

### Organisational Excellence Committee

9 July 2026

#### Report for Agenda Item | Rīpoata moto e Rāraki take [3]

**Department:** Corporate Services

**Title | Taitara:** Customer Service & Experience Update

**Purpose of the Report | Te Take mō te Pūroko**

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The purpose of this report is to provide the Organisational Excellence Committee with an update on activities and performance in the customer service function and customer excellence initiatives.

**Recommendation | Kā Tūtohu**

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That the Organisational Excellence Committee:

1. **Note** the contents of this report.

**Prepared by:**



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16 June 2026

**Reviewed and Endorsed  
by:**



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16 June 2026

**Reviewed and Authorised by:**



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17 June 2026

### Context | Horopaki

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1. The Queenstown Lakes District Council (QLDC) Customer Service Team provides an essential front line support for the majority of customer enquiries and escalations, providing professional and timely first contact resolution, where possible and triaging other enquiries or escalations to subject matter experts or contractors and service providers.
2. As the public face of QLDC for the majority of customers, the team provides timely and effective services to residents and ratepayers, other stakeholders, local businesses, and visitors to the district.
3. Customer Service operates a range of channels to suit customer needs including traditional front counter services (which remains the highest volume channel), phone, email and other digital channels such as Snap Send Solve. Responsibility for the important afterhours services for urgent matters raised by the community is held by the Customer Service Team, and delivered by a contract with Palmerston North City Council.
4. The Customer Service Team includes a corporate administration support function that underpins many organisation-wide activities. Responsibilities include managing incoming correspondence, office supplies, name and address records maintenance, and assisting with regulatory support functions such as reissues of unpaid penalties and dog registrations.
5. The cultural development customer experience initiative is sponsored by the Chief Executive and championed by a core team of corporate officers. The initiative has seen the roll out of an organisation wide training programme and the creation of a Customer Experience Strategic Group (CXSG).
6. The CXSG comprises officers from across the organisation to focus on initiatives that support the training programme and continue to enhance customer experience through all business areas.

### Analysis and Advice | Tatāritaka me kā Tohutohu

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7. Attachment A provides an update for the period from 1 July 2025 to the time of preparing this report.
8. Options are not presented as this report is for noting only.

### Consultation Process | Hātepe Matapaki

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### Significance and Engagement | Te Whakamahi i kā Whakaaro Hiraka

9. This matter is of low significance, as determined by reference to the Council's Significance and Engagement Policy 2024 because the matter is for noting only.

10. The persons who are affected by or interested in this matter are any group, stakeholder or individual interacting with QLDC officers, elected members, and offices.

11. The Council is not required to consult on this matter.

### **Māori Consultation | Iwi Rūnaka**

12. The Council is not required to consult iwi Māori on this matter.

### **Risk and Mitigations | Kā Raru Tūpono me kā Whakamaurutaka**

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13. This matter relates to the Strategic/Political/Reputation risk category. It is associated with RISK10031 Ineffective complaints handling within the QLDC Risk Register. This risk has been assessed as having a moderate residual risk rating.

14. The noting of the information in this report will allow Council to retain the risk at its current level.

### **Financial Implications | Kā Riteka ā-Pūtea**

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15. There are no financial implications.

### **Council Effects and Views | Kā Whakaaweawe me kā Tirohaka a te Kaunihera**

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16. This matter is included in the Long Term Plan/Annual Plan.

### **Local Government Act 2002 Purpose Provisions | Te Whakatureture 2002 o te Kāwanataka ā-Kiaka**

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17. Section 10 of the Local Government Act 2002 states the purpose of local government is (a) to enable democratic local decision-making and action by, and on behalf of, communities; and (b) to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future. As such, the recommendation in this report is appropriate and within the ambit of Section 10 of the Act.

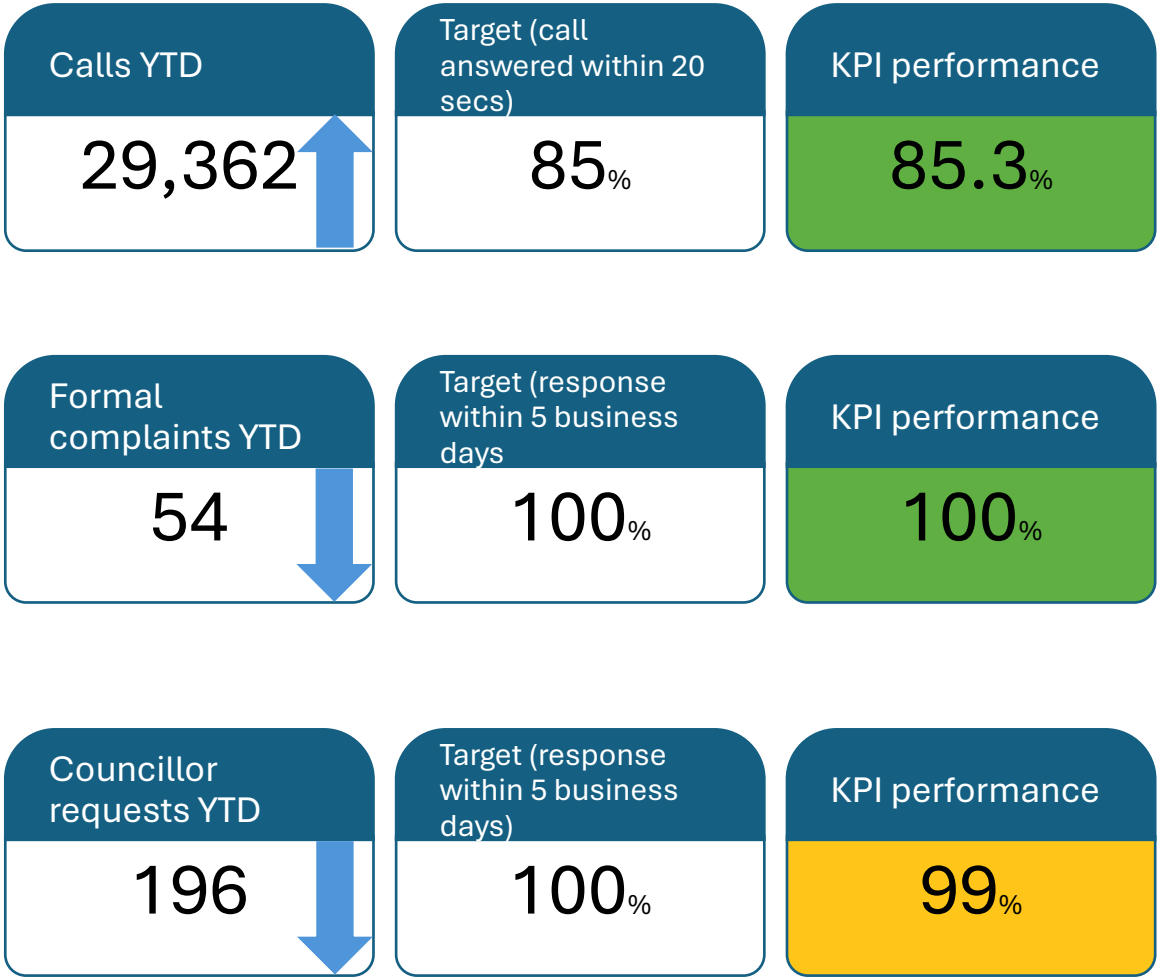
### **Attachments | Kā Tāpirihaka**

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|   |                              |
|---|------------------------------|
| A | Customer Service Update 2026 |
|---|------------------------------|

# Customer Service Update – FY2025-2026

## Key performance indicators



The customer service key performance indicator set out in the current Long-Term Plan targets 85% of calls answered within 20 seconds. This is above the international standard of 80%. Month-on-month the team regularly meets the KPI and exceeds that international standard even with a high turnover of staff which is the expectation for such a role. This is in the context of a year-on-year increase in call volumes.

The number of both formal complaints and Councillor requests has reduced year-on-year and the team has efficiently facilitated responses to deliver on these targets. Further improvements have been put in place to improve customer experience which will be covered later in this update that relate to complain handling and responses.

Top themes this financial year for Councillor requests centred around:

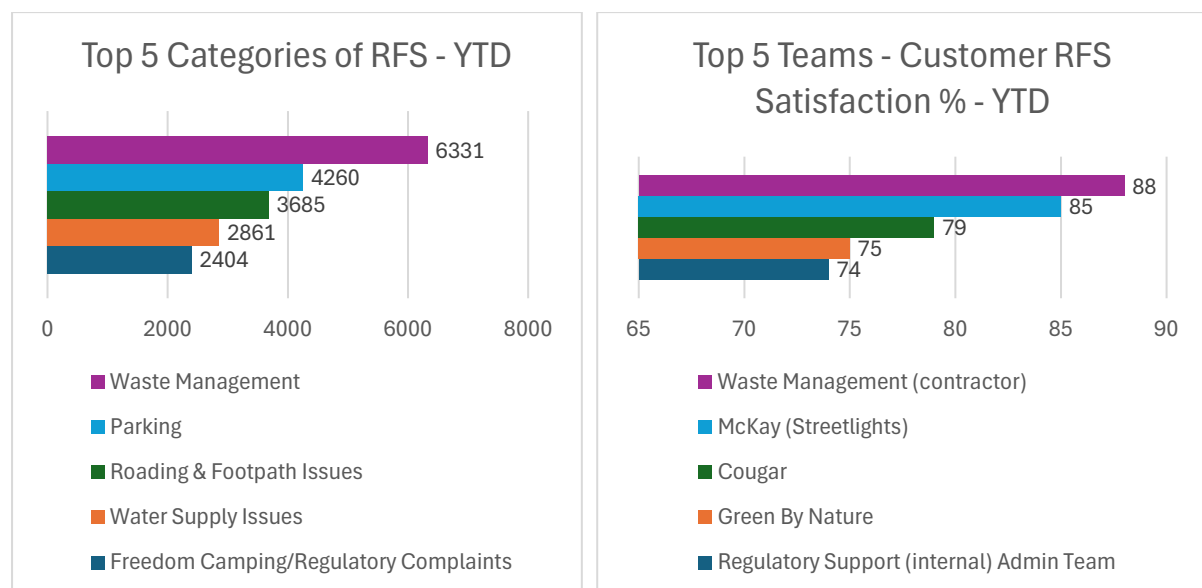
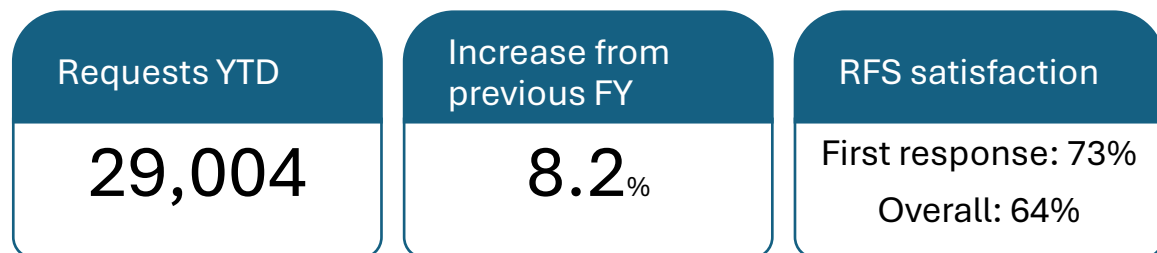
- > Infrastructure and Three waters concerns,
- > Rates increases; and

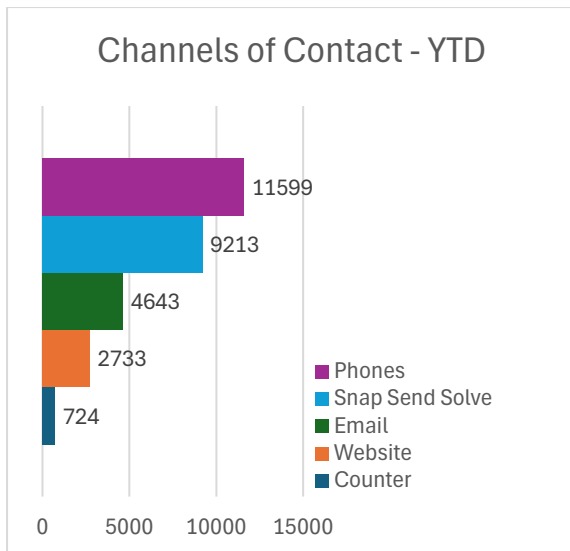
- > Parking and transport issues.

Top themes for formal complaints were:

- > Communication issues (e.g. lack of response, unable to contact relevant teams);
- > Roding / footpath issues; and
- > Staff / service issues.

## Requests for Service Performance





## Snap Send Solve performance

During the financial year, QLDC worked with the providers of the Snap Send Solve mobile app to integrate it with the Request Management System. This provided greater levels of automation when a “Snap” was received, automatically creating a call in the Request Management System and many of these calls routed directly to the business area or contractor to respond to. This reduced double handling and increased response times where previously requests landed in an inbox and had to be manually entered into the Request Management System before any action was taken. The Snap Send Solve interface has also replaced the web form on the QLDC website which increased the benefit of the integration and has seen Snap Send Solve become the second largest channel by volume of requests for service. In two years, the number of Snaps has almost doubled.

| Snaps YTD | Snaps 2 years ago | Percentage change |
|-----------|-------------------|-------------------|
| 9,213     | 4,845             | 42%               |

All Snap Send Solve requests logged through the app are provided with the opportunity to rate their satisfaction with the resolution (note this is specific feedback only for Snap Send Solve requests, QLDC conducts its own request for service feedback survey). Ratings provided are on a scale of 1-5 with five being the highest level of satisfaction.



The QLDC satisfaction rating is a 5.44% increase on the previous year (3.9) while other authorities also saw an increase this was only at 3.06%.

The top five incident tips reported via the Snap Send Solve app (or web interface) were as follows:

| Incident Type              | Current year | 2 years ago | Percentage change |
|----------------------------|--------------|-------------|-------------------|
| Parking – illegal          | 867          | 625         | 39%               |
| Water leak                 | 684          | 626         | 9%                |
| Parking and cars – general | 409          | 186         | 120%              |
| Abandoned vehicle          | 338          | 258         | 31%               |
| Rubbish and bins – general | 275          | 176         | 56%               |

Snap Send Solve allows duplicate reports to be deflected – reducing resource and expense for QLDC. This year alone, approximately 400 reports were deflected which equates to a cost saving of about \$82,644.

## Customer Experience improvements Year-to-Date

### > **Roll out of Customer Experience training to all QLDC staff**

The customer experience training programme was rolled out led by a working group of officers from business improvement, customer service, and people & capability. The group worked with external consultants Colab to develop and deliver the programme. The programme has now been brought in-house for delivery with the first of these officer-led sessions being run in May 2026.

### > **Development of Customer Experience Strategy**

A priority for the CXSG has been to develop a strategy that helps bring the training programme to live in all workstreams and embeds the learnings. The strategy has

been developed based on industry best practice and is being finalised before being presented to the executive leadership team for approval.

> **Development and rollout of Unreasonable Customer Conduct Procedures**

The document provides guidance to assist officers in determining when customers conduct is unreasonable and to better manage the outcome of these events and interactions. In a very small number of cases, the behaviour of customers can become unreasonable, vexatious, abusive or aggressive and can have a disproportionate and unreasonable impact on our employees, services, time or resources. When this happens, QLDC will take action to manage any conduct that negatively and unreasonably impacts on the organisation, its employees or ability to allocate resources fairly across all the complaints we receive.

This guidance was developed to align with the Office of the Ombudsman's *Managing unreasonable complaint conduct practice manual*.<sup>1</sup>

> **Improved Customer Satisfaction Survey process**

Historically customer satisfaction related to a request for service was measured through a methodology where a small, random sample of requesters were called and responses captured through a verbal survey. Whilst this was insightful data there was an opportunity to systemise the data capture using the request management system and potentially survey a greater number of requestors. The current survey practice has doubled the sample pool and additionally allows the customer to indicate they are not satisfied with the outcome (and why) and would like return contact from QLDC management (helpful when contractors have managed the issue).

> **Automated Snap Send Solve submissions into Request Management System for immediate triage and response**

See dedicated Snap Send Solve data above.

## Future / current improvements

> **Infringement Reissues project**

QLDC currently manages parking infringement liability transfers (primarily from rental car companies) through a manual, email-based process. This involves Corporate Administration Support staff reviewing statutory declarations, validating infringement details, manually updating TechnologyOne, and reissuing infringements.

This process has evolved operationally but presents several challenges:

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<sup>1</sup> <https://www.ombudsman.parliament.nz/resources/managing-unreasonable-complainant-conduct>

- High manual effort and duplication of data entry
- Lack of structured intake or prioritisation mechanism
- Limited visibility of workload, backlog, and risk
- Inconsistent validation of documentation
- Exposure to financial and compliance risks, including:
  - Court withdrawal fees where statutory timelines are missed
  - Infringements ageing beyond enforceable timeframes
  - Delays impacting customer and rental company experience

Statutory declarations are legally required documents and must be reviewed manually.

Initiated in early June, the project aims to design and implement a TechnologyOne-based solution to support the infringement transfer for liability and reissue process – shifting effort from manual processing to controlled triage and decisioning.

The solution will:

- Replace email-based intake with a structured submission process
- Introduce a triage dashboard to manage and prioritise requests
- Reduce manual processing within TechnologyOne
- Improve data quality and consistency
- Provide comprehensive visibility of volumes, backlog, and risk which is not currently fully available

At the time of preparing this update, the planned go live for the solution was late July.

> **Escalation/elevations augmentation of RMS to improve customer experience and responsiveness**

Following improvements to the request management system for more accurate categorisation and ownership and the adoption of the May 2024 Customer Complaints Policy, planned improvements to the request management system will enable more nuanced management of issues that are escalating being business-as-usual but are not a formal complaint. These escalation and elevation levels will provide greater management oversight and reporting. This improvement project has been prioritised and is awaiting scheduling.

> **Development of an Internal Communication Guidelines when handling customer interactions**

Following the approval and rollout of the Customer Experience Strategy (pending) the CXSG are currently working on a guidance document for officers, that translate the intent of the strategy into day-to-day action. For example, processes and expectations for handing on calls or issues to a colleague, expected response times, and setting of service expectations.