

ALGIM

Customer Experience Benchmarking Programme 2025

Individual Council Report

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Clutha District Council

Purpose of this report

This Individual Council Report provides Clutha District Council with a detailed view of its customer experience (CX) performance within the national local government context.

In response to sector feedback, Individual Council Reports have been redesigned to offer richer insights, clearer interpretation, and practical next steps tailored to each organisation.

This report includes:

- council-level results
- channel-specific analysis
- peer council comparison
- quartile positioning
- time-of-day insights
- performance by area of focus
- national rankings presented by quartile

Only Individual Council Reports include the full national ranking of all participating New Zealand councils and council-controlled organisations.

Executive summary

Clutha District Council recorded an exceptionally strong overall customer experience result in the 2025 Customer Experience Benchmarking Programme and recorded an **overall score** of **97.6%**.

This result places the Council:

- **2nd nationally** among all New Zealand councils and council-controlled organisations
- **1st of the 6 councils in the Otago region** and,
- **2nd of the 54 district councils** and firmly within the upper national quartile.

Key insights

Overall performance

Clutha District Council demonstrates consistently high customer experience outcomes across all measured channels.

Areas of strength

Performance is particularly strong across online portal and phone channels, with excellent outcomes also evident for email.

Focus going forward

The primary opportunity is to protect and sustain excellence, ensuring strong results are maintained as service demands evolve.

Executive summary

What this means for Clutha District Council

The 2025 results reflect a **mature and well-embedded customer experience capability**. Improvement activity is best focused on sustaining performance and embedding good practice, rather than corrective change.

Historical context (2023–2025)

Clutha District Council's national ranking has shifted across recent benchmarking cycles, from **63rd in 2023** and **33rd in 2024** to **2nd in 2025**.

It is important to note that the **2025 Customer Experience Benchmarking Programme includes an additional channel** compared with previous years. Results should therefore be interpreted as an indication of **current performance under the expanded framework**, rather than a direct like-for-like year-on-year comparison.

Understanding your results in a regional, national and Australasian context

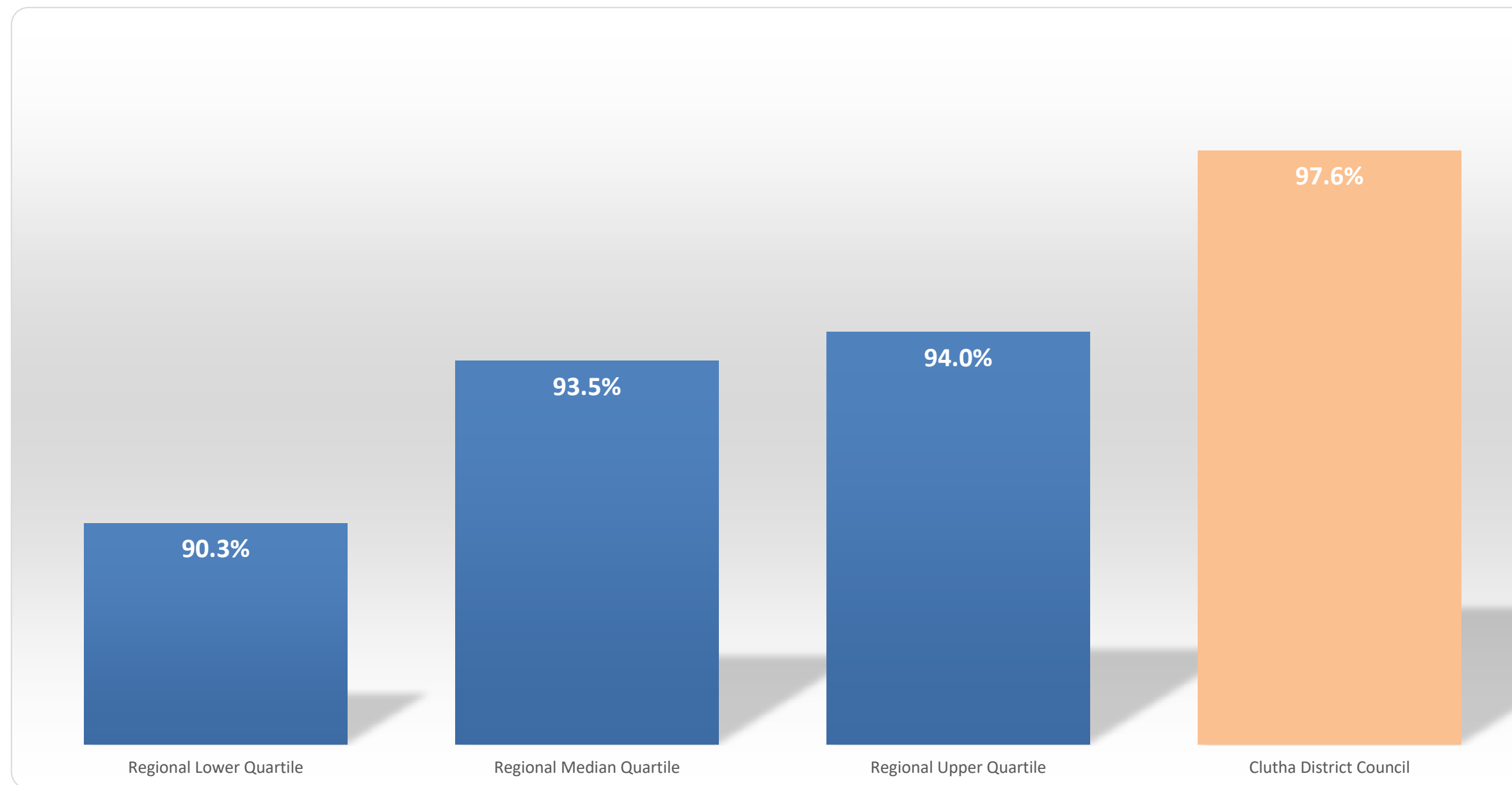
All participating organisations are grouped into national quartiles based on overall CX performance. Quartiles are designed to support meaningful comparison and learning, rather than competition, and are defined using percentile cut-off points across the full dataset (for example, the lower quartile reflects the 25th percentile and the upper quartile the 75th percentile).

Clutha District Council's placement in the upper national quartile reflects performance that is well above the national average and aligned with the strongest performers across the sector.

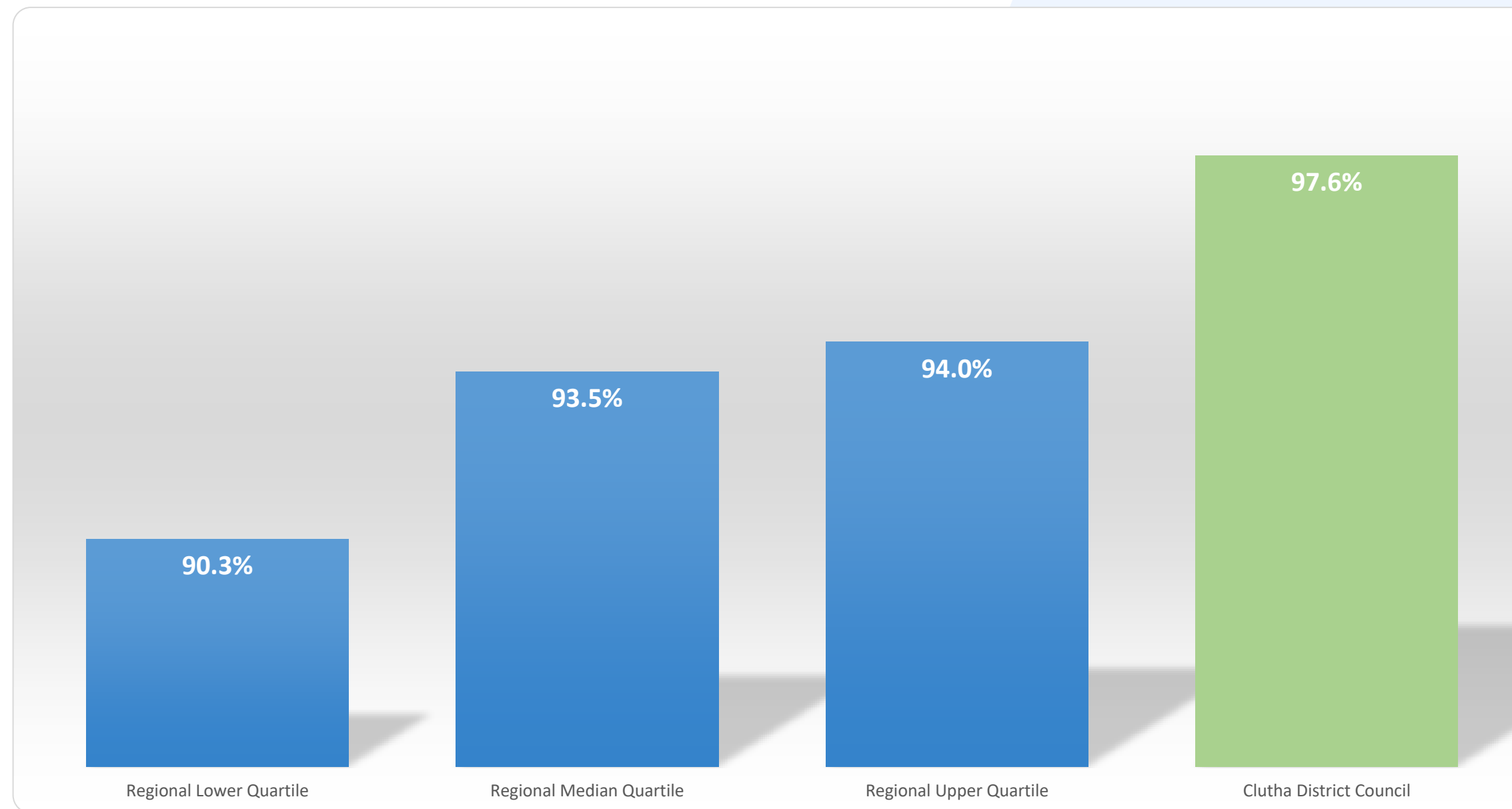
To further enrich this perspective, an Australasian comparison has also been included. This uses the same assessment framework and was conducted over the same period, enabling a like-for-like view of performance across New Zealand and Australian councils, and situating national performance within a broader Australasian local government context.

There were 18 Australian councils surveyed in 2025, a mix of Shire and City Councils.

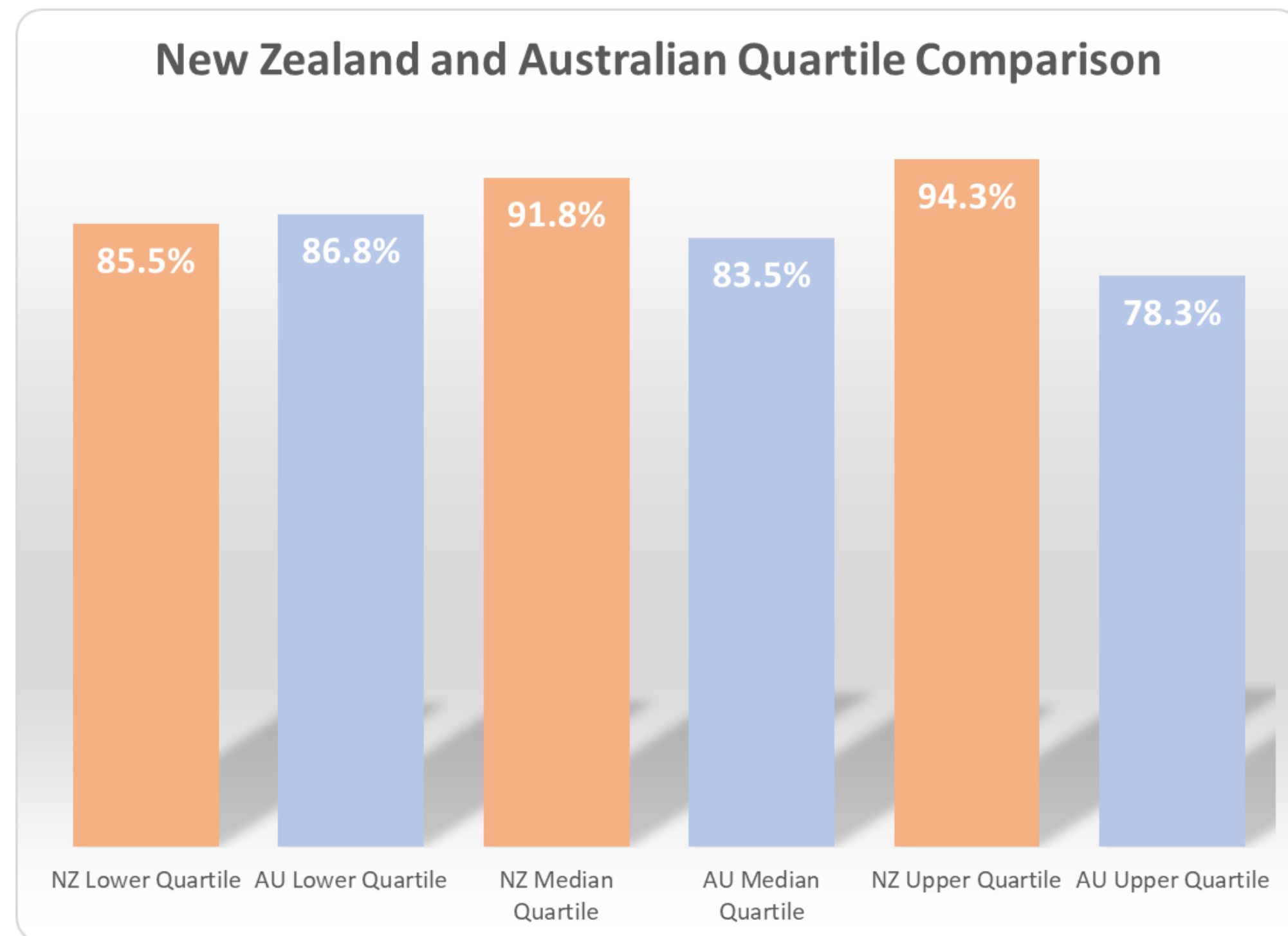
Otago Region Quartile Comparison



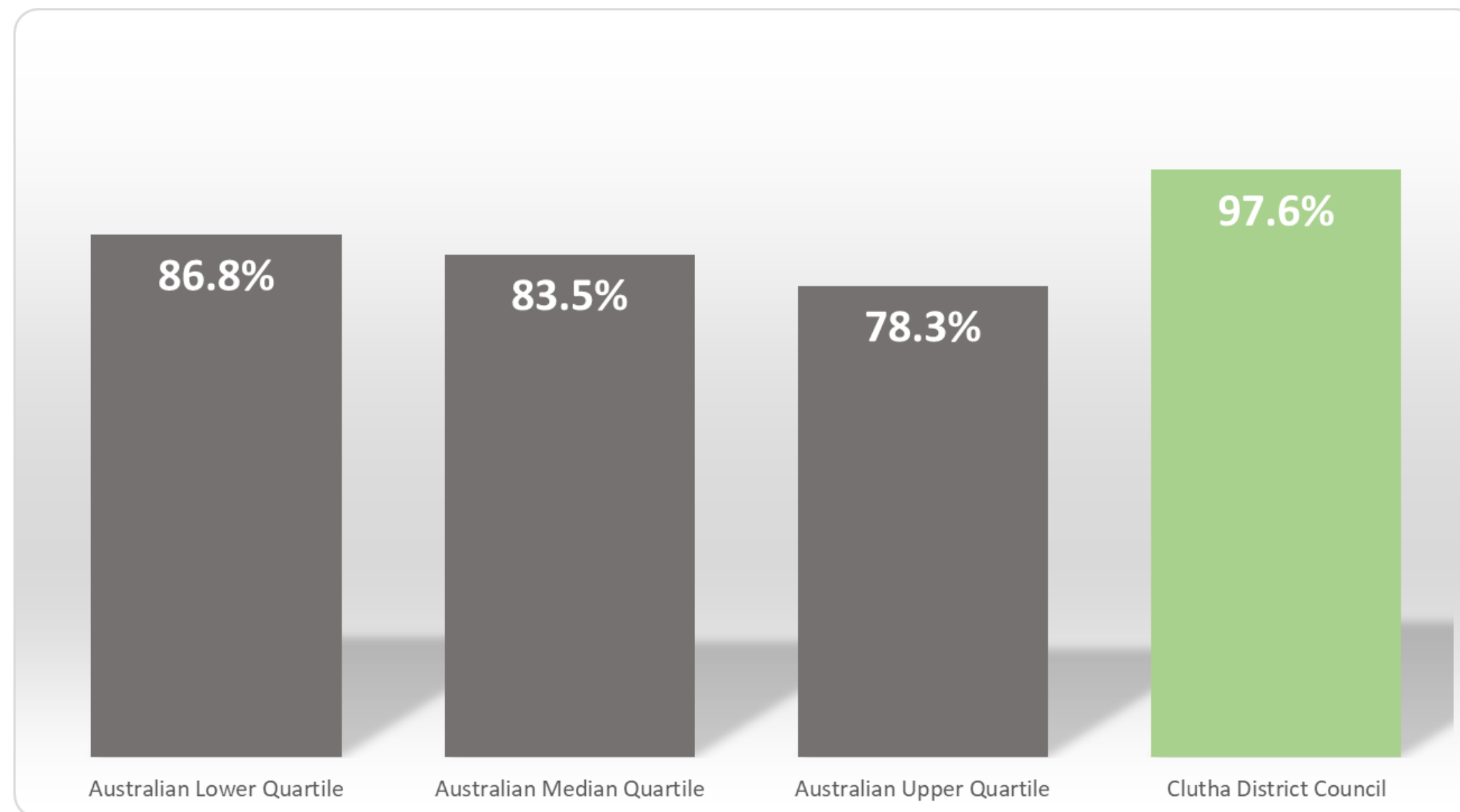
National CX Quartile Comparison



New Zealand and Australia Quartile Comparison



Australian CX Quartile Comparison Clutha District Council



Performance compared with peer councils

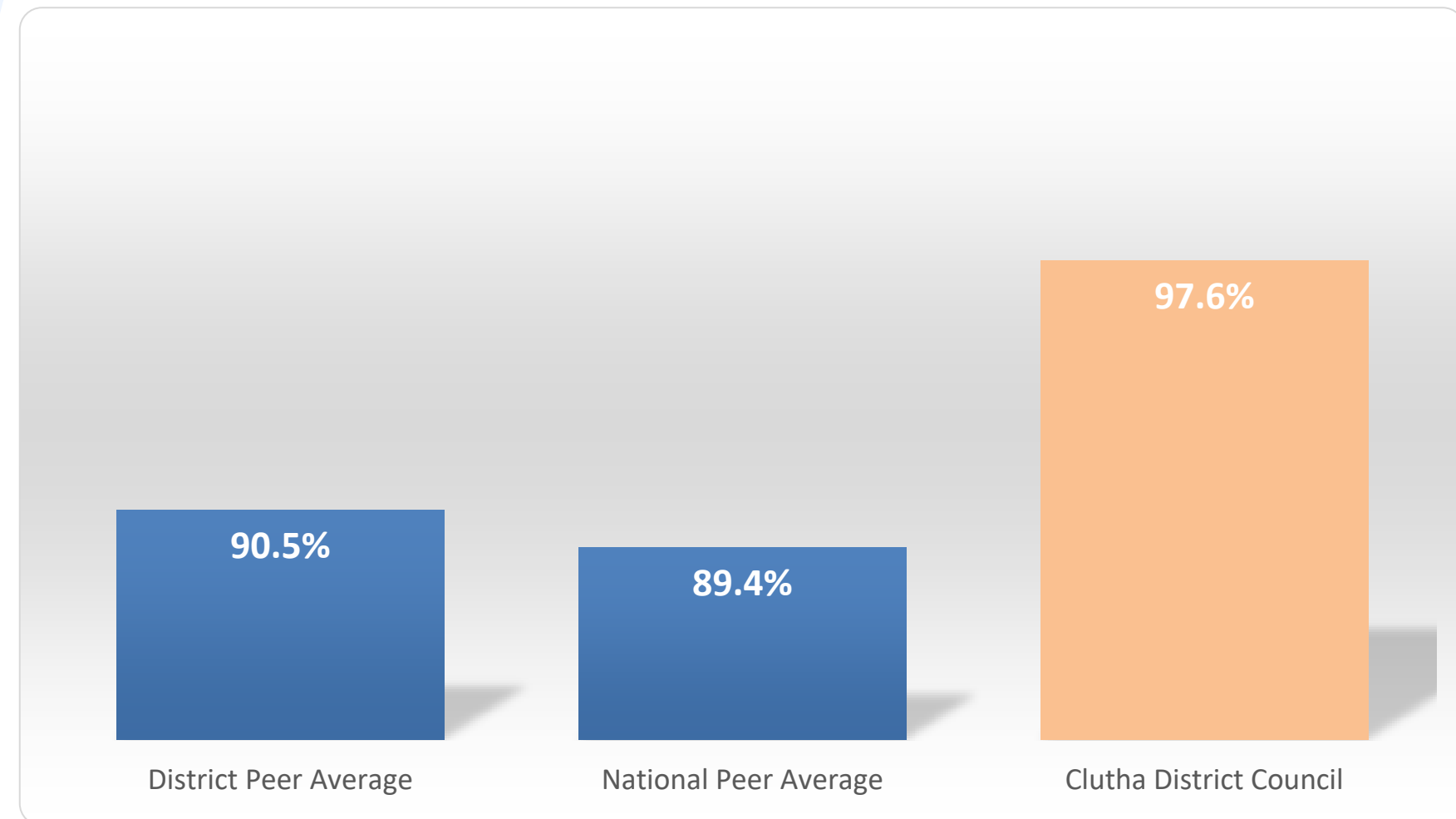
Peer comparisons in this report are based on **council type**. Clutha District Council is classified as a **district council**.

Clutha District Council overall CX score:
97.6%

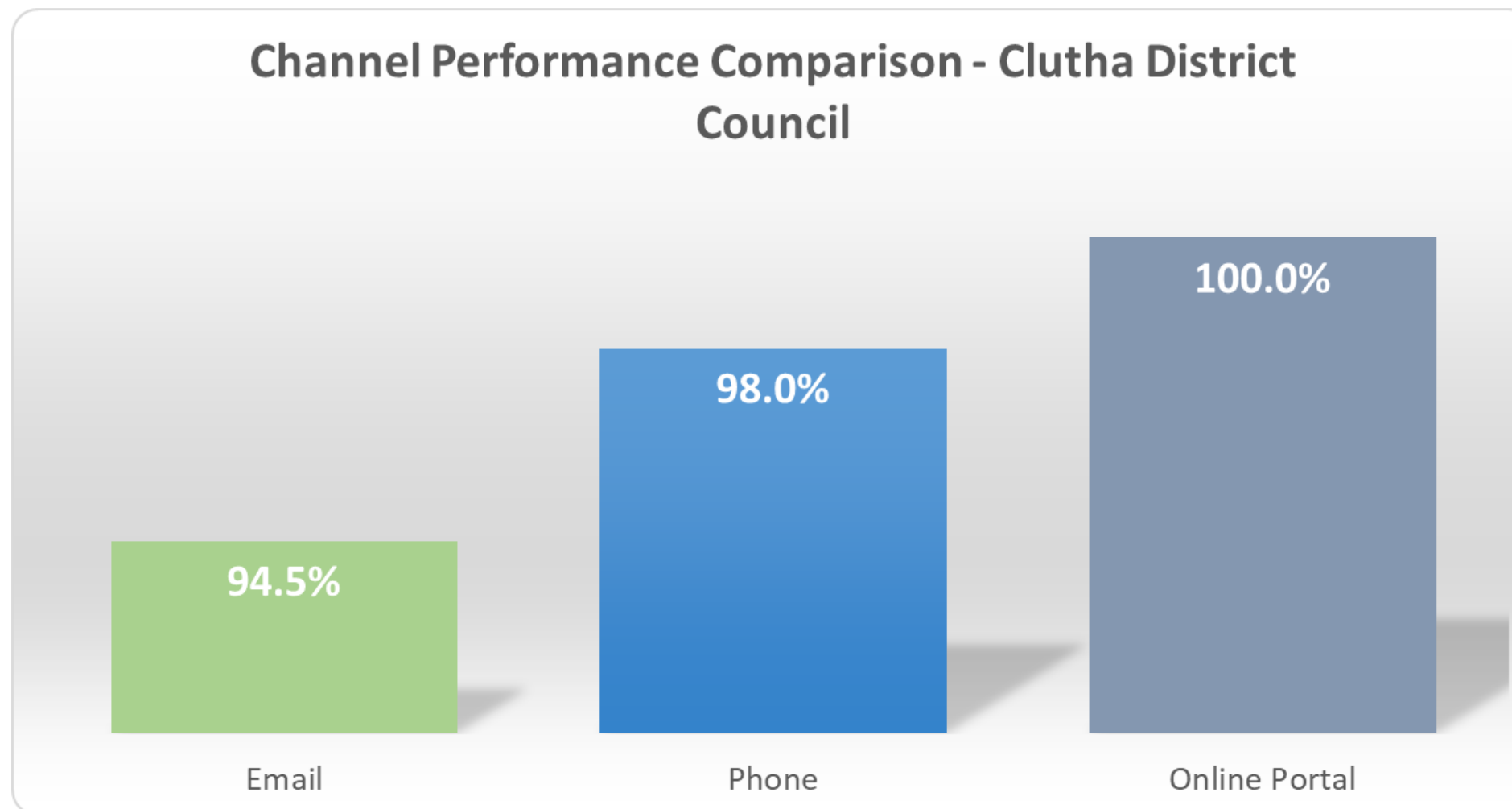
District council peer average: **90.5%**

National average: **89.4%**

Within the district council peer group, Clutha District council ranks **2nd of 54** highlighting Clutha District Council's position as a **leading district council**.



Council-level performance overview

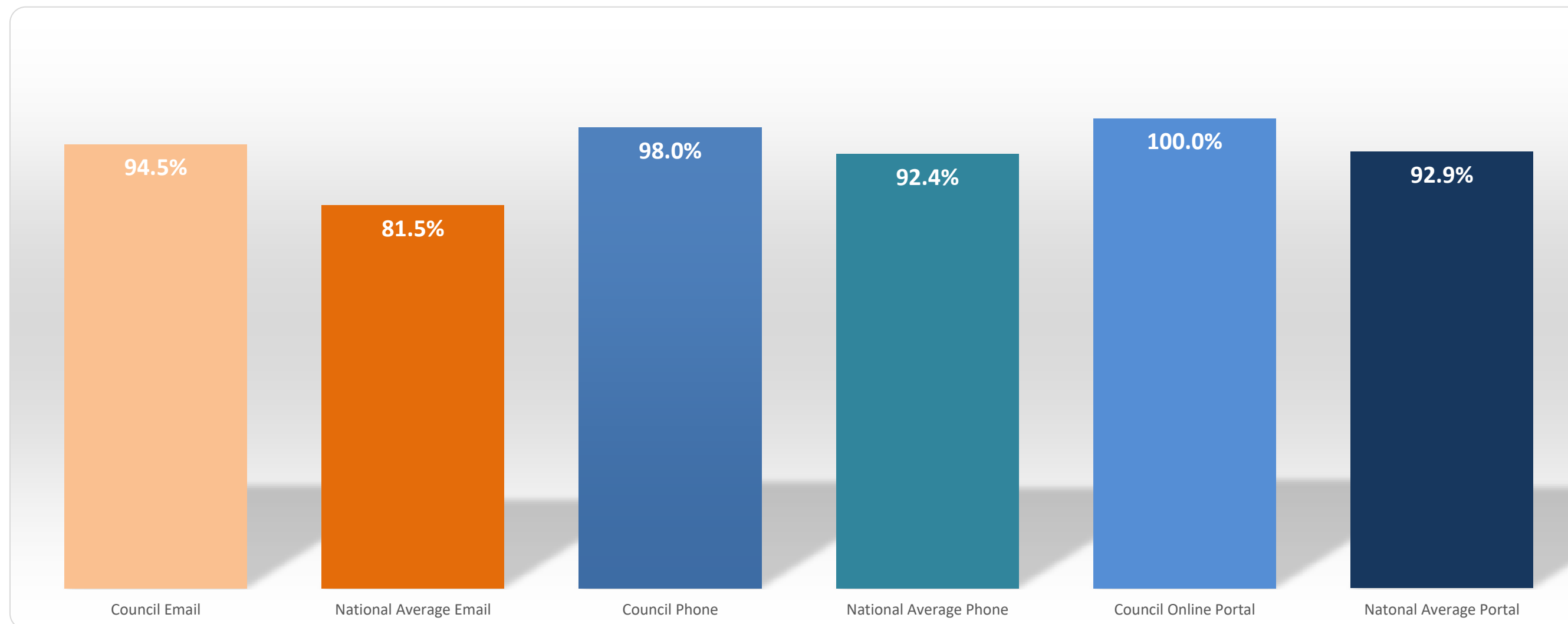


Clutha District Council's overall CX performance is characterised by:

- consistently strong results across all channels
- limited variability by time of day
- no evidence of systemic service weaknesses

This pattern indicates customer experience practices that are **well embedded and resilient**.

National Averages and Clutha District Council



Linking results to current sector challenges

Across Aotearoa, councils are operating under increased pressure related to service resilience, organisational change, and community trust.

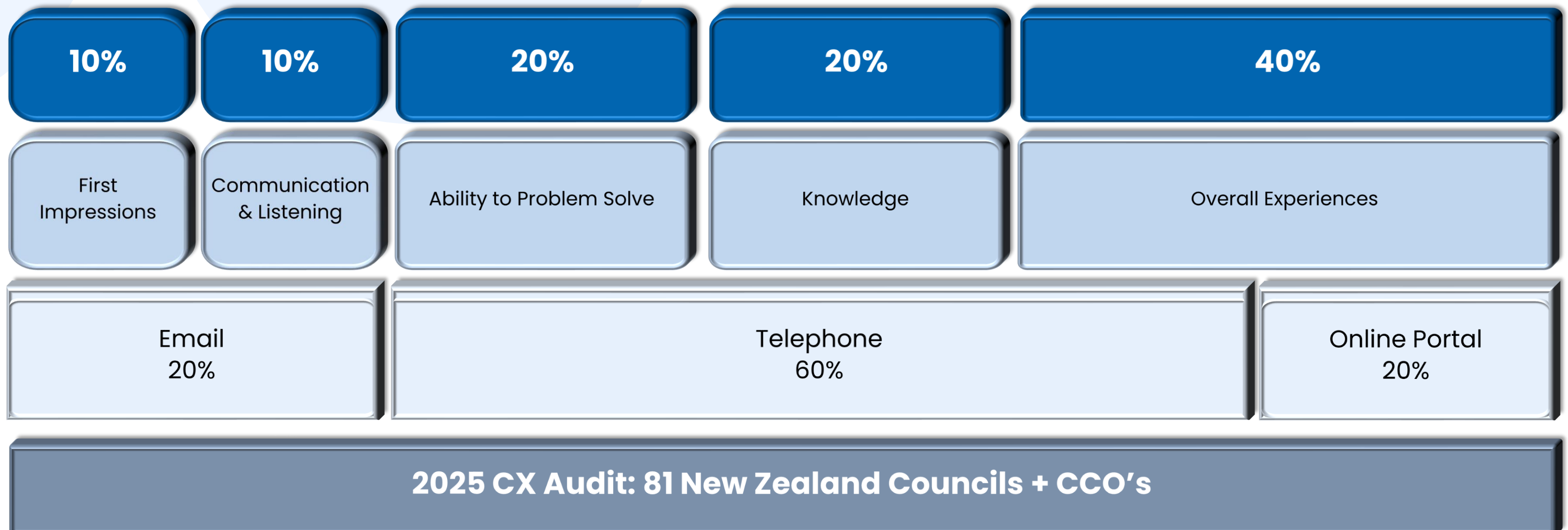
Clutha District Council's results demonstrate:

- **consistency of experience**, supporting resilience during change
- **strong performance at peak times**, indicating operational stability
- **clear and reliable communication**, underpinning community trust

These strengths provide a solid foundation as sector conditions continue to evolve.

Methodology Overview

This slide outlines the methodology used to assess CX performance and is included here to provide context for the CX results by area of focus that follow. Results are based on observed service interactions undertaken by real people, with the weightings shown **reflecting the relative contribution of each assessment area and channel to the overall CX score.**

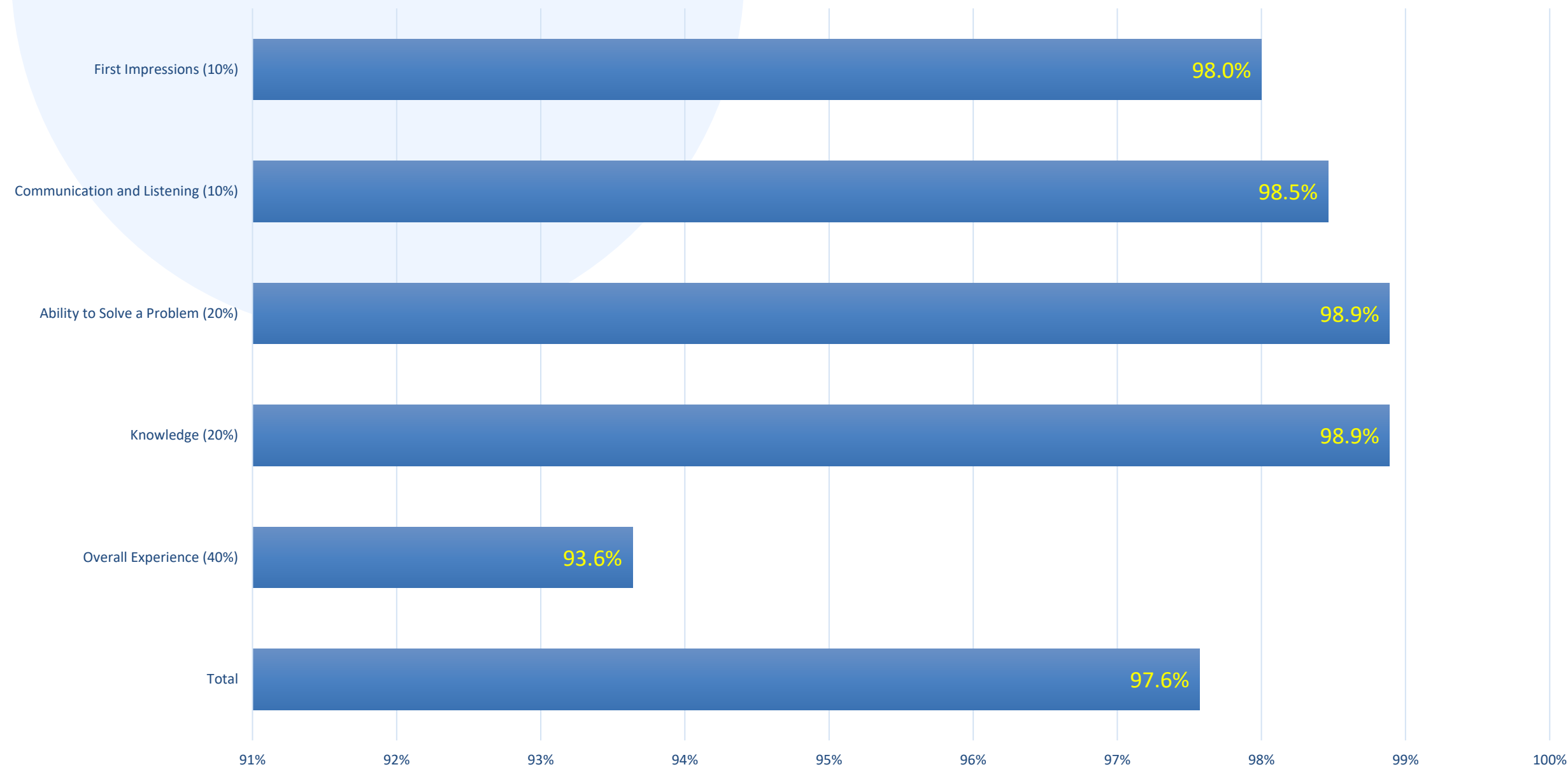


Customer Experience by Area of Focus

The following graph presents average customer experience scores across the core areas of focus used in the 2025 Customer Experience Benchmarking Programme. These areas reflect the national framework outlined in the base report and represent the elements of the customer journey shown to have the greatest influence on overall customer experience outcomes.

Each area is weighted to reflect its relative contribution to the overall experience score, with greater emphasis placed on customers' overall perception of their interaction and the council's knowledge and ability to resolve issues effectively. Reviewing performance by area of focus provides additional insight beyond channel-level results, helping to identify where strengths are consistently embedded and where targeted refinements may further lift customer outcomes.

Customer Experience by Area of Focus



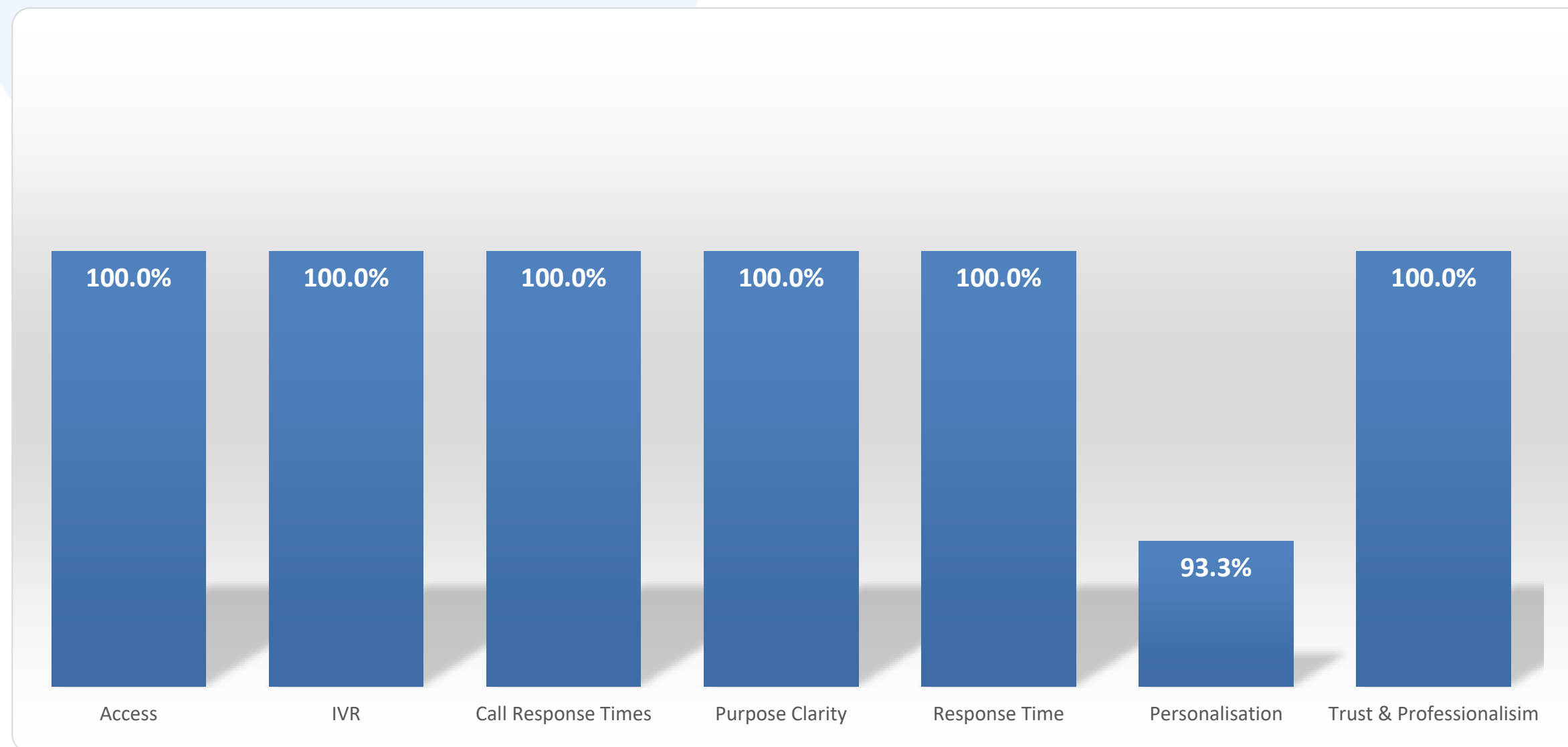
Note: Area of Focus scores are calculated by averaging results across all assessed interactions for each focus area and then applying the relevant weighting to reflect their contribution to the overall experience score.

Performance by Assessment Area of Focus

The following slides have been included to provide greater transparency and depth to the assessment results by showing performance at an individual assessment-question level within each area of focus.

Presenting results in this way enables a clearer understanding of how overall scores were derived, highlights patterns of strength and opportunity within each focus area and supports more informed interpretation of the findings alongside the aggregate scores presented elsewhere in the report.

Performance by Assessment **First Impressions** Clutha District Council



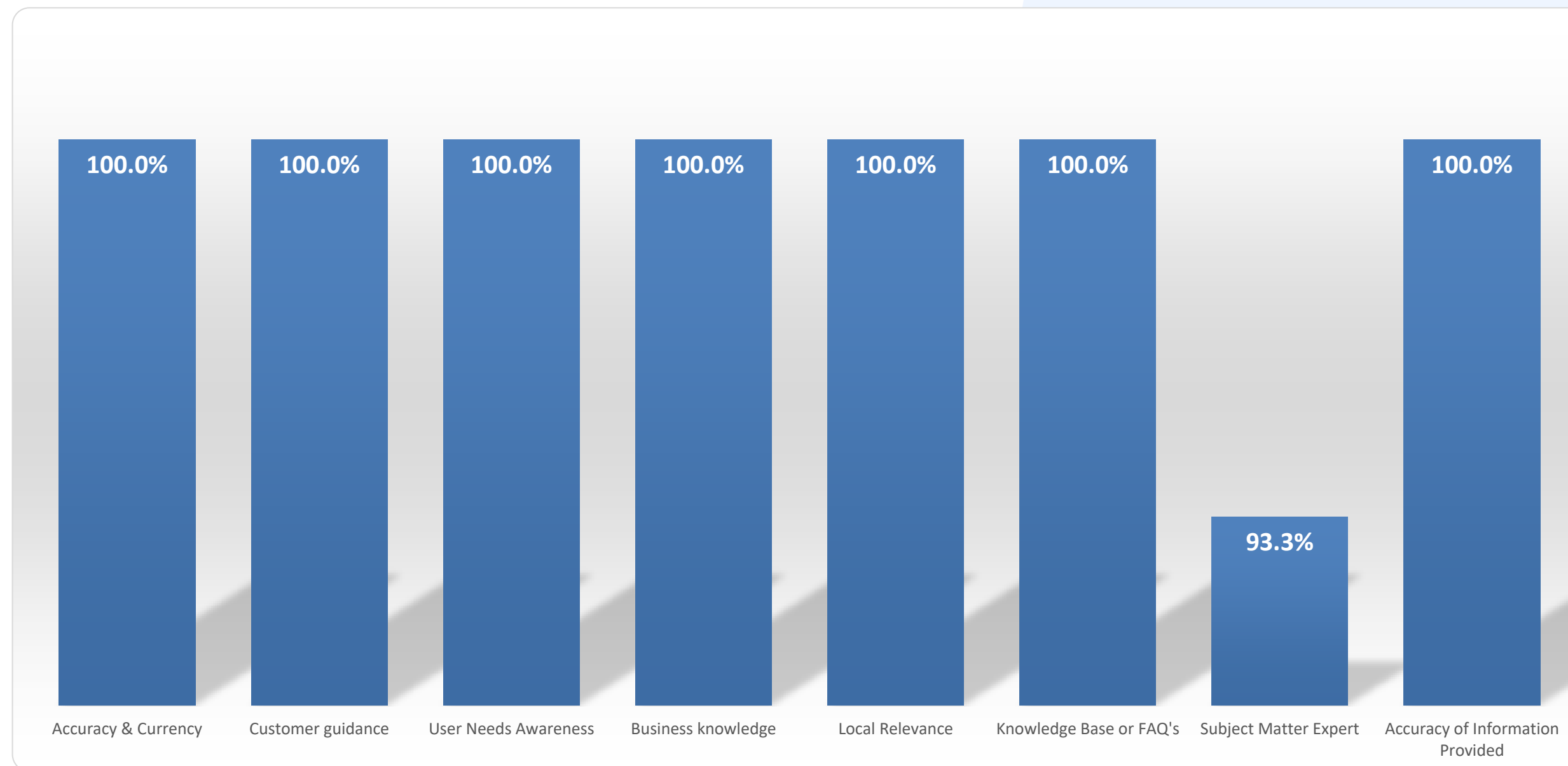
Performance by Assessment **Communications & Listening** Clutha District Council



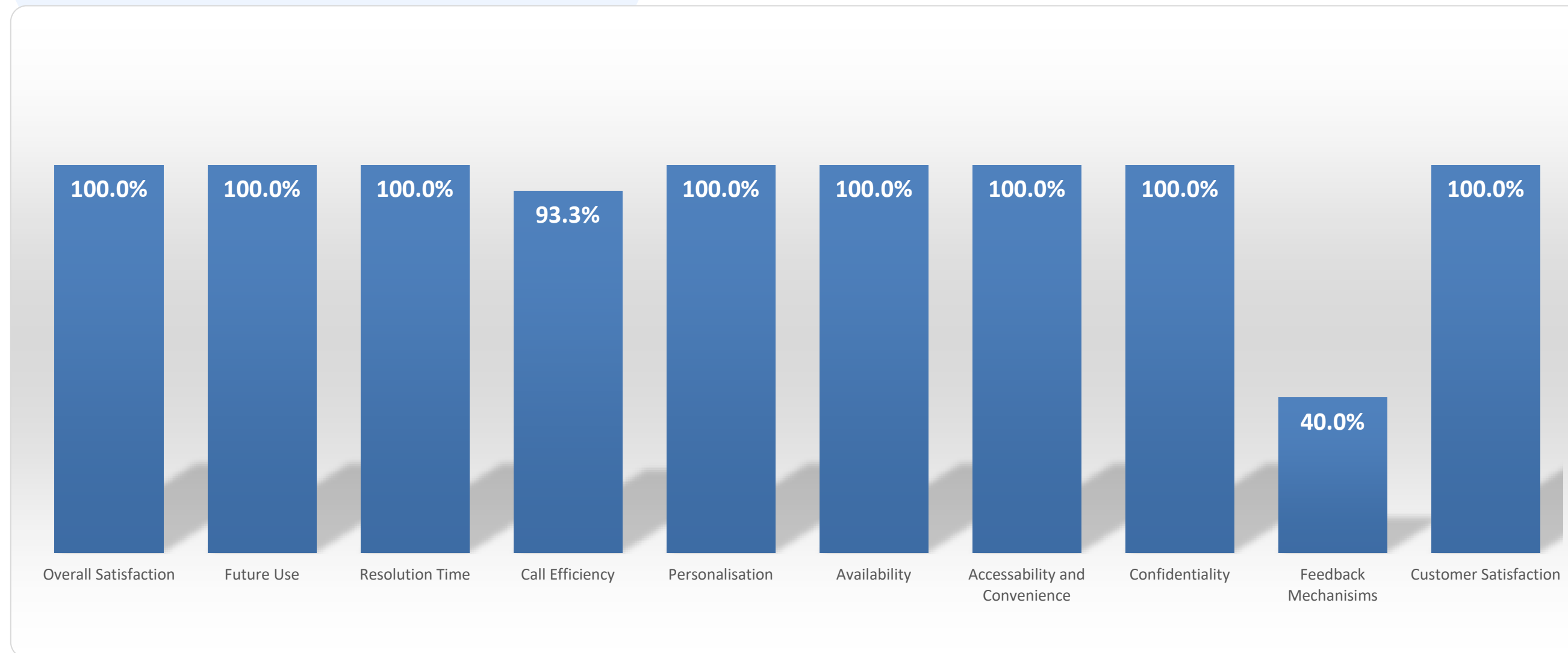
Performance by Assessment **Ability to Problem Solve** Clutha District Council



Performance by Assessment **Knowledge** Clutha District Council



Performance by Assessment **Overall Experience** Clutha District Council

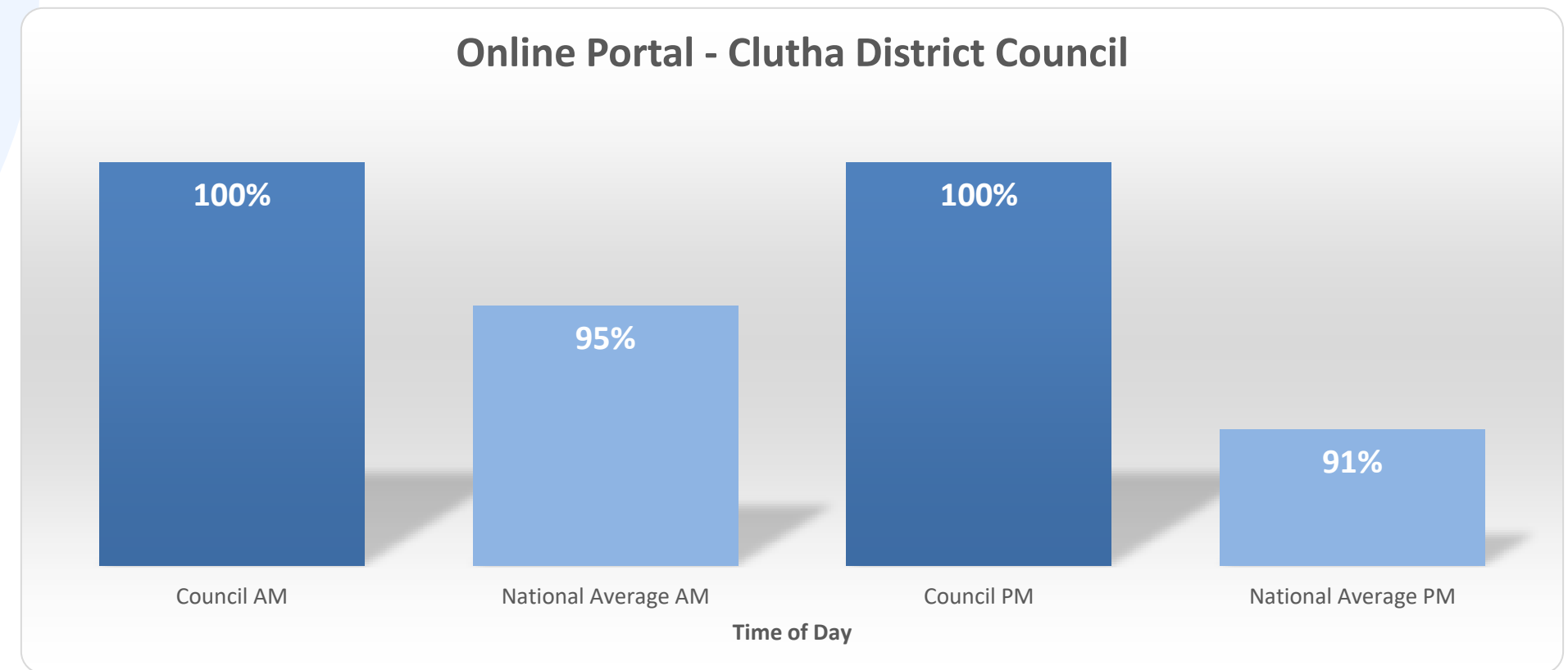
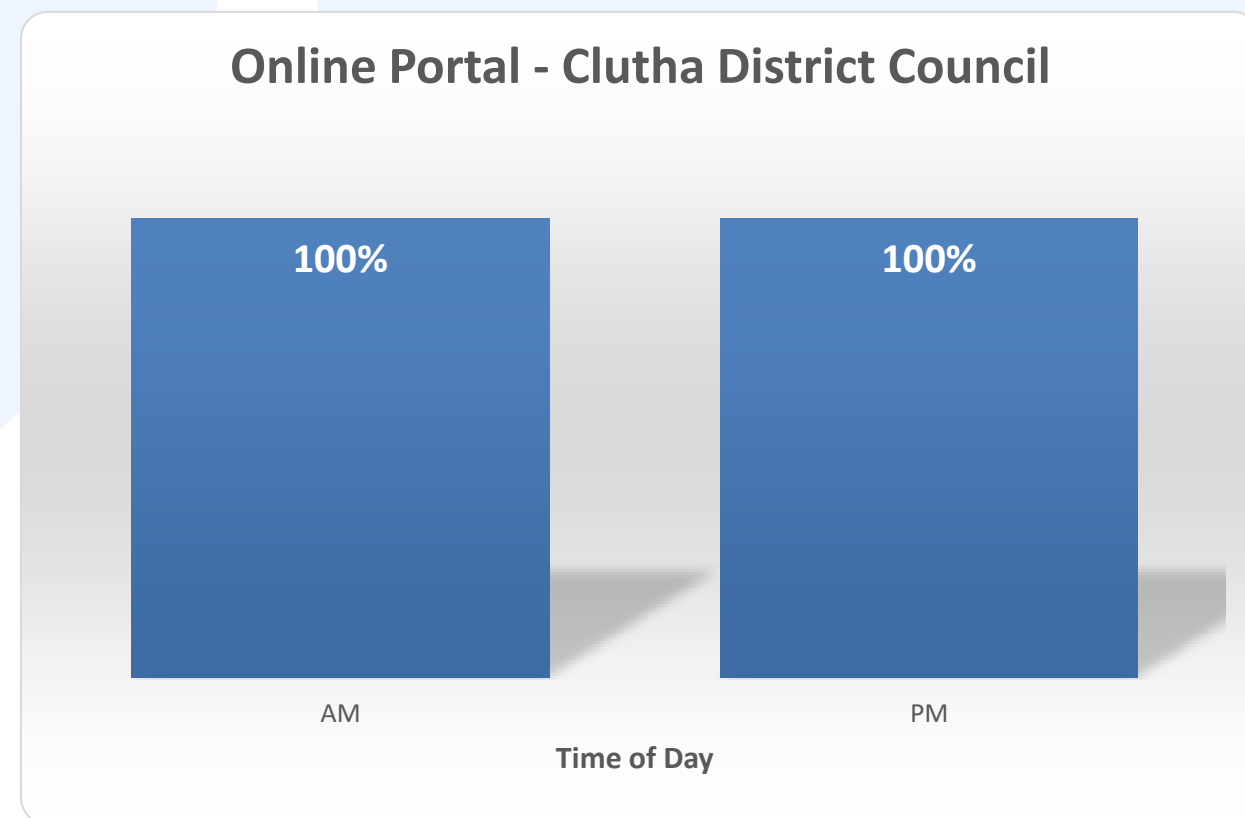


Customer Experience Performance Comments from Mystery Shoppers

The mystery shopper comments in the following tables are included as illustrative examples only. Each comment has been selected because it reflects commonly observed themes within the relevant service channel and aligns with the overall performance outcome.

Depending on results, examples may highlight both positive practice and areas for improvement. The inclusion of a comment does not imply it is the only feedback received, but rather that it is indicative of the broader experience recorded during the assessment period.

Channel-Specific Analysis: Online Portal



Score: 100.0%

National quartile: Upper national quartile

Position in national quartile: 1st

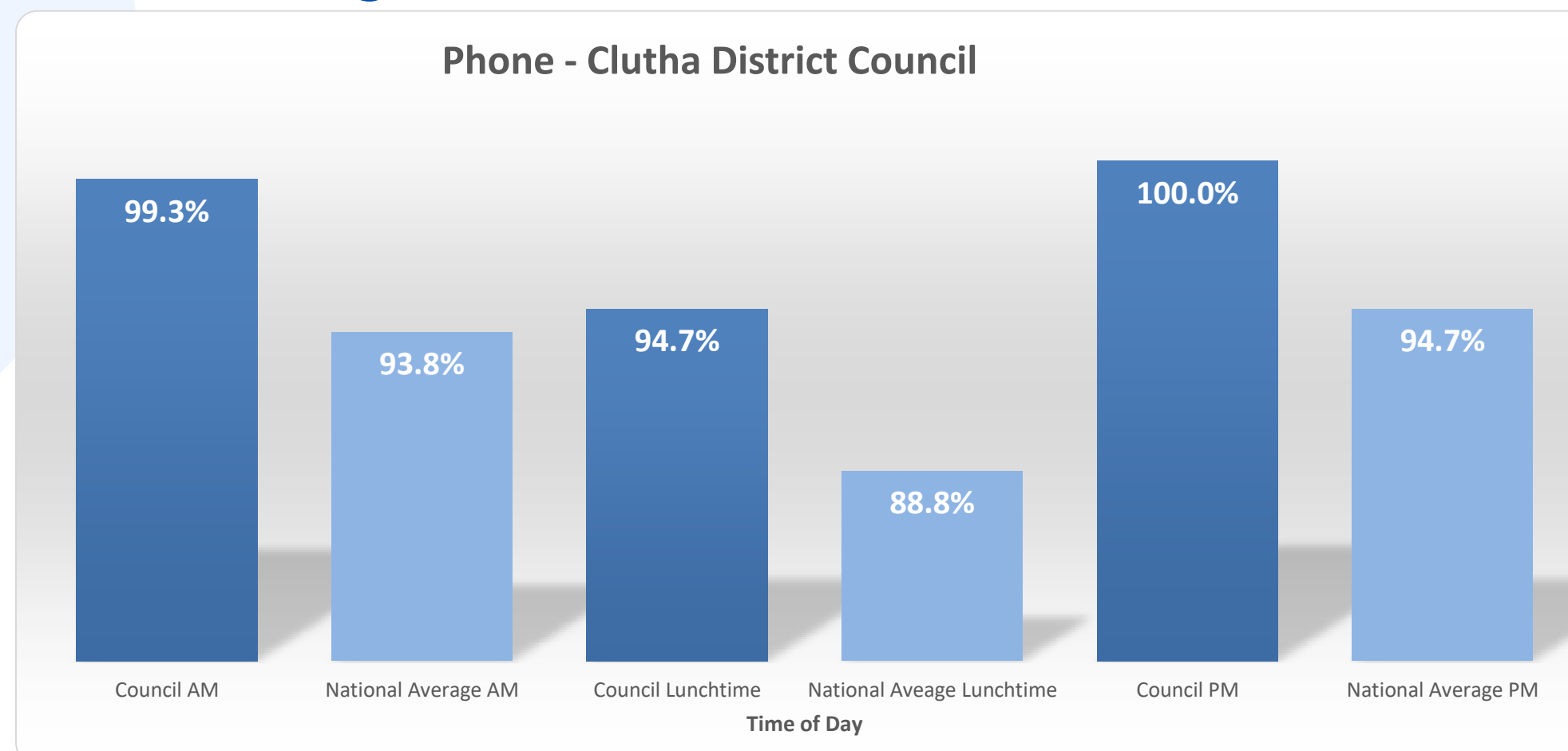
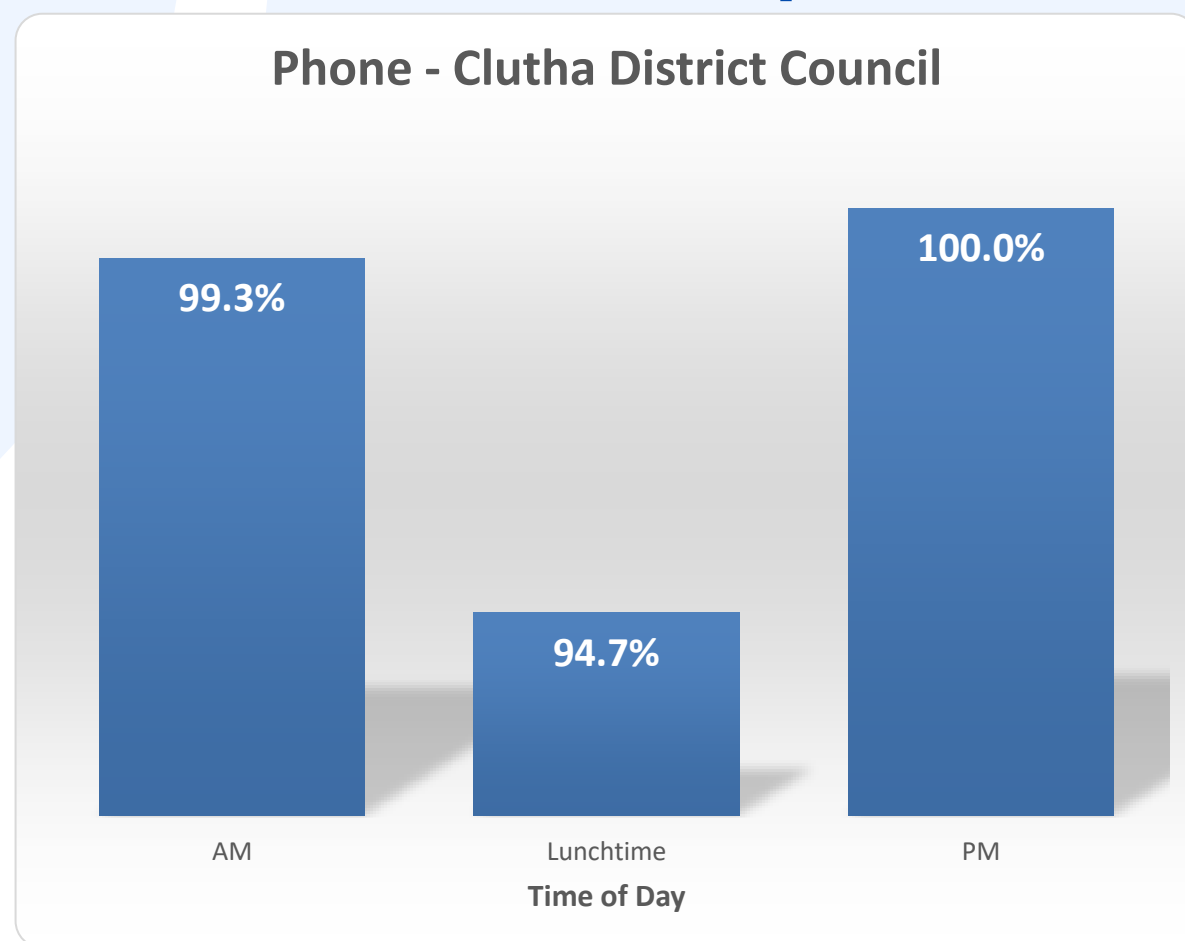
The online portal is the strongest and most consistent channel across Aotearoa's councils and CCOs. Its exceptionally high quartiles show that customers experience reliable, intuitive, and efficient service when interacting online. Scores were consistently high nationally, with the lowest result at 92.88% and the highest at 100%, representing a spread of just 7.12% across the 81 councils and CCOs.

Channel-Specific Analysis

Clutha District Council – Online Portal

Area of Focus:	First Impressions	Communications & Listening	Ability to problem solve	Knowledge	Overall experience
Assessment question:	Purpose Clarity:	Support Access:	Task Completion:	User Needs Awareness:	Future Use:
Example Comment:	<i>"The search bar was on the home page under the welcome message. Below that, there were many common tabs showing potential frequent visits."</i>	<i>"Yes the first page had the contact us button which allowed for people to find guidance easily. There was an option to email, phone and in person."</i>	<i>"Yes the search led me to a direct debit arrangement which was an online request form to be filled out. Once completed, one can either send it to the district council or sent by email or done online through the form."</i>	<i>"The portal was done well, they anticipated common tasks and questions. There were many tabs on the homepage where the customers can click onto. The search bar is also available on the first page."</i>	<i>"Based on the efficiency and ease of use, I would absolutely return to the portal as my first step for similar information in the future."</i>

Channel-Specific Analysis: Phone



Score: 98.0%

National quartile: Upper national quartile

Position in national quartile: 17th

Telephone performance remains a clear strength for councils and CCOs across Aotearoa. Scores were consistently high nationally, with the lowest result at 92.44% and the highest at 100%, representing a spread of just 7.56% across the 81 councils and CCOs. This reflects strong frontline capability and effective customer support across the sector.

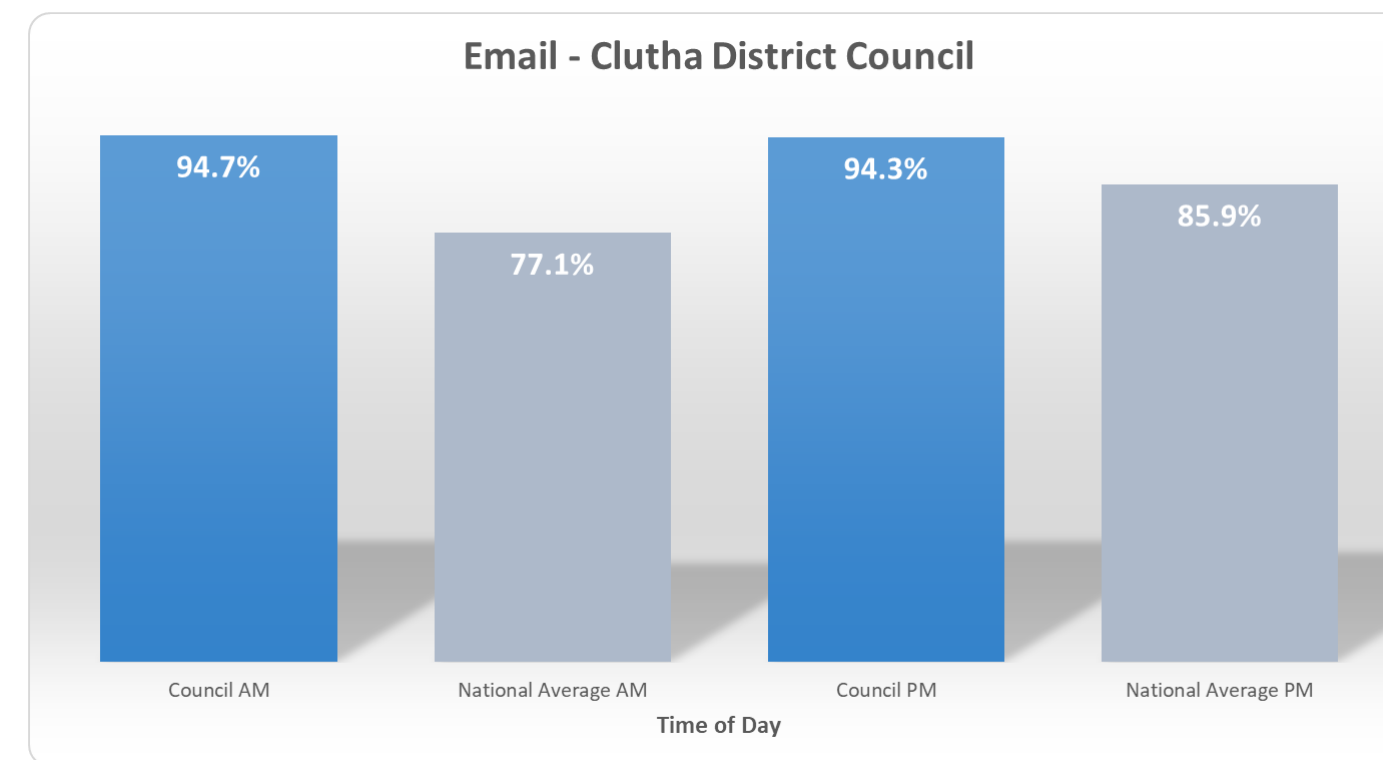
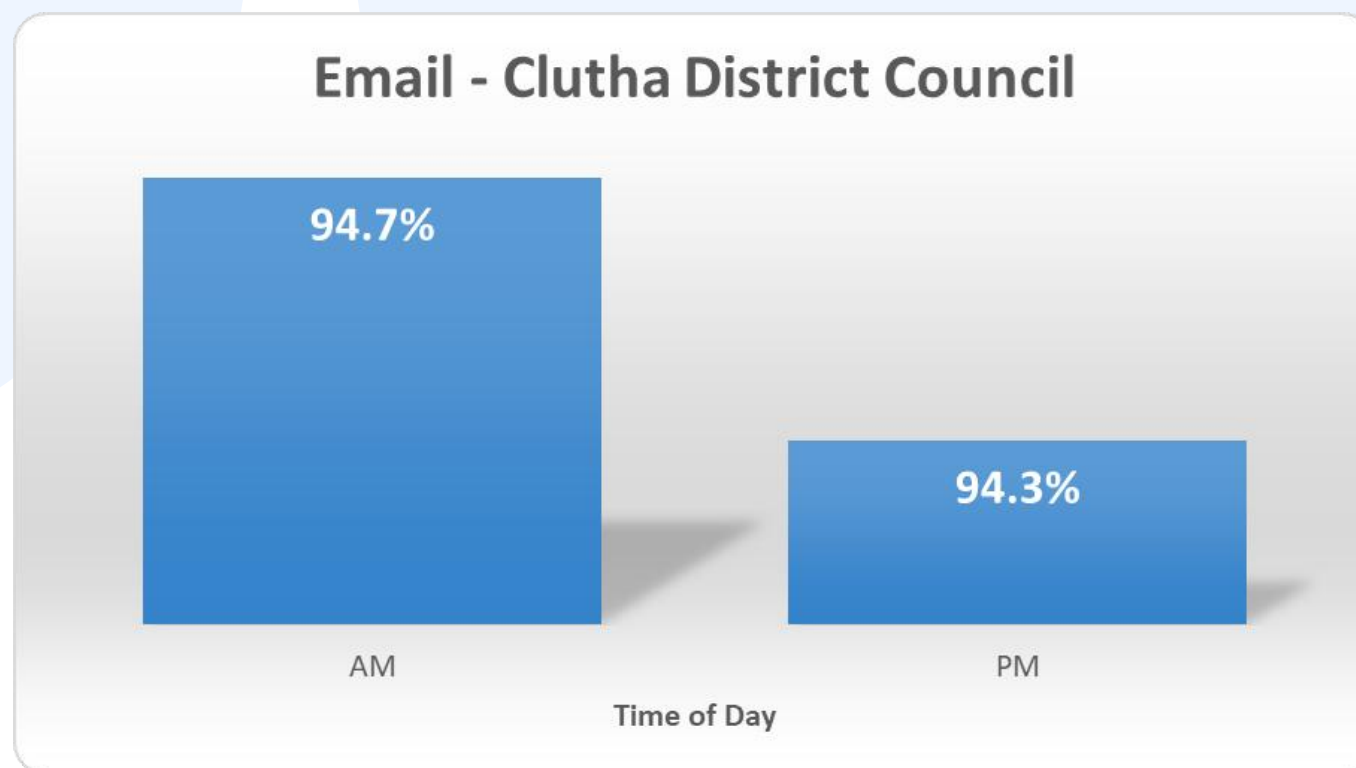
Phone performance for Clutha District council remains consistently high, including during peak periods, suggesting effective resourcing and frontline capability.

Channel-Specific Analysis

Clutha District Council – Phone

Area of Focus:	First Impressions	Communications & Listening	Ability to problem solve	Knowledge	Overall experience
Assessment question:	IVR: Personalisation:	Listening:	Clarity (of solutions):	Subject Matter Expertise:	Call Efficiency:
Example Comment:	<i>"The message was clear, and to the point."</i> <i>"My name was not asked for however the CSR had a very approachable manner."</i>	<i>"The CSR asked straight away if it was a situation I was having at present. I said no, and she told me I would call through to the council number and the planning team could tell me what happens once it comes through."</i>	<i>"I received a very clear set of instructions and given choices on how to set up the direct debit. The CSR also offered to email me the link if I wanted to do it on line."</i>	<i>"The CSR sounded like she knew what she was talking about in regards to the process of how to send through a complaint, and offered to transfer me to the planning team who would explain what would happen after the complaint came through. Not sure if this was due to it being their department and them being accountable for it or her not being able to answer the question."</i>	<i>"I only waited 20 seconds for the call to be answered and didn't have to be transferred to a department at all before speaking to someone. I would have liked to have been able to be told what happens next without having to be transferred to another department and having to ask the same question again."</i>

Channel-Specific Analysis: Email



Score: 94.5%

National quartile: Upper national quartile

Position in national quartile: 9th

For Clutha District Council performance is strong overall, supporting clear and effective customer communication.

Channel-Specific Analysis

Clutha District Council – Email

Area of Focus:	First Impressions	Communications & Listening	Ability to problem solve	Knowledge	Overall experience
Assessment question:	Personalisation:	Accuracy:	Clarity:	Customer guidance:	Resolution Time:
Example Comment:	<i>"The email was not personalised to me in that my name was not used anywhere. But it was personalised in that the supplied link for more information on applying for a LIM and screenshot to apply for a LIM, was a response tailored to my query."</i>	<i>"The response gave two locations of public toilets, which I searched online to confirm was accurate. Interestingly, this response was more accurate than the public toilet information on the council website which has not been updated to include the Exmouth Street toilet since it's opening in 2024."</i>	<i>"The location descriptions were very clear and detailed, and the locations being marked on a map was a bonus that will have helped someone unfamiliar with the area find the toilets."</i>	<i>"I was very satisfied that the CSR had given me exactly what I needed to know. She also included a screenshot that showed where I could find the LIM application."</i>	<i>"I was satisfied with how long it took to fully resolve my enquiry, it only needed one email and a short time in terms of business hours."</i>

Practical next steps Clutha District Council

The practical next steps are informed by your council's overall customer experience performance, which improved by **+18.1 percentage points in 2025 to (2nd) compared with 2024 (63rd)**.

At a channel level, **Phone** performance increased by **+24.3 percentage points from 2024**, **Email** by **+6.3 percentage points**, while the **Online Portal achieved 100% in its first year of benchmarking in 2025**, establishing a new baseline for future comparison.

Given the strength of the results, recommended focus areas are:

1. Protect and sustain strong performance

Maintain the practices underpinning consistently high customer experience outcomes.

2. Monitor service resilience

Continue monitoring performance during peak and seasonal demand periods.

3. Use insights to support continuous improvement

Leverage benchmarking insights to inform incremental refinements.

4. Share good practice internally

Capture and disseminate practices contributing to strong outcomes.

Appendix A: 2025 Customer Experience Benchmarking – National Ranking

QUARTILE 1

- 1 Waitomo District Council
- 2 Clutha District Council
- 3 Hawke's Bay Regional Council
- 4 South Wairarapa District Council
- 5 Whangarei District Council
- 6 Waimakariri District Council
- 7 Napier City Council
- 8 Western Bay of Plenty District Council
- 9 Horizons Regional Council
- 10 Bay of Plenty Regional Council
- 11 Wairoa District Council
- 12 Porirua City Council
- 13 Marlborough District Council
- 14 Timaru District Council
- 15 Far North District Council
- 16 Buller District Council
- 17 Thames Coromandel District Council
- 18 Whanganui District Council
- 19 Greater Wellington Regional Council
- 20 Whakatane District Council

QUARTILE 2

- 21 Hastings District Council
- 21 Environment Canterbury Regional Council
- 23 Waipa District Council
- 24 Waitaki District Council
- 25 New Plymouth District Council
- 26 Otago Regional Council
- 27 Tasman District Council
- 28 Tauranga City Council
- 29 Christchurch City Council
- 30 Hauraki District Council
- 31 Invercargill City Council
- 31 Queenstown Lakes District Council
- 33 Horowhenua District Council
- 34 Gisborne District Council
- 35 Waimate District Council
- 35 Great Lake Taupo
- 37 Hurunui District Council
- 38 Central Hawkes Bay District Council
- 39 Stratford District Council
- 40 Westland District Council

QUARTILE 3

- 41 South Taranaki District Council
- 42 South Waikato District Council
- 43 Ashburton District Council
- 43 Hamilton City Council
- 45 Rotorua Lakes Council
- 46 Hutt City Council
- 46 Nelson City Council
- 48 Kapiti Coast District Council
- 49 Kaikoura District Council
- 50 Central Otago District Council
- 51 Upper Hutt City Council
- 52 Masterton District Council
- 53 Taranaki Regional Council
- 54 Wellington City Council
- 55 Matamata Piako District Council
- 56 Tararua District Council
- 57 Palmerston North City Council
- 58 Gore District Council
- 59 Chatham Islands Council
- 60 Manawatu District Council

QUARTILE 4

- 61 Rangitikei District Council
- 62 Selwyn District Council
- 63 Mackenzie District Council
- 64 Kawerau District Council
- 65 Hawkes Bay Regional Airport
- 66 Grey District Council
- 67 Waikato District Council
- 68 Ruapehu District Council
- 68 Kaipara District Council
- 70 Otorohanga District Council
- 71 Northland Regional Council
- 72 Carterton District Council
- 73 Waikato Regional Council
- 74 Dunedin City Council
- 75 Auckland Council
- 76 Auckland Transport
- 77 Southland District Council
- 78 Opotiki District Council
- 79 West Coast Regional Council
- 80 Wellington Water
- 81 Environment Southland

Appendix B: District Council – National Rankings

- 1 Waitomo District Council
- 2 Clutha District Council
- 3 South Wairarapa District Council
- 4 Whangarei District Council
- 5 Waimakariri District Council
- 6 Western Bay of Plenty District Council
- 7 Wairoa District Council
- 8 Marlborough District Council
- 9 Timaru District Council
- 10 Far North District Council
- 11 Buller District Council
- 12 Thames Coromandel District Council
- 13 Whanganui District Council
- 14 Whakatane District Council
- 15 Hastings District Council
- 16 Waipa District Council
- 17 Waitaki District Council
- 18 New Plymouth District Council

- 19 Tasman District Council
- 20 Hauraki District Council
- 21 Queenstown Lakes District Council
- 22 Horowhenua District Council
- 23 Gisborne District Council
- 24 Great Lake Taupo
- 25 Hurunui District Council
- 26 Waimate District Council
- 27 Central Hawkes Bay District Council
- 28 Stratford District Council
- 29 Westland District Council
- 30 South Taranaki District Council
- 31 South Waikato District Council
- 32 Ashburton District Council
- 33 Rotorua Lakes Council
- 34 Kapiti Coast District Council
- 35 Kaikoura District Council
- 36 Central Otago District Council

- 37 Masterton District Council
- 38 Matamata Piako District Council
- 39 Tararua District Council
- 40 Gore District Council
- 41 Chatham Islands Council
- 42 Manawatu District Council
- 43 Rangitikei District Council
- 44 Selwyn District Council
- 45 Mackenzie District Council
- 46 Kawerau District Council
- 47 Grey District Council
- 48 Waikato District Council
- 49 Kaipara District Council
- 50 Ruapehu District Council
- 51 Ōtorohanga District Council
- 52 Carterton District Council
- 53 Southland District Council
- 54 Opotiki District Council

Appendix C:

Clutha District Council Channel Contact Details

Date	Time	CSR	Channel
16 September 2025	9:44 am	Marika Jose	Email AM
20 September 2025	4:15 pm	Karen	Email PM
11 September 2025	10:39 am	Angela	Phone AM
8 September 2025	12:29 pm	Alison	Phone Lunchtime
11 September 2025	3:31 pm	Angela	Phone PM
22 September 2025	10:33 am	N/A	Online AM
22 September 2025	3:17 pm	N/A	Online PM

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