

The Waitaki context

Waitaki District Council serves a relatively small population dispersed over a large rural and provincial geographic area. We deliver approximately 34 separate activities. About 80% of them are external customer-facing activities and the remaining 20% support those activities. We administer dozens of Acts and regulations, as well as local policies and bylaws. This creates challenges in delivering consistent levels of service, especially for rural towns and farming areas. It also drives higher infrastructure costs, impacting on overall affordability.

Customer surveys of 31 services, show satisfaction ranging from 33% to 98%. Within these results there are variances between customer segments based on geography and on usage. Average and median customer satisfaction sits at 75% - 80%. A small number of our services are recording lower satisfaction scores. There is a perception in the community that we need to become easier to deal with, especially for businesses. 62.1% of employees believe that the organisation delivers on the promises it makes to its customers (Best Places to Work Survey 2013).

The community we serve is becoming older in terms of its age structure, more diverse in its ethnicity and has increasingly higher expectations in regard to speed and ease of service delivery, especially through information and communication technologies. At the same time, the community is cohesive and opinion leaders are well known and/or easily identified, making customer feedback straightforward to attain.



Supporting documents

The following two documents have been created to support this Strategy.

The Implementation Plan highlights the key task for each of the five priority areas identified as crucial to the successful delivery of quality customer service, and indicates the what and when and who for implementation of those changes.

The Service Charter summarises our customers rights and our commitment to them.

Customer Excellence Strategy
IMPLEMENTATION PLAN

Customer Excellence Charter

AS OUR CUSTOMER YOU CAN EXPECT US TO:

- Treat you respectfully.
- Use plain language where we can.
- Respond promptly to your enquiry and keep you informed.
- Put things right if we make a mistake.
- Protect your privacy and confidentiality.

HOW YOU CAN HELP US TO HELP YOU?

- Ensure we understand what you want.
- Tell us when you need something fixed or improved.
- Ask us questions if our message is unclear.
- Tell us if English is your second language.
- Let us know if your needs or details change.
- Understand that some customer enquiries will need to be referred to technical experts and an appointment may need to be arranged.
- Please engage with our people respectfully.
- Be honest and tell us how we are doing.

OUR COMMITMENT TO YOU:

- We will sort out your request or refer it to the person who can help you.
- We will interpret and apply the laws, by-laws and regulations in good faith.
- We will always strive to improve our service.

WHAT YOU CAN DO WHEN THINGS GO WRONG:

- We want your feedback and will provide opportunities for you to tell us how we are doing.
- If, despite our best efforts, you remain unhappy with our service please put your concerns in writing to the Chief Executive.

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Job for every employee. To ensure that this is given the proper focus, the current induction programmes and all job-specific training will incorporate key customer

Customer Excellence Strategy

GROWING WAITAKI: THE BEST PLACE TO WORK, LIVE & PLAY



Our strategic challenge:

- To consistently provide great customer service to all our customers, all the time, across all our activities, regardless of physical location.
- To understand our customers' needs, recognising that in a dynamic environment, these never stand still and we remain current only by continually improving.
- To inform, educate and empower our internal and external customers about what our business is, and how Council conducts its business.
- To recognise that events such as new legislation, climate change, economic conditions and demographic patterns also have an important influence on customer needs.
- To be business friendly, enabling and empowering businesses to grow.
- To develop a stronger culture of teamwork across the 27 separate customer-facing business activities and seven internally-facing support activities operated by Council.
- To ensure that every request is resolved and our customers are informed throughout the process.
- That every customer transaction takes place in a "no-surprises" environment.
- To foster the better use of technology that enhances customer service and supports better business performance.

How will we respond?

UNDERSTAND OUR CUSTOMER

- Build better relationships and information systems to improve understanding of our customers and their needs.

INFORM OUR CUSTOMER

- Develop Service Charter and supporting systems and culture.

IMPROVE OUR PEOPLE

- Improve customer service skills and knowledge for all staff and build on the existing strengths of friendliness respect and courtesy.

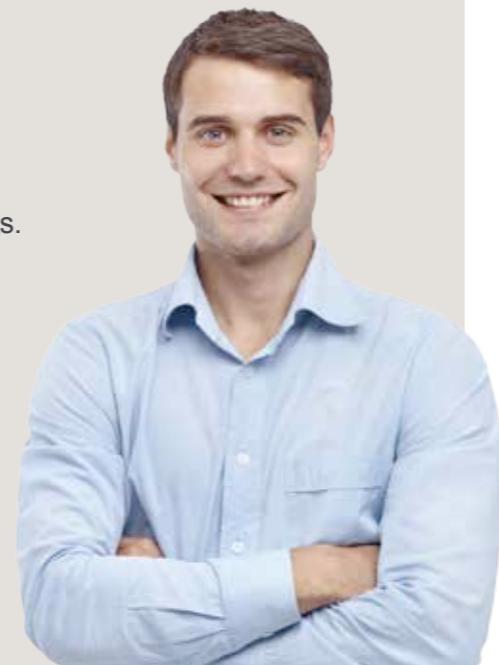
IMPROVE OUR TEAMWORK

- Develop and support cross-functional teamwork and process improvement.

IMPROVE OUR TOOLS

- Improve the website.
- Identify and implement other opportunities to make better use of existing technology investments.

For detail see the back page for the Draft Implementation Plan.



The marks of success:

01.

That overall resident survey satisfaction scores improve year-by-year.



02.

That 90% or more of staff believe that the organisation keeps the promises it makes to its customers.



03.

All 10 priority service performance measures in the Annual Plan met or exceeded.



04.

95% of CRMs resolved in timeframes.



What we aspire to be:

OUR SERVICE VISION:

SERVICE TO BE PROUD OF

At Waitaki District Council we provide service to be proud of by understanding our customers' needs and engaging respectfully with them at all times. We aim to exceed expectations and deliver outcomes to grow Waitaki in a sustainable way.
This is created by:

DECISIVE LEADERSHIP

We demonstrate decisive leadership by delivering a shared vision of excellent customer service. We empower and inspire our staff, contractors and volunteers to bring it to life in all we say and do.

HIGHER PERFORMANCE

We engage our staff to deliver higher performance. We measure what we do, identify efficiencies and seek out opportunities to improve.

ONE TEAM

Waitaki is one team sharing our knowledge, supporting and collaborating with each other, fostering the spirit and disciplines of teamwork across the organisation so we are easy to deal with.

INTEGRITY

We demonstrate integrity by stating our promises publicly, keeping our promises and honestly reporting what we achieve.