | • | • |

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# B.7. Identified Business Unit Risks

Business Units aligned with this activity, i.e., Facilities and Asset Planning, Legal and Democracy, Digital and Community Support & Partnerships, will collaborate to deliver the levels of service for this activity.

| Strategic priorities risk is associated with | Risk Description | Assessed Risk Level | | | Controls / Mitigations | Residual Risk Rating | |
|---|---|---|---|---|---|---|---|
| | | Impact | Likelihood | Inherent Risk Level | | | |
| • List<br>• List | If inaccurate information is provided to customers, then customers will be frustrated, and multiple interactions will be required. Resulting in an unsatisfactory interaction with the Council. | Moderate | Likely | Medium | • Working alongside business units to ensure that correct information is being provided to customers.<br>• Up-to-date Knowledge Management structures are in place, covering information gathering, which align with Council's Information Management policies.<br>• Team Leaders process exception reporting that identifies potential data quality issues.<br>• Quality Checks<br>- Team Leader quality checks in place.<br>- Effective coaching techniques to deliver quality feedback, under our coaching framework. | Low | |
| • List<br>• List | Inaccurate personal, customer enquiry and transaction information is gathered from and stored about customers/citizens.<br>Resulting in:<br>• Inaccurate personal/transaction data is stored against customer records | Moderate | Likely | Medium | • Standardised customer information gathering and recording training is undertaken for all (relevant) staff.<br>• Training contents are maintained to ensure relevancy/currency.<br>• Quality Checks<br>- Team Leader quality checks in place.<br>- Effective coaching techniques to | Low | |

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| Strategic priorities risk is associated with | Risk Description | Assessed Risk Level | | | Controls / Mitigations | Residual Risk Rating |
|---|---|---|---|---|---|---|
| | | Impact | Likelihood | Inherent Risk Level | | |
| | • Responses to enquiries may be unacceptably delayed or incomplete<br>• Poor/inadequate response leading to misunderstanding and reputational damage for the council<br>• Time is wasted undertaking correction(s) of customer data/dealing with customer concern/issue. | | | | deliver quality feedback, under our coaching framework. | |
| • List<br>• List | There is a risk that: Customer Interaction Technology (Interactive Intelligence), general council IT and communication systems and/or customer data recording / management systems, including Laser and C4S suffer unplanned or unexpected break-down/disruption and or partial service provision. | Moderate | Likely | Medium | • Recurring meetings in place with IT stakeholders to discuss issues, view operational system performance and outstanding issues.<br>• Manual data capturing.<br>A manual process for capturing customer queries is in place that can then be processed in the systems once they are restored.<br>• Business continuity planning is in place; including manual data capturing processes and additional Hardware and systems to enable phone channel interactions. | Low |
| • List<br>• List | There is a risk that: Resource constraints will impact the delivery of customer service to the public/community and other 3rd parties.<br>• Phone calls take too long to | Moderate | Likely | Medium | • Regular review of training requirements is conducted to ensure staff skill sets remain in line with business demand.<br>• Regular analysis of upcoming workload and staff requirements is | Low |

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City Council

| Strategic priorities risk is associated with | Risk Description | Assessed Risk Level | | | Controls / Mitigations | Residual Risk Rating | |
|---|---|---|---|---|---|---|---|
| | | Impact | Likelihood | Inherent Risk Level | | | |
| | answer/required response times is not met.<br>• Visitors to Service Centres waiting too long for a response/service | | | | conducted including planning for peak periods of work. Performance is reviewed and discussed daily by the leadership team.<br><br>• Regular analysis of upcoming workload and staff requirements is conducted including planning for peak periods of work. Performance is reviewed and discussed at weekly forecasting and planning meetings with the Leadership team. | | |
| • | Customer Service Health, Safety and Well-being. There is a risk that: Individuals (staff, customers/citizens, contractors, tenants) are injured/harmed or put under undue stress or pressure in our service centres/contact centre.<br><br>Which could result in:<br>• Long-term and/or serious physical or psychological harm/damage to the health of individuals.<br>• Reputational damage (adverse media coverage, and/or adverse community | Major | Highly Likely | High | • All staff undergo health, safety and wellbeing training, including<br><br>-Managing the interaction and overcoming objections.<br>- Controlling the Situation<br>-OPSEC Situational Safety Training<br><br>• Implementation of the Council's zero-tolerance policy against all forms of violence/threat) or abusive/threatening/offensive language/behaviour by any persons towards council staff/contractors/customers and citizens.<br>• Use alternatives for high-risk clients (eg phone only contact | High | |

| Strategic priorities risk is associated with | Risk Description | Assessed Risk Level | | | Controls / Mitigations | Residual Risk Rating |
| | | Impact | Likelihood | Inherent Risk Level | | |
| --- | --- | --- | --- | --- | --- | --- |
| | and stakeholder scrutiny/feedback)<br>• Financial impact/loss resulting from service delivery disruption.<br>• Loss of staff and difficulties in attracting replacement staff. | | | | • Emergency procedures are in place covering being confronted by acts of violence (including armed incidents)<br>• Lockdown procedures are in place covering acts of violence.<br>• Active Health and safety committee with workplace assessment audits completed quarterly. | |

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