Supersizing Customer Services

The Auckland Story
Once upon a time in a land known as Tamaki Makaurau..

A land comprising 3 districts and 4 cities.

Rodney, Papakura & Franklin

Auckland, Waitakere, Manukau and North Shore
All areas were governed by different councils and leaders.

This often caused tension, which lead to attempted coups and countless battles.

Central powers agreed something had to be done.

Change was to be swift.
In October, 2007 a decree was passed to ensure such change.

A royal commission was established to review governance of the land.

Over 3,500 written & 550 oral submissions made by residents.

Members of the Royal Commission made their recommendations in March 2009.
Central government appoints Rodney Hide to oversee the process

Local Government Act 2009 resulted in the establishment of the Auckland Transition Authority

One new unitary Auckland Council + 21 Local Boards

One leader to rule them all..
CHAPTER 2
Meet Princess Sue..

One of 9,430 FTE’s of the combined Auckland Council’s

One of many across the region in a similar role

Franklin – one of the smaller councils, to be split three ways across the region.
Discovery phase..

Mapping

“Change/No Change”

Strategy & Design

How was this all going to work??
- 9,340 fte’s to 7,500
- 2,500 software systems
- 1 tonne of rubbish per person per annum
- Collect $1.4 billion in rates
- Manage 15,972 suppliers

- Harmonise fees & charges
- All those plans
- 850 regulatory forms down to 120
- What about the 5,639 leaky homes
- 158 bylaws to 15
Recruitment phase

Customer Services work stream

Nigel King – Lord of Customer Services

Getting ready for DAY 1
CHAPTER 3
Customer Services

“To provide from Day One a high standard, professional, timely, and responsive service for all forms of customer contact, including phone calls, letters, e-communications, and personal callers”

Key Goals

- No reduction of service
- No service failures
- Well informed staff
- Well informed customers
- Reduce costs where possible
Key Deliverables

- Agreed set of principles
- A channel strategy
- A new Auckland Council web portal
- A virtual call centre with one new telephone number
- A knowledgebase & intranet
- A complaints management system
- Away transactions
- Get the people on board

The Purpose

- To provide first point of contact through the customer channels
- To work with other parts of the organisation to build and deliver customer services strategy
Customer Services

Part of Operations - 4,000
540 Staff – Nigel King
Call Centre – 231 staff, 5 call centres – Steve Merchant
Customer Experience – 37 staff providing email, written channel, customer insight, complaints & relationship management – Gillian Haworth
Service Development & Quality – Penelope Webster – internally focussed team of 24 providing training, service development and enhancement, performance measurement and reporting

Service Area Locations – 110 staff over 16 service centres providing a place for people to interact with people

Online – Julz Nathan – 27 staff managing all council websites (including legacy) with over 18,000 pages, intranet and knowledgebase
CHAPTER 4
Super size SERVICE

“The people of Auckland will judge the success of the Auckland Council very much by the quality of the service they receive”
The first 9 months!

- Answered 1,722,897 calls
- 379,908 face to face transactions
- 5,168,166 website hits
- Answered 73,092 emails and letters
- Taken 4,300 complaints
The keys to our success!

- Visible leadership
- Making the staff feel valued
- A focus on staff engagement
- The desire to make it work
- Regular and open communication
- Planning
- Planning
- Planning

Our biggest challenges!

- 2,500 software systems
- Multiple locations
- People and departments operating in ‘legacy mode’
- Business partners rolling out campaigns & initiatives
- A new organisation of 8,500
- Lots of new processes
- Keeping track of people
Where to from here?

- Development of a customer strategy, channel strategy and business plans
- Focus on our people including development, people panels, induction etc
- Upgrading our telephony system
- Consolidating our knowledge bases
- Numerous council wide projects including one rating and regulatory system
CHAPTER 5

QUESTION TIME
THE END