

From: Information Management Team  
Sent: Friday, 4 November 2022 5:16 pm  
To: Gavin Bird <fyi-request-20825-14804c17@requests.fyi.org.nz>  
Subject: Official Information request - Copy of report to CLT on the state of Customer Services at HCC

Kia ora Gavin

Thank you for your information request dated 10 October 2022.

Please find attached the information requested, including the excerpt of the minutes of the CLT meeting on 12 September 2022. Please note that some personal information has been withheld from the presentation under section 7(2)(a) of the LGOIMA, to protect the privacy of the individual involved. In making our decision to withhold this information, we considered the public interest in making the information available and have determined that it does not outweigh the need to protect the privacy of this person.

You have the right to seek an investigation and review by the Ombudsman of this response. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or freephone 0800 802 602.

Ngā mihi

Susan Sales

Ringa Āwhina Tāhūhū ki Te Koromatua | Senior Advisor Te Kaunihera o Te Awa Kairangi | Hutt City Council, 30 Laings Road, Private Bag 31912, Lower Hutt 5040, New Zealand  
Paetukutuku: [www.huttcity.govt.nz](http://www.huttcity.govt.nz)

-----Original Message-----

From: Gavin Bird <[fyi-request-20825-14804c17@requests.fyi.org.nz](mailto:fyi-request-20825-14804c17@requests.fyi.org.nz)>  
Sent: Monday, 10 October 2022 10:09 pm  
To: Information Management Team <[informationmanagementteam@huttcity.govt.nz](mailto:informationmanagementteam@huttcity.govt.nz)>  
Subject: [EXTERNAL] Official Information request - Copy of report to CLT on the state of Customer Services at HCC

Dear Hutt City Council,

Please provide a copy of the report to CLT, approx mid September, that was presented by Stephen Beckett on the current state of Customer Services at HCC.

Please also include any minutes on discussion by CLT members about the report and presentation.

Yours faithfully,

Gavin Bird

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This is an Official Information request made via the FYI website.

Please use this email address for all replies to this request:  
[fyi-request-20825-14804c17@requests.fyi.org.nz](mailto:fyi-request-20825-14804c17@requests.fyi.org.nz)

Is [informationmanagementteam@huttcity.govt.nz](mailto:informationmanagementteam@huttcity.govt.nz) the wrong address for Official Information requests to Hutt City Council? If so, please contact us using this form:  
[https://fyi.org.nz/change\\_request/new?body=hutt\\_city\\_council](https://fyi.org.nz/change_request/new?body=hutt_city_council)

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**Customer Service Overview - Presentation Diane Robertson and Stephen Beckett joined the meeting.**

Diane noted how this presentation came about on the back of a number of issues.

Stephen took CLT through some information around the current state. Shared a diagram about different ways that items come through to the team. Noted that 'report a problem' has come to the end of its lifecycle so we cannot do more development with it which is a challenge.

Key challenges were discussed including reporting and resourcing.

Jo queried how we are aligning our technology systems. Discussed the need for process work to take place first to ensure that the right technology systems are put in place. Jarred noted there is definitely a balance between process work and technology adjustment to ensure that quick wins can be achieved, and longer-term solutions implemented.

Jarred noted the level of urgency on some of these items.

Kelly noted there is more we can do working together. Recruitment is a challenge.

Kara suggested that maybe we need to do a review to of what we are doing to make this change.

Asked that Lyndon, Kelly and Jarred to meet offline to discuss what could be done.

Diane Robertson and Stephen Beckett left the meeting.

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# Customer Services Status Review

29th August 2022



## **People**

Behaviour sits at the centre of effective design that means understanding interactions and barriers. We listen and observe.

## **Information, Data and Values**

By researching, monitoring, and measuring we can improve, personalise, automate, and map what is of the most value when considering processes and technology.

## **Customer touchpoints and channels**

We look across both physical and technical to connect the dots.

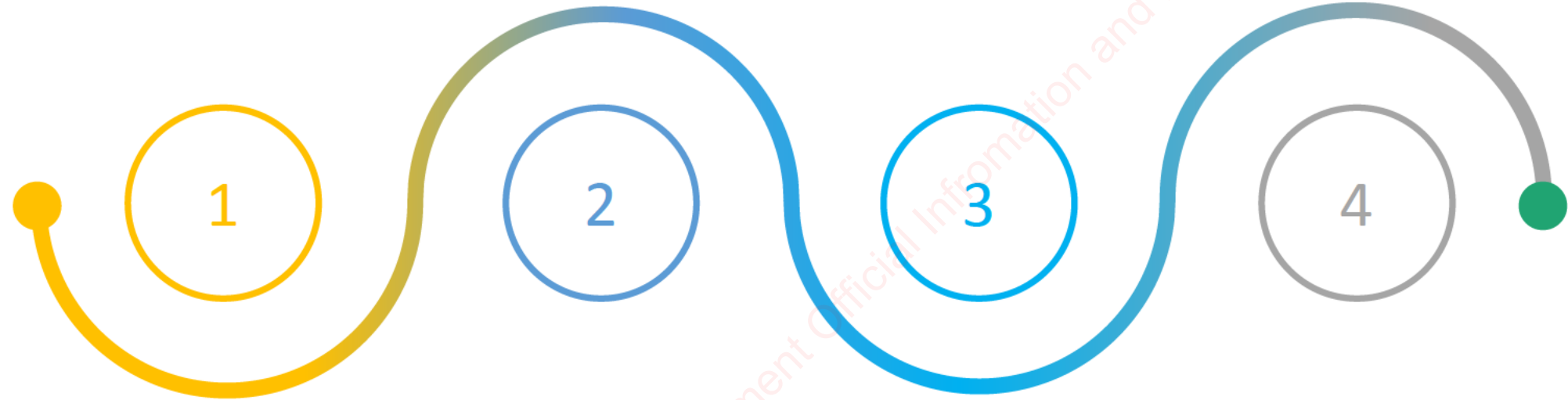
## **Technology Design**

Our goal is to simplify by implementing agile and easy to use technology solutions that aid staff and customers.

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# Challenges

# Current State



## TECHNOLOGY

Lack of re-investment in technology systems and issues with new implementations.

## SUPPORT

Lack of oversight and ownership around content in systems

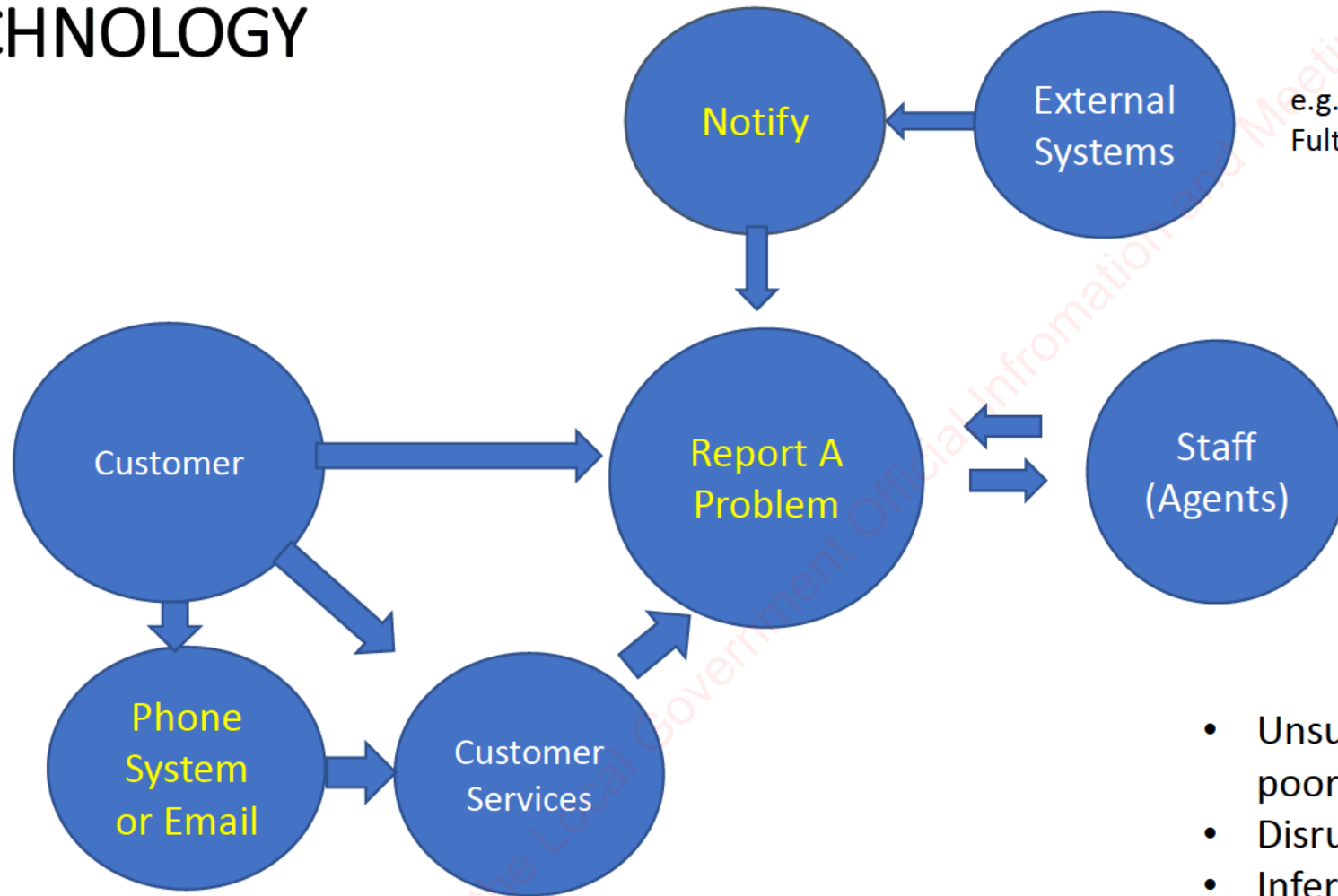
## LEADERSHIP & RESOURCING

An extended gap in the strategic management and function of the team

## PROCESS

Lack of recorded process or consistent structure in capturing issues

# 1. TECHNOLOGY



e.g. Wellington water, Aquaheat, Fulton Hogan

- Unsupported, limited and poorly integrated technology
- Disruption of service
- Inferior technology replacement

## 2. SUPPORT

### Ownership and Oversight of Customer Enquiries

Lack of oversight and visibility of status

System limitations and a lack of communication across teams

Multiple entry points and that lack of oversight means duplication

### Reporting

Reports are difficult to extract and analyse

Data anomalies in the system require manual clean up

Staff changes have resulted in lack of oversight and reporting

### System Housekeeping

Staff details are not kept current in systems and there are access limitations

Staff not responding within system SLA and lack of escalation process

No recorded links between contractors and HCC and staff in Report A Problem



# 3. LEADERSHIP AND RESOURCING

## High staff turnover & workload

High level of temporary staff and some on long term sick leave

Challenges with ongoing recruitment

Reduction in staff management levels

Absorption of resource heavy services and front desk support

## Loss of stakeholder relationships and long-term knowledge

Loss of permanent long term FTE staff

Lack of quality training

Lack of adequate handover of vendor relationships and systems

Loss of established relationship holders and long-term knowledge

## Lack of quality training material and processes

Lack of internal or official materials

Induction and training documentation out of date

# 4 PROCESS

S 7(2)(a)

Occupation  
Customer Service Staff

Context  
New to the role they have held some previous experience in contact centres but never an environment with such breadth.  
Her role is busy in terms of answering the phone and she doesn't get much time away from her desk to get to know people or the business

- Goals
- Listen and capture customer queries
  - Help the customer to the right place
  - Give reassurance that the matter is under control

"I want to be clear my details are correct and consistent with what i'm seeing on my bill"

## see

Where do I start?

S 7(2)(a) has been tasked with picking up emails as the volume is getting quite high. They are not structured so she scans to see what maybe urgent.

## think & engage

- What do they need?
- Who can help them?
- Does this need to go in the system?



Who can help me and when can I get hold of them?

However nice the staff are, it's difficult to keep track.



She calls back the customer and gets more detail on the issue and it sounds like it needs reporting in the system to go to a contractor.

She can't get hold of anyone in the team so decides to dig out the customer's details.

## do

- Who does what in the system?
- How long do I have to wait?



Someone confirms they are out of the system and she jumps back into the system to log the issue. The issue category isn't clear as to whether the issue is going to staff or a contractor so she logs to which she is the appropriate category. It seems urgent now but she cannot prioritise in the system and notes it's urgent.

She tries to get into the reporting system but is told there are no licences available. She sends an email and requests staff log out so she can get on. No-one responds for quite a while.

- Access to the system is limited by licence
- Details received in different ways
- Callbacks are often required

## care

- Who is dealing with my issue?
- When will it be resolved?
- When can I expect an update?

She updates the customer and confirms the issue has been logged after talking to the staff member she confirms when they can expect a response.

She eventually gets a call back from a member of staff stating they had passed the issue on to the right department. It had already been logged but they perhaps hadn't got round to updating it. The customer has also not been updated it seems.



High volumes expected

The email is unclear as it seems to be an issue with outside their property and been logged before but is not sure how.

She reviews her materials but it still isn't clear as to what the issue is or how it should be categorised. She can't find it in the system.

## Recommendations

Ideally needs to be verified ongoing with customers via one-on-one workshops and customer survey.

Reduce the channel options.  
Provide established channels to answer queries  
Provide more structure for the customer when logging an issue

Employ a system centred around the customer, address or specific issue that records all interactions

Improve categorization in the system and who it relates to  
Improve training and induction material to help navigate council.

Have dedicated staff to help oversee reporting and resolution of issues

Give customer confirmation of where an issue sits to avoid chasing. Have a system staff can manage and enhance

Improve communication between contact centre and teams as to when staff are available and who to contact

Give staff quick visibility of interactions related to immediate issue with customer and previous requests raised

Enable the contact centre to capture all details consistently upfront for staff to act on.

Maintain expectations of the customer as to when they can expect a reply

Respect the challenging nature of her current environment in allocating time.

Have a system that staff can scale up easily to add staff or licences

Use shared channels in the short term to handle licence restrictions

Have a system where workflows are flexible and visible so they can be updated as the system evolves.

Improve visibility of issues and the be able to link them

Have a system where staff can easily review previous issues and how they were dealt with.

Hold data in the system to show who is responsible internally for these issues.

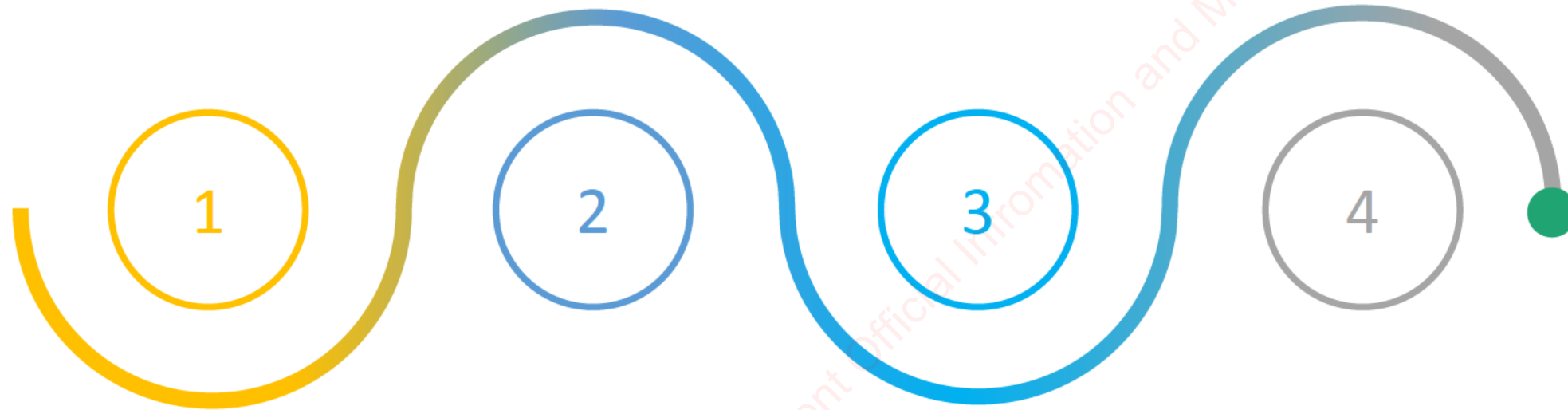
Improve system prompts to staff to close out and keep on top of outstanding issues

Employ a system where issues can be managed effectively between departments and interactions captured.

Employ a system with escalation paths and built in SLAs to support reporting

Avoid situations where staff are constantly chasing status

Provide a system that can help pinpoint process issues and interactions to educate staff.



## TECHNOLOGY

- Minimise disruption issues
- Enhance reporting to help keep the system up to date
- Move solid waste enquiries into an interim ticket system

## SERVICES

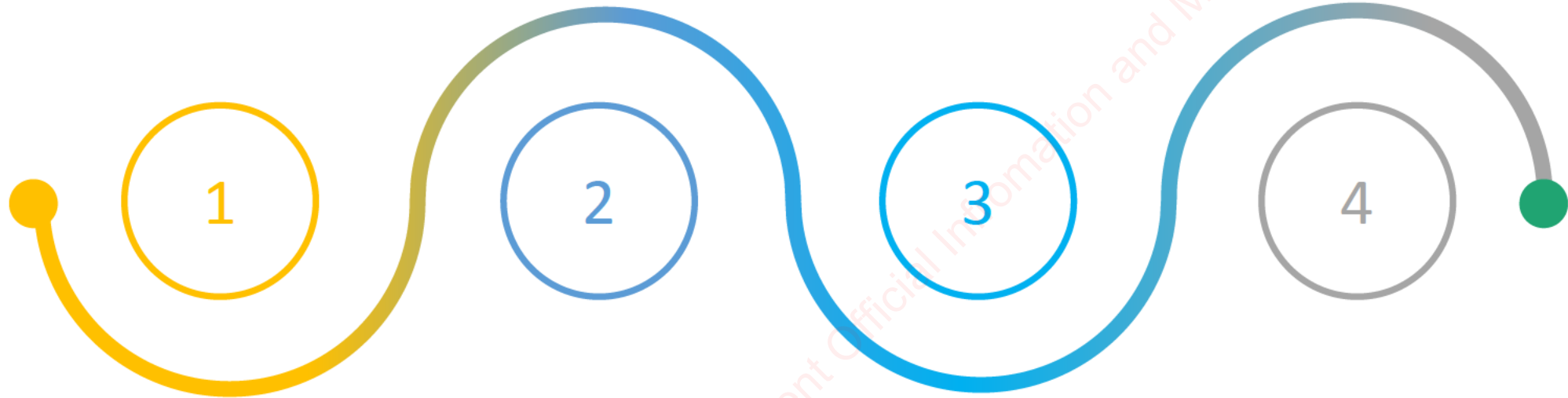
- Reconnect touchpoints to improve resolution of enquiries
- Review and agree service levels

## RESOURCING & LEADERSHIP

- Refresh staff training and support material
- Map required strategies and key goals for incoming Customer Services Lead

## PROCESS

- Identify the what, and how of customer enquiries being logged and escalated
- Understand pain points and escalations to establish a system that works for all
- Continue work with IT to clean-up code status



## TECHNOLOGY

Take a more unified approach to customer experience and better alignment of our systems

## SERVICES

Future-proof our ability to better understand our community, expose opportunities, and prioritise their needs in ways that are innovative and effective

## RESOURCING & LEADERSHIP

Ensure we have the right framework, structure and cultural perspective to deliver a shift in thinking about customer service.

## PROCESS

Deliver co-ordinated, quality services where and when people need them

# Questions, Round table, Wrap-up.

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