

COMMUNICATIONS COMMITTEE AGENDA

Wednesday 28 November 2018

3:30pm, Council Chamber
Level 2 Philip Laing House, 144 Rattray Street,
Dunedin

Membership

Cr Michael Deaker	<i>(Chairperson)</i>
Cr Carmen Hope	<i>(Deputy Chairperson)</i>
Cr Graeme Bell	
Cr Doug Brown	
Cr Trevor Kempton	
Cr Michael Laws	
Cr Ella Lawton	
Cr Sam Neill	
Cr Andrew Noone	
Cr Gretchen Robertson	
Cr Bryan Scott	
Cr Stephen Woodhead	

Disclaimer

Please note that there is an embargo on agenda items until 48 hours prior to the meeting. Reports and recommendations contained in this agenda are not to be considered as Council policy until adopted.

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RECOMMENDATIONS FOR COUNCIL DECISION

Recommendations for Council Decision

10. Matters for Council Decision

10.1. ECO Fund: 1-20 January 2019 Funding Round

Recommendation:

1. *That the Chair of the ECO Fund, Cr Michael Deaker, nominate a decision panel for Round 2.*
2. *That selected Councillors get in contact with Lisa Gloag, Manager Community Engagement, to start the process for Round 2.*

1. APOLOGIES

Cr Trevor Kempton

2. LEAVE OF ABSENCE

Leave of Absence noted for Cr Woodhead.

3. ATTENDANCE

4. CONFIRMATION OF AGENDA

Note: Any additions must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.

5. CONFLICT OF INTEREST

Members are reminded of the need to stand aside from decision-making when a conflict arises between their role as an elected representative and any private or other external interest they might have.

6. PUBLIC FORUM

7. PRESENTATIONS

8. CONFIRMATION OF MINUTES

8.1. Minutes

Recommendation

That the minutes of the meeting held on 17 October 2018 be received and confirmed as a true and accurate record.

Attachments

3. Communication Committee minutes 17 Oct 2018 **[8.1.1]**

9. ACTIONS

Status report on the resolutions of the Communications Committee.

Attachments

Nil

10. MATTERS FOR COUNCIL DECISION

10.1. ECO Fund: 1-20 January 2019 Funding Round

Prepared for: Communications Committee
Report No. SHE1819
Activity: Governance Report
Author: Lisa Gloag, Manager Community Engagement
Authoriser: Sian Sutton, Director Stakeholder Engagement
Date: 23 November 2018

PURPOSE

- [1] To inform the timelines of the January 2019 funding round of the ECO Fund and the requirement that three Councillors are selected for the ECO Fund decision panel prior to the funding round.

BACKGROUND

- [2] ECO Fund applications for the January 2019 funding round will be open from 1 - 20 January 2019. We would like to establish the decision panel now, so a date can be set in late January 2019 (prior to the Committee meetings on 30 & 31 January 2019) for the panel to meet.
- [3] The decision panel is scheduled to meet during the week starting 21 January 2019 (preferably 24 or 25 January 2019), pending availability of the panel Chair (Cr Deaker) and the three additional Councillors selected to be on the panel.
- [4] As in the terms of reference, *"individual panel members' names will not be made available and will be blanked out of any papers provided in response to an OIA request."*

<https://www.orc.govt.nz/our-council-our-region/eco-fund>

RECOMMENDATION

- 1) That the Chair of the ECO Fund, Cr Michael Deaker, nominate a decision panel for Round 2.
- 2) That selected Councillors get in contact with Lisa Gloag, Manager Community Engagement, to start the process for Round 2.

ATTACHMENTS

Nil

11. MATTERS FOR NOTING

11.1. Directors Report on Progress

Prepared for: Communications Committee
Report No. SHE1818
Activity: Governance Report
Endorser: Sian Sutton, Director Stakeholder Engagement
Date: 21 November 2018

PURPOSE

- [1] This report records Stakeholder Engagement activity between 4 October 2018 and 21 November 2018.

RECOMMENDATION

That the Council:

- 1) ***Receives*** this report.

STRATEGIC STAKEHOLDER ENGAGEMENT PROJECTS

Proud and engaged workforce

- [2] The pillars and values are set to be officially launched shortly. Following the launch these values will be enlivened further through rolling them out across all our communication channels, including using them to frame how we talk about ourselves in media statements where appropriate.
- [3] Work is also underway to improve signage and internal branding in our offices, including new offices at Philip Laing House and in Queenstown. This will include reference to pillars and values where appropriate. This work is being done in partnership with Corporate Services and will be further implemented following workshops with Councillors on corporate branding in the new year.

Genuine engagement

- [4] Further work is being done to embed and refine our new digital engagement platform YourSay. Continued promotion will occur to ensure our stakeholders are aware of YourSay as an option for consultation. To date 18 projects have been hosted on the YourSay platform, with 12,357 visitors and 665 registrations.
- [5] While YourSay is an important engagement tool for us, we recognise the integral role that face-to-face communication plays and continue to factor face-to-face communication as part of community and stakeholder engagement.

Committing to communicate

- [6] With appointments complete to the Channels team, many planned projects will be underway in the new year.

Excellence in customer service

- [7] A complete analysis of our current customer experience and desired future state is underway. This will be workshopped with Councillors once complete.

Prioritising our reputation

- [8] Media policy and guidelines will be completed once Emma Schranz, Senior Media Advisor, returns from personal leave. These will aim to guide our media work and clarify process. We will be recommending training to media spokespeople as part of this work.

COLLABORATIVE PARTNERSHIPS

- [9] Collaborative partnerships include stakeholder groups, catchment groups and other groups/organisations that ORC's Community Engagement (Liaison) team works alongside to promote ORC plans and activities. They include other councils and agencies as well.

Group/agency (includes funding where applicable)	Work to date	Outcome
Teviot catchment group (<i>this is an emerging catchment group</i>) (4 October 2018)	Staff attended a meeting of the Teviot catchment group at Millers Flat. 20 farmers attended.	The meeting was facilitated by Ravensdown. The group was keen to know if the intended direction they are taking aligns with ORC's expectations for the rural water plan. The initial actions of strategic water testing coupled with reference to ORC fact sheets was supported.
Kaikorai Hui (12 October 2018)	Liaison staff helped to coordinate the Kaikorai catchment hui.	Presentations were given by ORC and DCC staff, community members and school students. ORC is supporting this group and will meet with the organiser soon to discuss next steps.
Clutha Community Trust (25 & 30 October 2018)	5 catchment meetings were held in Milton, Balclutha, Lawrence, Owaka and Clinton.	Between 5-20 people attended each meeting. The aim of these meetings was to introduce the idea of getting farmer-led catchment groups established in these areas in order to work towards better water quality.
(22 November 2018)	Stakeholder meeting in Balclutha.	A stakeholder meeting including the farmers who expressed an interest in helping or leading these groups. ORC Liaison input was to provide support for the initiative and answer

		any rule-based enquiries. Cr Hope also attended these meetings.
Pomahaka Water Care Group (1 November 2018)	Farm field visits: morning at Waipahi catchment and afternoon at Wairina catchment.	12 farmers attended each field visit, held on farms with Roger McGibbon (rural professional, sediment specialty) talking sediment mitigation measures in these areas. ORC Liaison role was contributing to Water Plan rule clarity.
South Otago Dairy Working Group (2 November 2018)	First meeting of the season was held in Balclutha.	Representatives from DairyNZ, Fonterra, Federated Farmers, Gardians farms, and Clutha Development Trust were in attendance. ORC Environmental Operations and Liaison teams attended. Focus was on getting set up for the dairy inspection season and reviewing the Terms of Reference for the group, as well as confirming ongoing action for two of the farms referred to the group at the end of the last dairy inspection season.
Tahakopa Valley Farm (6 November 2018)	Farm visit to the Tahakopa Valley.	Talked with a small group of farmers regarding their plans to undertake farm drainage and work around waterways in the area.
Pollution guidebook	ORC has worked with TAs and other organisations to produce a pollution guidebook for trade and industry.	The guidebook is about to be printed. Please find a copy attached to this report.
Group/agency	Upcoming work	Outcome
Ballance Farm Environment Awards (training day was on 9 November 2018)	ORC Liaison staff are on the judging panel, along with Cr Hope. We presented at a training day and round one judging is due to take place soon.	ORC sponsors a water quality management award. The awards are a good opportunity to showcase farmers showing good environmental stewardship.
Bannockburn catchment (14 November 2018)	Staff will meet with Bannockburn land managers with regard to ORC's water quality monitoring project. The discussion will include guidance for selecting appropriate discharge sites for water quality sampling against Schedule 16 thresholds.	
Upper Clutha Lakes Trust (15 November 2018)	Staff will attend the inaugural meeting of the Upper Clutha Lakes Trust with Claire Perkins, (Land Pro) project leader for the Upper Clutha Integrated	

	Management Programme funded through the Fresh Water Improvement fund. Key themes for discussion will include identifying sources and causes of contamination and consideration of the mix of implementation methods that will be needed to minimise the risks of contamination. Matters raised at the meeting will assist with the initial planning phase of the programme.	
Waterwise (11 December 2018)	ORC is hosting secondary and tertiary students for a day of a week-long environmental leadership programme. This takes place in Central Otago. We have been involved in the programme for a number of years.	We will promote water management and water quality, with a farm visit, demonstration of ORC's water monitoring, and involve the students in hands-on ecological monitoring.
Wild Dunedin (April 2019)	ORC is discussing gold sponsorship of this annual event again for 2019 (we have sponsored it in the past), with details still to be finalised.	

COMMUNITY ENGAGEMENT UPDATE

Activity	What/where	Outcome/rationale	Date
	Field days - Otago Field Days (Palmerston): Rural event held over two days in Palmerston.	The Wallaby Awareness campaign was the focus on the ORC site. The public were interested to hear from Environmental Monitoring staff about the spread of wallabies into Otago and the risk of establishment, as well as work ORC is doing monitoring wallabies.	12-13 October 2018
	Field Days – Wanaka Show (Wanaka)	We should hear back in early December if we have been successful in getting a site.	8-9 March 2019
Consultations	What/where	Outcome/rationale	Date
	Proposed Regional Pest Management Plan and Biosecurity Strategy This is notified, and Stakeholder Engagement are promoting how people can engage with	Statutory requirement to seek public submissions on plan. Feedback is simultaneously being sought on the strategy.	1 November 2018 – 14 December 2018 (6 weeks)

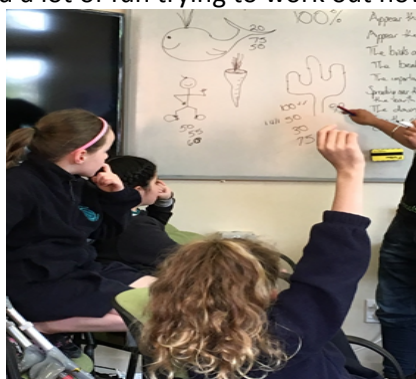
	the consultation. All letterboxes in Otago should have received a consultation document in their community newspaper.		
	Otago Swimming Targets	We are about to report back to those who took part in the consultation with the results, and to advise we will update them of the confirmed targets before the end of the year, once Council has signed off on them. Stakeholder Engagement is working with the Policy team on this.	
Presentations	What/where	Outcome/rationale	Date
	Polytech presentation, Alexandra Staff presented to seven people studying for NZ Diploma in Agribusiness Management.	The presentation covered aspects of the rural water plan that they need to be aware of with respect to their sustainability of natural resources module.	17 October 2018
	Polytech presentation, Cromwell Staff presented to eight people studying for NZ Diploma in Agribusiness Management.	The presentation covered both water quality and water quantity with respect to their natural resources module.	24 October 2018
	Beef and Lamb - LEP1 Liaison staff presented on the Rural Water Plan in Hampden. There were 12 attendees.	The presentation included recommended approaches for meeting water quality standards and rules. Questions asked included: <ul style="list-style-type: none"> • How to minimise the risk of sediment run off from greenfeed crops • Clarification of the types of water quality testing • Guidance on 'what is a river' • Clarifying when a consent is required for work in waterways. The group asked if ORC would consider having a more simplified consent process for minor stream works.	9 November 2018

Workshops	What/where	Outcome/rationale	Date
	Pest Plan and Biosecurity Strategy Stakeholder Engagement is currently organising two workshops on the Pest Plan and Biosecurity Strategy in the proposed site-led areas in Dunedin (West Harbour and Peninsula).	To provide more detail to those living in these areas about what the Pest Plan site-led programmes mean for them, and how they relate to Predator Free Dunedin (who will also present at the workshops).	TBC, but expected to be late November 2018.
Deemed permits	What/where	Outcome/rationale	Date
	Lowburn	Meetings to help people understand what they need to do to replace their deemed permits.	18 October 2018
	Upper Clutha (Lake Hawea & Wanaka tribs)	Meetings to help people understand what they need to do to replace their deemed permits.	Mid November 2018

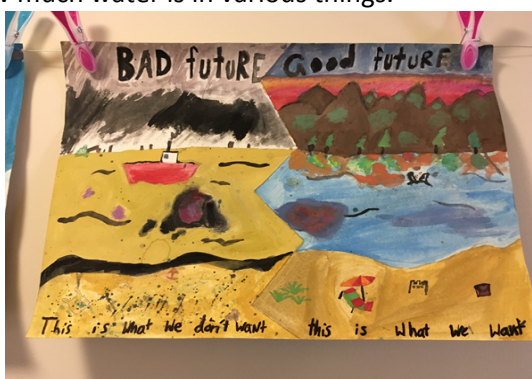
ENVIROSCHOOLS UPDATE

A Water Focus

- [10] 56 primary students from 14 Dunedin primary schools came to an EnviroSchools hui at Araiteuru Marae on 26 October 2018. Students learnt about catchments and the things they can do to look after water such as picking up litter, making sure only water goes down storm drains, and being conscious of water use. We learnt about stream health from the macroinvertebrates in the Kaikorai Stream and how riparian planting along the stream improved habitat. The afternoon was spent using the SHMAK kit to assess the health of the stream. Students and teachers also discussed how they would share the things they had learnt with their school and family. Orokonui, Landcare Trust, DCC and Shetland Community Gardens staff all contributed their expertise to the day.
- [11] Water was also a theme at the Alexandra Thyme festival. Students from four schools learnt about water catchments and the actions they can take to look after water. They had a lot of fun trying to work out how much water is in various things.



Students learning how much water is in people, whales, carrots and cacti.



Goldfields students imagining the future they would like to see.

Early childhood Education

- [12] Robyn Zink (Regional Coordinator Enviroschools) attended a three-day Early Childhood Education (ECE) hui run by Toimata (the National Enviroschools Foundation), along with three of the Otago facilitators. Currently there are only six Early Childhood Centres in the Enviroschools programme in Otago. The area of greatest demand in Otago is from the ECE Sector. 17 Otago ECEs have approached us about joining Enviroschools this year without us promoting the programme. Engaging with the ECE sector requires greater facilitator time and Robyn will continue to lobby councils for increased funding. The strength of including ECE in the programme is students form sustainability habits early, and parents are exposed to sustainability messages and practices more than at primary or secondary level through their children. ECEs value Enviroschools as it provides a framework for sustainability, staff are supported in their work and they find they connect with the wider community much more through Enviroschools.

Ōtepoti Environment Education Collective

- [13] Dunedin has numerous environmental education programmes operating around the city. Some are location based, e.g. The Town Belt, Open VUW. Others work with all schools in Dunedin and have a much wider focus. Robyn Zink is working to bring these groups together to share knowledge, support each other's work and support schools to integrate environmental education and sustainability into everything that happens at schools. One outcome from this group to date is an identified need for sites that schools can enhance biodiversity through tracking, planting, weeding and trapping. DOC and DCC have started work on compiling a list of sites where schools can take on a management role to enhance local biodiversity.

MEDIA UPDATE

- [14] Media releases in the reporting period are listed below. Media interest has been steady in the period, with enquiries spiking during the November 2018 flood event. ORC was well-represented as experts on the flows and floods during this event, with strong coverage across print media, television and radio.

Media Releases	Date
ORC reacts to Minister's Freshwater work programme announcement	9 October 2018
Southern Air Ambulance Joint Venture Announced	17 October 2018
Successful Round One ECO Funds (Environment, Community, Otago) Recipients Announced	17 October 2018
Update on the Bus Hub Timeline	18 October 2018
Flood awareness campaign in Queenstown and Wanaka next week	18 October 2018
Locals getting to grips with lake "snow" of a different kind	19 October 2018
Lower Waitaki Plains Aquifer bores update	19 October 2018
Consultation is now open for Otago's proposed Regional Pest Management Plan and Biosecurity Strategy	31 October 2018
Joint Media Advisory: Memorandum of Understanding to be signed to address transport challenges in Queenstown	1 November 2018
Water Quality Challenges in the Waiwera River Catchment	7 November 2018

Rainfall and rivers update	9 November 2018
Lindis Minimum Flow Environment Court Hearing Commences	12 November 2018
Happy birthday Orbus Queenstown – Queenstown’s \$2 bus service marks one year since launch	19 November 2018
Rainfall and rivers update	19 November 2018
Rainfall and rivers update	20 November 2018
Rivers and rainfall afternoon update	20 November 2018
Rainfall and rivers update (9:00 am)	21 November 2018
Rainfall and rivers update (1:30 pm)	21 November 2018
Rainfall and rivers update (5:00 pm)	21 November 2018

HOT TOPICS UPDATE

[15] Hot Topics:

Issue	Suggested response
Lindis Environmental Court Hearing	Media release issued. Stakeholder Engagement are working with the Policy team on communications.
Feral Cats Pest Plan	No response necessary at this point but we will continue to monitor social media and will clarify misinformation if we feel this is necessary.
Bus Hub delay	Extra time added to project only weeks, but we are clearing the site over the holiday retail period. Media release will inform of expected completion timeframe once known.

PUBLIC TRANSPORT UPDATE

[16] We are currently recruiting for a Brand Lead for public transport. As the new network in Queenstown continues to grow in patronage, and the Orbus brand launches with the hub in Dunedin, we will be putting greater focus on market analysis of both our users and non-users, including their drivers and barriers for using the service. Getting people out of cars and into buses as part of integrated journeys that could include cycling or walking will be a focus in 2019, and we have begun talking with territorial authorities in both Dunedin and Queenstown about this.

CHANNELS UPDATE

[17] Channels performance overview

Website (www.orc.govt.nz)

<ul style="list-style-type: none"> Average number of website visits per day in the period: 3,383 Average time spent per visitor in the period: 3 mins
Web visits spiked during the week of the November flood event, spiking at 12,403 visitors on 21 November.

YourSay

- Average number of visits per day: 39

Facebook

Current follower numbers:

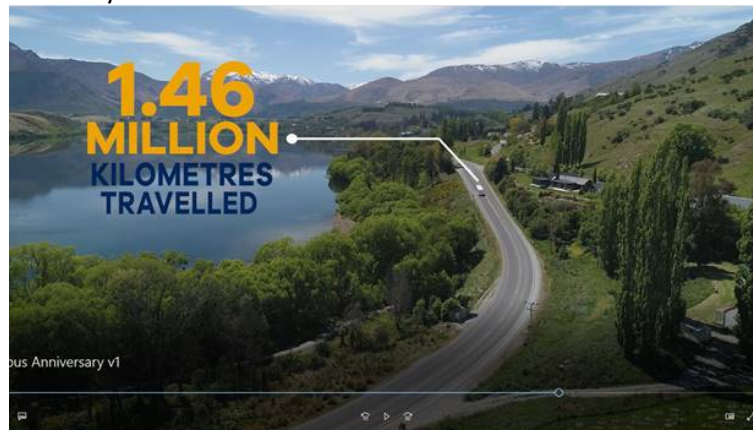
Otago Regional Council: 4,103
Otago Regional Council Bus Service: Dunedin: 1,302
Orbus Queenstown: 2,376
Otago Civil Defence and Emergency Management: 5,735
LAWA: 1,168

The core ORC pages (Otago Regional Council and the two bus pages) have been underutilised to date; with a new position created focusing on social media (Digital Communications Lead), we expect to grow the reach and engagement of our pages in the new year.

Key campaigns

[18] Orbus Queenstown one-year anniversary

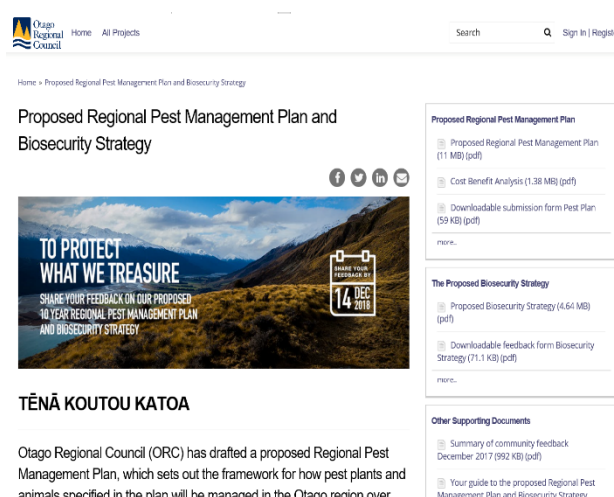
Video can be viewed here: <https://www.youtube.com/watch?v=QzQz3AMOOzw>
(note that youtube view numbers do not reflect views on Facebook).



Core messaging and strategy	Core elements	Status/performance
Use the one year anniversary of new Queenstown bus service as an opportunity to thank community for supporting the bus service; highlight key metrics, including passenger numbers. Reference mode shift (i.e. out of cars and onto integrated journeys that include public	<ul style="list-style-type: none">• Media release and photo opportunity.• Video, linking back to launch branding and focusing on key metrics.• Print advertising.	<ul style="list-style-type: none">• Good uptake on photo opportunity, resulting in two largely positive media stories (Crux and ODT)• At time of reporting (22 November 2018) video has had 24 shares and 7.3K views

transport along with walking, biking or park 'n ride) and signal upcoming stronger focus on this.		
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[19] **Pest Plan consultation**



Core messaging and strategy	Core elements	Status/performance
Ensure wide awareness of Pest Plan consultation and the opportunity to have a say. The plan is broken down into easy to understand language and graphics and distributed widely.	<ul style="list-style-type: none"> Pest Plan consultation document, distributed all over Otago via community weeklies. YourSay page. Boosted content on ORC Facebook. 	<p>As at 21 November 2018:</p> <ul style="list-style-type: none"> 110 submissions received on the Pest Plan, of which: <ul style="list-style-type: none"> 19 hard copy 91 via YourSay 932 unique visitors to Pest Plan YourSay page, with a total of 3,179 pageviews

[20] **Summer swim season/seasonal recreation**

Core messaging and strategy	Core elements	Status/performance
Encouraging awareness of LAWA as key source of information for seasonal recreation monitoring information; promoting Check, Clean, Dry in key boating destinations; ensuring rapid and broad spectrum communications when issues arise in specific	<ul style="list-style-type: none"> Work closely with TAs and Public Health South to ensure we are using all of the owned channels we have available between us. Use new LAWA swim-site plug-ins to ORC website. Working with national protocol, appropriately communicate public 	<p>We have met with QLDC and Public Health South to confirm roles and responsibilities and ensure that we collaborate on messaging.</p> <p>The Central Otago Communications Advisor (starting late November) will</p>

waterways.	health information via signage, social media, and media liaison as/when issues arise in specific waterways.	coordinate this campaign.
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[21] **ORC Queenstown office: We're open for business**

Core messaging and strategy	Core elements	Status/performance
Loud and clear messaging that ORC has a customer-facing presence in Queenstown Lakes; use high level of social connectivity in Queenstown Lakes to spread the word.	<ul style="list-style-type: none"> Social media collateral shared via the strong networks we have with social media channels in Queenstown. Paid advertising in print and online. 	Awaiting confirmation of timing for full service offer from this office.

[22] **ECO Fund: Round 2 (1-20 January 2019)**

Core messaging and strategy	Core elements	Status/performance
Build on awareness raised in round one; build on the 'good news' story aspect of the ECO Fund.	<ul style="list-style-type: none"> Video content on social media. Media release. Direct communications with community groups and networks. 	<p>Applications will be open from 1-20 January 2019 and we will begin promoting this in early December 2018.</p> <p><i>Please refer to the paper requesting a decision on which three Councillors will join the decision panel with the Chair, Cr Deaker, for the January 2019 round.</i></p>



Screen grabs from micro-videos to promote the next funding round for the ECO Fund.

To watch the promotion videos for these groups, please go to the following links:

- https://www.youtube.com/watch?v=r_SF4gti-W8 (Otago Peninsula Biodiversity Group)
- <https://www.youtube.com/watch?v=JlhLF788zkk> (Lindis Pass Conservation Group)

[23] **Notification of Bridge closure – University of Otago, Dunedin**

Core messaging and strategy	Core elements	Status/performance
The bridge will be closed for several months; we will emphasise the value of the flood protection works in protecting the community from the flood hazard and continue values-based messaging (Love your Leith) around this work.	<ul style="list-style-type: none"> • Direct communications with residents and stakeholders directly affected. • Broad spectrum multi-channel messaging around road closure (alongside DCC). • Ongoing values-based messaging including elements of Love your Leith tentatively planned as part of events for Wild Dunedin Festival during the period of road closure. 	Direct communications and public notices are underway; broader messaging will follow closer to the road closure.

CUSTOMER EXPERIENCE UPDATE

Reporting improvements

[24] We are currently reviewing our reporting metrics and redrafting our performance targets for each customer service channel to be measured monthly. Part of this work will include defining 'wrap-up codes' (a system for categorising resolved enquiries) and communicating this across the team to add certainty and consistency to the data we're capturing. By defining what we're reporting on and why, we intend to provide a clearer set of data that accurately outlines our goals, and how we have tracked with regard to achieving those goals for the month. Ultimately this improved reporting will provide genuine insight into Customer Experience, and the level of service delivered across all customer service channels at ORC.

[25] We have uncovered that we have system limitations with what data we are able to capture for some service channels, however with an upcoming upgrade to our phone system, which will encompass email and social media customer response, we anticipate being able capture in greater detail our customer service activity. This will inform and strengthen our strategic decision-making for Customer Experience. In the coming months in this section of the report you will observe on-going refinements in our reporting on key metrics, that will provide greater insight.

The following outlines draft performance targets for each of our channels, and some context for these targets:

Phone

Rate of response	Very important
Resolution at First Point of Contact (FPC)	Important

- [26] Typically, inbound phone calls are a way of transferring a customer to the appropriate internal staff member who has been previously dealing with that customer or has been helping to resolve a complex enquiry. As such our Customer Services staff ability to resolve an enquiry over the phone is not always required or requested.
- [27] It is also used as the preferred channel for customers to contact us to respond to urgent enquiries, for example: pollution response. In which case the ability to resolve the enquiry and log a 'request for service' at the first point of contact, becomes very important.
- [28] As such, having a fast response time from customer dialling to customer talking to reception staff is the key metric for measuring performance in this channel.

Email

Rate of response	Important
Resolution at FPC	Very important

- [29] Email is the typical channel used for enquiries that need a response but are often less urgent in nature. It might be a customer requesting an application form that they can't find online, lodging a request for a rates penalty remission or require documented correspondence with ORC. A high volume of requests for service or requests for information come through this channel. There is less customer expectation for an immediate response (compared to the phone channel), but higher expectations on our staff to provide a comprehensive response and resolve the interaction at the first point of contact.
- [30] As such, measuring first-point-of-contact resolution as a percentage will be the key performance indicator in the email channel. For example, 80 per cent of enquiries were resolved at first-point-of-contact. As is measuring rate of response, customers typically expect a response within one-working-day for email, with webchat and social media, customer expectations are continually increasing for a faster response to email. This response rate will be measured as a percentage. For example, our draft target is 90 per cent of customers receiving an email response within one working day.

Face-to-face

Rate of response	Very Important
Resolution at FPC	Very important

- [31] Visitors expect a fast and seamless transition into our building. Customers expect their enquiry to be resolved at first-point-of-contact. It is hard to consistently measure wait-time in this channel. This is also a very transactional channel, whereby customers come to a service centre for the sole purpose of making a payment. As such, the key performance indicator for this channel will be based on resolution rate. For example, 95 per cent of face-to-face customer enquiries should be resolved at first-point-of-contact.

Online self service

- [32] The goal of the online channel is to assist with the reduction of total customer interactions across all channels. By placing the information at the fingertips of the customer, on our website which is easy-to-navigate and accessible, we provide a convenient service by giving customers what they want, when they want it.
- [33] We will be able to track online performance as more self-service options become available online, how frequently these services are utilised and how this impacts the total customer interaction volumes in other channels, will be a key measure of success for this low-cost-to-serve channel.

Webchat and social media

- [34] To build reputation both channels require fast-to-immediate response rates and a high resolution at FPC rate. When performing well, these channels can also fuel increased demand. As we build capability in this space, we will develop performance targets.

Draft targets

- [35] The below draft targets are currently what we're considering for key reporting metrics in Customer Experience.

Service channel	Draft targets
Phone	Respond to 95 per cent of calls within one minute
	Resolve 50 per cent of enquiries at first point of contact (FPC)
Email	Respond to 90 per cent of emails within one working day (interim response or resolved)
	Resolve 80 per cent of enquiries at first point of contact
Face-to-face	Resolve 95 per cent of enquiries at FPC

Future key metrics for reporting which will be added in the coming months:

Phone

- [36] Key report metrics:
- Draft target – reported as an average wait time, and percentage answered within response target, percentage resolved at first point of contact
 - Total calls for month
 - Total calls – monthly results, year-on-year comparison
 - Top five phone calls by category/subject
 - Percentage of wrap-up codes, for example: Resolved FPC, transferred, 'Request for service' and 'Request for info' logged*

Email

- [37] Key report metrics:
- Draft target – reported as an average wait time, and percentage answered within response target, percentage resolved at first point of contact*
 - Total emails for the month

- Inbound/outbound*
- Total emails – monthly results, year-on-year comparison*
- Top five emails by category/subject*
- Percentage of wrap-up codes, for example: Resolved FPC, transferred, 'Request for service' and 'Request for info' logged*

Face-to-face

[38] Key report metrics:

- Draft target – reported as percentage resolved at first point of contact
- Total interactions
- Total interactions – monthly results, year-on-year comparison
- Top five interactions by category/subject*
- Percentage of wrap-up codes, for example: Resolved FPC, transferred, 'Request for service' and 'Request for info' logged*

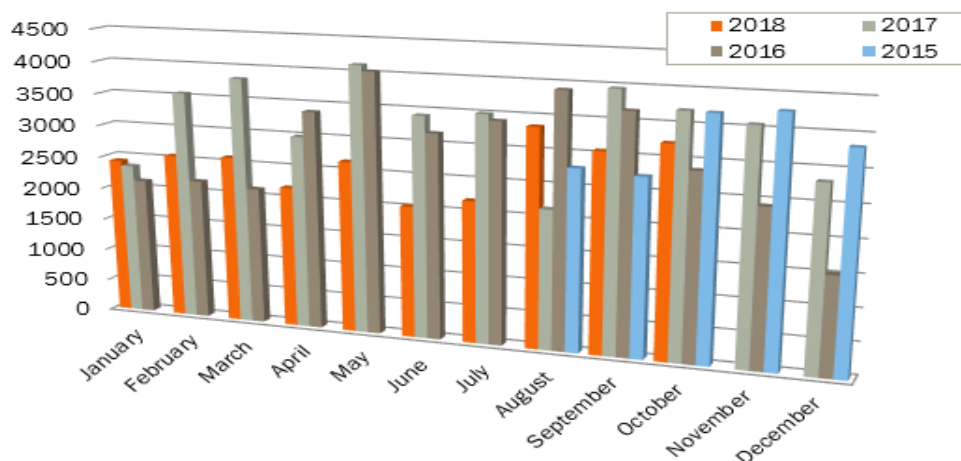
*currently unable to capture – but will develop this capability.

Customer Experience – Total Interactions for October 2018

[39] Overview

TOTAL CALLS ANSWERED

2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
	2428	2563	2597	2187	2657	2040	2196	3359	3064	3233			



* Please note adjustment to above graph from previous reports. Figures for 2018 have been corrected.

 **3233**
Phone

 **459**
Email

 **45**
Social Media

 **1495**
Face to Face

- [40] With the rates due date on 31 October 2018, as expected, we saw an increase on the previous month, for phone and face-to-face enquiries. We experienced 560 more face-to-face interactions; along with close to 200 more phone calls. With a collaborative approach with the Finance team, Customer Experience has handled the increased demand on these two channels very well.



- [41] **Draft target:** Aim to answer 95 percent of phone calls within one minute. Aim to resolve 50 percent of phone calls at first point of contact (FPC).

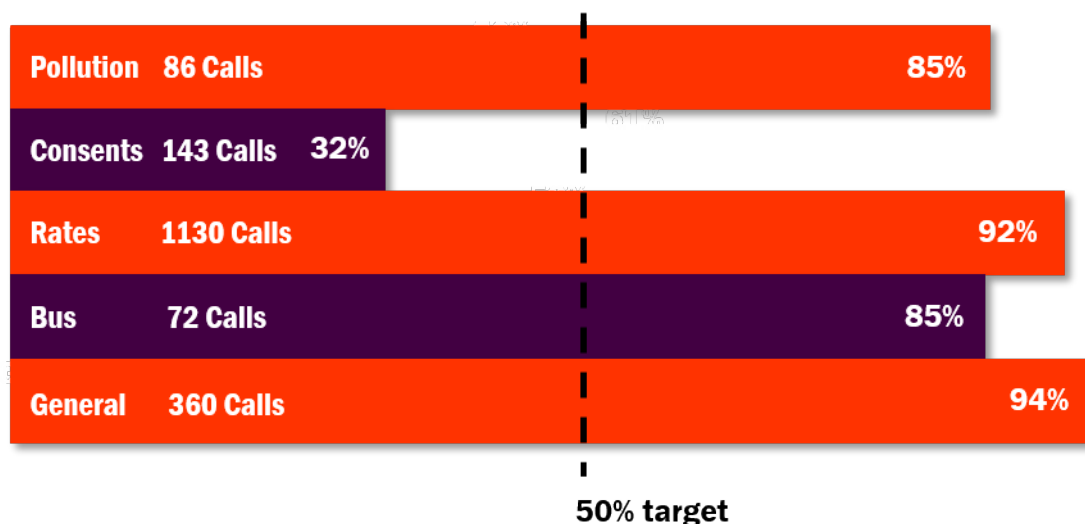
Average customer wait-time before call is answered: 5 seconds

Percentage of calls answered within one minute: 100%

Total Queue calls received: 3233

Percentage of total calls resolved at first point of contact: 50%

- [42] Top five total call categories for the month and the percentage resolved:



- [43] We define “resolved” as an instance when we were able to resolve the call at first point of contact by providing the customer the relevant information or creating a request for service.

- [44] As expected, calls about rates was the by far the highest call category for October 2018.



- [45] **Draft target:** Respond to 90 per cent of emails within one working day (interim response or resolved). Resolve 80 per cent of enquiries at first point of contact.

- [46] Below is a table which shows a breakdown of the number of emails our team saved in Objective for consents, rates, pollution and bus. These emails consist of interactions with customers, and requests for service.

2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Bus	-	-			4	32	19	13	21	54			
Consents	46	17	12	54	72	57	89	73	51	41			
Compliance	56	27	24	53	128	59	86	58	61	47			
Rates	185	133	127	111	254	174	183	344	358	317			
Total	287	177	163	218	458	322	377	488	491	459	0	0	3440

- [47] Once we have the appropriate systems in place we look to be able to provide greater insight, such as emails by category, inbound and outbound emails, response and resolution rates.



- [48] During October 2018 our team had 45 interactions with customers. This is broken down below:

Total comments replied to: 5

Total messages responded to: 40

We plan to work together with our Communications team, to develop procedures for social media messages and comments that Customer Experience will actively respond to. This will increase Customer Experience's activity in this channel.



- [49] **Draft target: Resolve 95 per cent of enquiries at first point of contact.**
- [50] During October 2018 we had 1495 face to face interactions. This was across our two front counters in Dunedin, and Philip Laing House. This was significant increase on the previous month due to the rates payment date of 31 October 2018.
- [51] With the Queenstown service centre almost set-up to be able to take payments, this interaction data will be included in future reports.

Attachments

1. ORC - Pollution Guidebook - Only Drain Rain [11.1.1]

12. NOTICES OF MOTION

13. CLOSURE