

Wattlebridge Shire Council

A sample benchmarking report for a fictional council, read against an illustrative cohort of ten fictional councils. It is exactly what a participating council receives: eleven sections, four moves, and the basis of every figure.

Ten councils measured the same year through the same return. This report reads yours against theirs, names none of them, and ends with what your own figures opened up.

CYCLE	YOUR RETURN	ILLUSTRATIVE COHORT	POPULATION	TEAM	SERVICE CENTRES
FY2025/26	Submitted	10 fictional councils	24,800	8.6 FTE	2

INTRODUCTION

About this report

This report comes out of the NLGCSN Customer Experience Benchmark pilot: ten councils measuring the same year, FY2025/26, through the same return, from the demand each carried and what it cost to answer, to the team behind the service and a self-assessment of maturity against a shared model. The aim is a clear, private reading of each operation beside its peers: what the year shows, what it opened up, and the baseline the next cycle will be read against. This is yours.

Everything here comes from the return your council completed, read against the same questions answered by the others. A figure is never compared to a target someone else set for you: it is placed against the spread of the cohort, so you can see the middle, the range and where your own year sits in it. Where a council could not answer a question it is left out of that comparison rather than counted as nothing, which is why the number of councils behind a figure is given whenever it is fewer than the full cohort.

COUNCILS IN THE COHORT 10 fictional councils	THE YEAR MEASURED FY2025/26
MEASURES COMPARED 55	MATURITY 8 dimensions, 29 questions

The report runs from the demand your council carried and what it cost to answer, through the channels people used and how the work was handled, to the team behind the service and your own assessment of maturity. Section 9 is the part with something to act on, and section 11 is the evidence underneath all of it.

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HOW TO READ IT

Positions are shown against the spread of the cohort: your figure, the cohort middle and the range. There are no ranks, no averages and no league table.

Section 9 reports what your return opened up, not what you must do. Each one names what the benchmark could not see.

No other council is named against any figure. Where fewer than ten could answer a question, the count is stated beside the comparison.

A figure with a dotted underline is carried in full in section 11, with its basis, the cohort middle and range, and how many councils could answer it.

Your figure

| Cohort middle

Cohort range

SECTION 01 • READ THIS FIRST

What this year shows

IN BRIEF

WHAT WE FOUND

- 1 Your community reaches its council more than any other in this cohort: 3,044 contacts for every 1,000 residents, more than double the cohort middle, and about two phone calls a year for every person in the shire.
- 2 A small team carries it at the lowest cost per contact in the cohort, but the load shows on the phones: a service level of 68 per cent within 60 seconds against your own target of 80.
- 3 You are one of five councils that hear from customers after the job is done, with 1,626 survey responses this year, and one of five that can time their inbox.

WHAT IT MEANS FOR YOU

Nothing in this return points at effort. The team handles the heaviest load per person in the cohort for the least money per contact, and the phones get whoever is not on the counter, at Marralong or in the inbox. The strain sits in the machinery around the team, above all a request system with no connection to anything else, so every request is typed by hand. The **four moves** start from figures you already hold.

WORTH CONSIDERING

- 1 Finding out how much of each call is typing, since every minute of handle time is 800 hours a year.
- 2 Reading the half-hours where the service level is lost, from the phone data you already collect.
- 3 Counting the calls that chase a request already logged, which the survey and the phone platform can both see.
- 4 Treating the survey's unhappy quarter as the shortlist for what to fix first.

Eight numbers carry the year.

WHAT IS WORKING

COST PER CONTACT

\$11.21

Lowest in the cohort

A reported \$846,300 spread across 75,500 contacts.

CUSTOMERS SURVEYED

1,626

One of five councils listening

Responses after a closed request, 73.7 per cent of them satisfied.

EMAIL RESPONSE

2.8 days

One of five councils timing email

Inside your own five-day standard, with 81 per cent answered within it.

FRONTLINE LOAD

9,934

Contacts per person, the heaviest here

Carried by 7.6 frontline FTE across two counters, the inbox and the phones.

WHAT THE YEAR RAISES

CONTACTS PER RESIDENT

3.0

More than double the cohort middle

A demand fact, not a performance one: a community that calls its council.

PHONE SERVICE LEVEL

68%

Against your own target of 80

Answered within 60 seconds, in the first full year on the new phone platform.

AVERAGE HANDLE TIME

5:24

Second longest of ten

Including the time spent typing each request into the request system.

COUNTER WAIT

Not measured

No queue system at either counter

Your own target is ten minutes; nothing yet records the wait.

Your community talks to its council. Phone carries 63.6 per cent of your contact, the inbox 24.5, the counters 11.9, and nothing at all arrives through webchat or a portal. Per resident that is 3,044 contacts for every 1,000 people, and per rateable property 5.43, both the highest in the cohort by a distance. A shire of 24,800 people made 48,000 phone calls to its council this year, and that is the fact every other figure in this report sits on.

The team that answers them is small and lean. 9,934 contacts per frontline person is the heaviest load in the group, and \$11.21 a contact is the lowest cost. The queue shows where that meets its limit: 68 per cent of calls answered inside your 60-second threshold against a target of 80, an average wait of 74 seconds, and 7.8 per cent of callers hanging up. **The phones are not short of effort. They are short of people at the moments the counter, Marralong and the inbox all need someone too.**

Your return measures the customer as well as the queue. You survey customers after a request is closed, you time the inbox against a standard, and your maturity answers on measurement and on complaints sit level with the cohort middle. That is rarer than it sounds: only five councils here can say what their customers thought, and only five can say how fast they answer email.

Everything above is developed in the sections that follow. The report's limits are in **section 10** and every figure's basis in **section 11**.

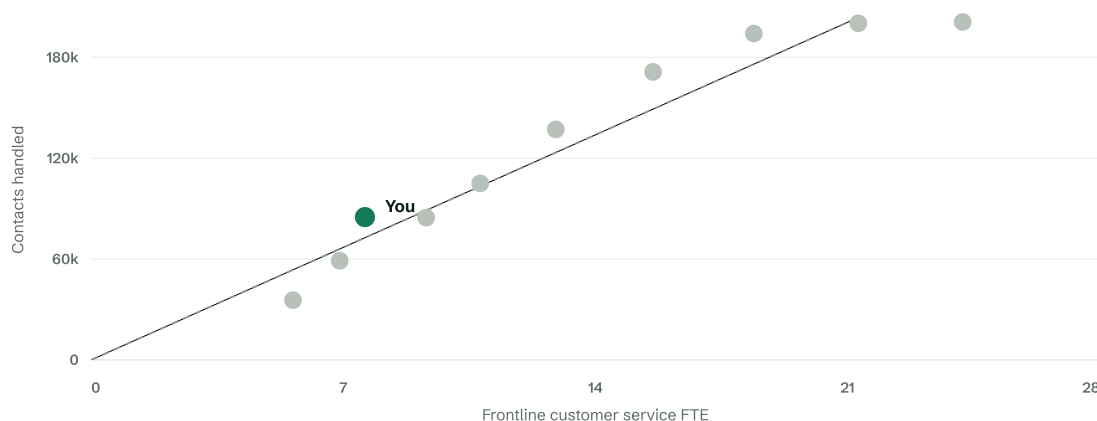
SECTION 02 · SCALE AND DEMAND

Scale and demand

You are the second-smallest council in this cohort by population and the fourth-smallest by contact volume, with the third-smallest team. Measured against the people you serve, the order turns over: **your community reaches its council more than anyone else's**, first per resident and first per rateable property.

Team size against annual contact volume

Each mark is one council. Further right is more frontline people; higher is more contact handled. The dashed line is the cohort's median workload of 8,501 contacts per frontline person.



Where you sit on demand

No council is ever named.



● You | Cohort median — Cohort range

Your mark sits above the median line: **9,934 contacts per frontline person** against a middle of 8,501, the most in the group. Customer service is also **3.16 per cent of your council's workforce**, the largest share here, which is what a small council looks like: a team that cannot shrink below the counter, the phones and the inbox, whatever the population. **The demand is not padded by repeat work either. At 3.6 contacts for each request raised** you sit close to the cohort middle, so the volume is a community that picks up the phone, not a system that makes it ring twice. The water and sewer service, 971 kilometres of unsealed road and a weekly bin run across a large shire all generate calls that a city council never receives.

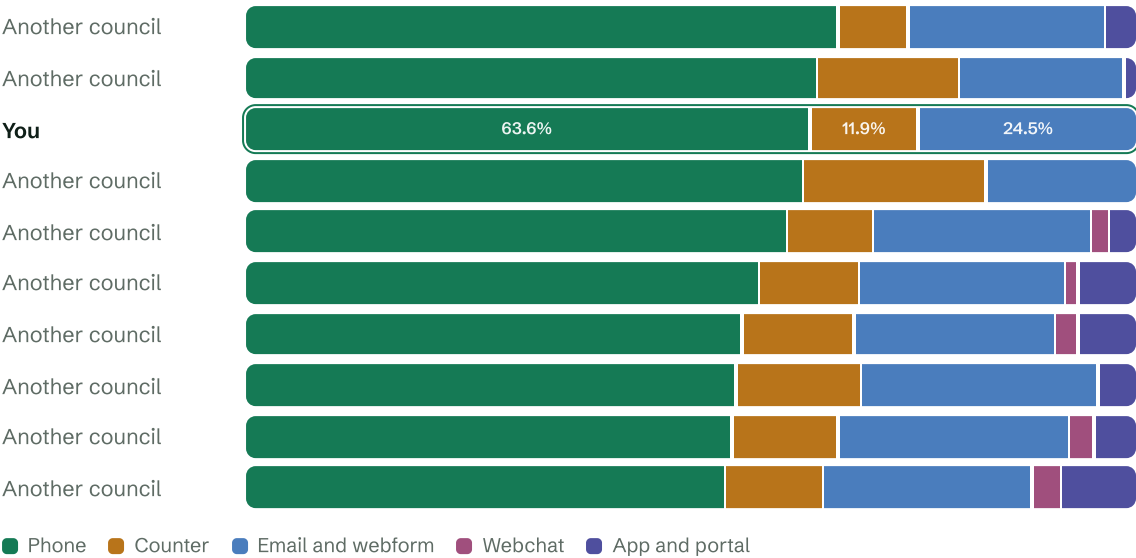
SECTION 03 • HOW PEOPLE REACH YOU

How people reach you

Yours is a phone operation with two doors beside it. **Three channels carry everything, and none of them is digital.** You are one of two councils in the cohort with no webchat and no portal, which puts your digital self-service share at zero where the cohort middle is 4.4 per cent.

Channel mix across the cohort

Each bar is one council's year of contact, at 100 per cent, ordered by telephone dependence.



You: phone 63.6%, counter 11.9%, email and webform 24.5%.

A counter in two towns

Your counters took 9,000 transactions, about 18 a day for each centre, a little under the cohort middle of 20. The Marralong counter opens two days a week inside the library, in the fastest-growing part of the shire, and the main counter at Bridge Street runs every weekday. A counter transaction takes you six and a half minutes, the longest of the six councils able to time one, and your own note says that figure comes from a two-week tally sheet because neither counter has a queue system. **A counter visit in Wattlebridge is a conversation**, often about a water account, a rates notice or a road, and the tally suggests it is treated as one.

The inbox runs on a clock

Emails and web forms reached **18,500** this year, a quarter of your contact. You answer them in 2.8 business days on average against your own standard of five, and 81 per cent land inside that standard against a target of 90. Only five councils in this cohort can time their inbox at all, and most of the group cannot say how long a resident waits for a written answer. You can, which means the inbox is the one channel where your return can show a long tail as well as an average.

No self-service door

Every web form lands in the same shared inbox as an email, and nothing a resident submits online reaches the request system without someone typing it in. There is no portal to check a request's progress and no webchat. The councils at the top of the digital row reach 7 to 11 per cent of their contact that way. None of that is a verdict on a shire of 24,800 people, and plenty of residents here want a person. It does mean **every contact in your year arrives through a channel that needs a member of your team to finish it**. Marralong's new estates are the fastest-growing part of the shire, and the tree-change families moving into them arrive expecting to lodge and track a request online, which is the one thing the current setup cannot offer them.

After hours

Your after-hours service answered 1,900 calls, 76.6 for every 1,000 residents, more than double any other council here. The cohort middle is 29.5. That is the water and sewer service showing through: a council that runs its own mains takes the burst-pipe calls at night, and a rural road network takes the tree-across-the-road calls at the weekend. At \$10.68 a call the contracted service costs a little more than the cohort middle of \$9.75, which is what a small contract usually costs.

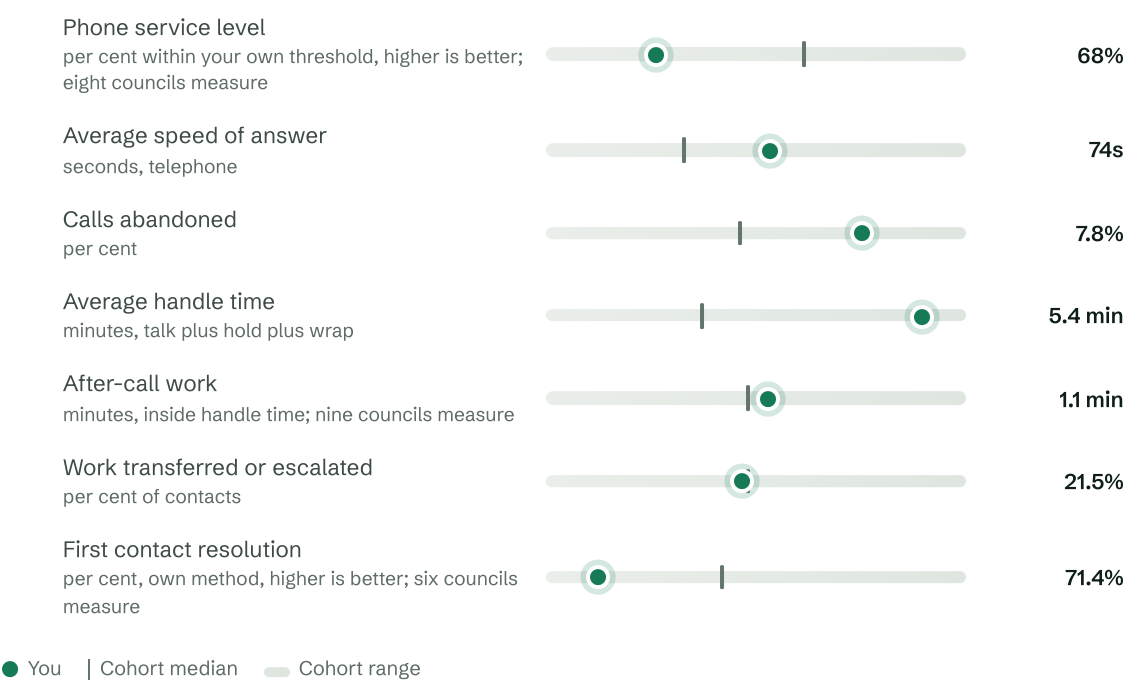
SECTION 04 • ANSWERING AND HANDLING

Answering and handling

This section carries the hardest numbers in your report, and your own return holds most of what is needed to read them fairly.

Speed, patience and handling

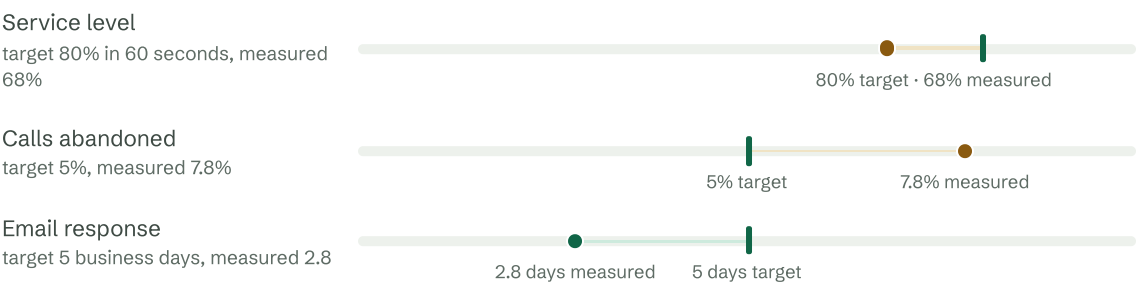
Lower is better on every row except service level and first contact resolution.



Two rows explain most of the others. Your handle time of 5 minutes 24 seconds is the second longest of the ten, a full minute above the cohort middle, and your after-call work of 1 minute 6 seconds sits right on the middle. **The extra minute is inside the call, not after it.** Your own note on the figure says why: staff type each request into the request system while the caller is still on the line, because nothing flows into it from the phone platform or the web forms. On 48,000 calls, **every minute of handle time is 800 hours of frontline capacity a year**, close to half a frontline person.

The targets you set, and where the year landed

Five of the seven targets the return asks about. Three are drawn here; the other two are in the note below.



Your target of 90 per cent of emails answered within standard met a year of 81. The fifth target, a ten-minute counter wait, has nothing to be read against yet because neither counter records a wait. Your five targets set sit above the cohort middle of four and a half. The chart measures the distance between the service you intend and the one a team of this size delivers at this volume, and on the inbox the year already beats its own standard.

A new phone platform

FY2025/26 is the first full year on your current phone platform, and it shows in the quality of the figures: the threshold is recorded, abandonment is counted from the queue rather than estimated, and after-call work is separated from talk time. A 68 per cent service level against a middle of 76.7 among the eight councils able to measure one leaves you second lowest of the eight, and an average wait of 74 seconds sits above the middle of 54.5. Neither figure is out of reach of the group. **The gap to your own target is twelve points, about 5,760 calls a year, or roughly 23 a working day, answered after the first minute rather than inside it.**

What gets finished first time

You resolve 71.4 per cent of contacts at first contact, on the request system's own flag, which is second lowest of the six councils that could measure it, and you transfer or escalate 21.5 per cent, almost exactly the cohort middle. A resident with a grading question or a leaking main needs the depot, and a front line cannot finish that job however well it is run. The resolution figure is worth reading with that in mind rather than against a city council's.

The floor under the phones

Put together what can be computed: your phone volume at your handle time, and your counter volume at your tallied counter time, **consume about 41 per cent of your frontline hours before a single email or web form is counted.** That is the highest floor in the cohort, where the middle is 27. The inbox, the typing of web forms into the request system, leave, training and the Marralong roster all come out of the rest. This is the sum behind the service level, and it is why this report keeps saying the phones are short of people rather than short of effort.

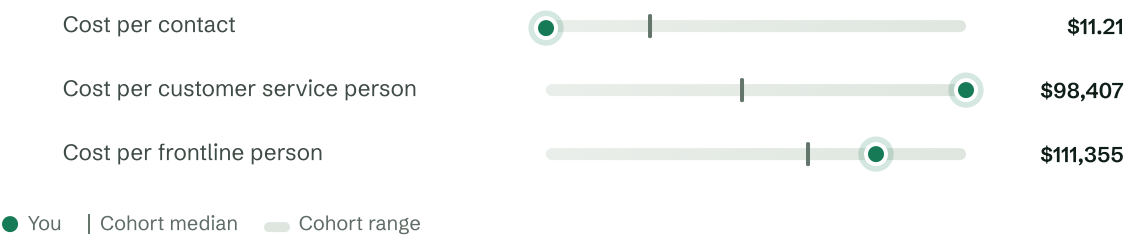
SECTION 05 • WHAT IT COSTS

What it costs

You reported the cost of running customer services at \$846,300 for the year, the third-smallest figure in the cohort, and spread over 75,500 contacts that is \$11.21 a contact, **the lowest in the group**.

Cost, three ways

Each council's reported annual cost, divided by contact, by customer service person, and by frontline person.



You sit at the bottom of the first row and near the top of the other two. Read together they describe a small team doing a lot of work: each person costs about what a person costs anywhere in this cohort, and each one handles more contact. Councils drew the boundary of "cost" differently, so treat this section as a rough guide rather than a verdict.

Overtime of \$6,850 and casual staff of \$38,200 together make up 5.3 per cent of your cost, close to the cohort middle of 5, with no agency spend at all. **A permanent team with light cover on top** is the shape, and with ten people on the roster a single vacancy or a week of leave is felt on the phones the same day.

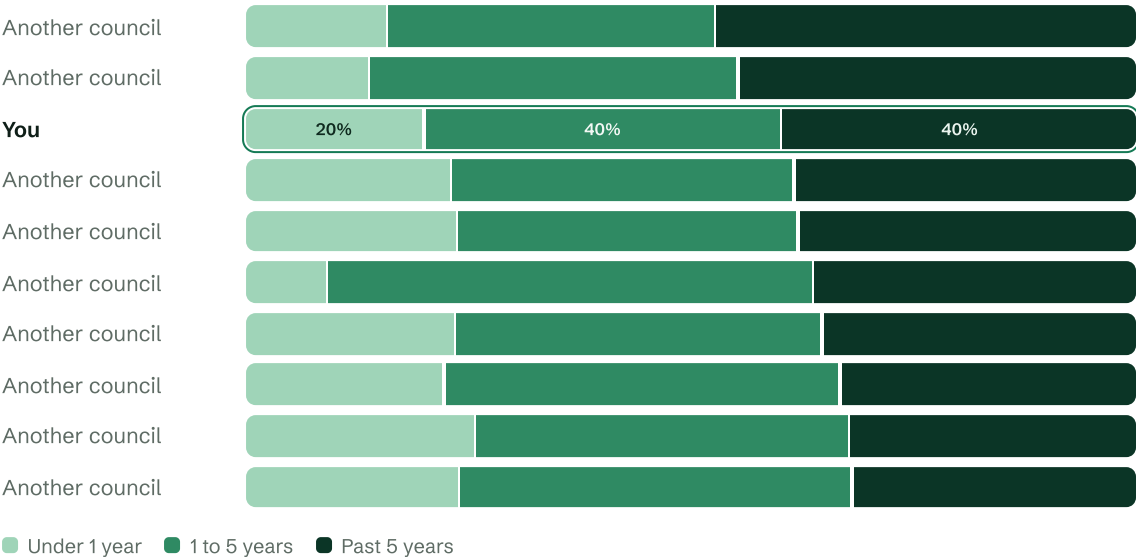
SECTION 06 • THE TEAM

The team

Ten people deliver every contact in this report. **The team is experienced and steady**, with 40 per cent of it past five years in the seat, and it is small enough that every figure in this section is a handful of people rather than a trend.

How long people have been in the team

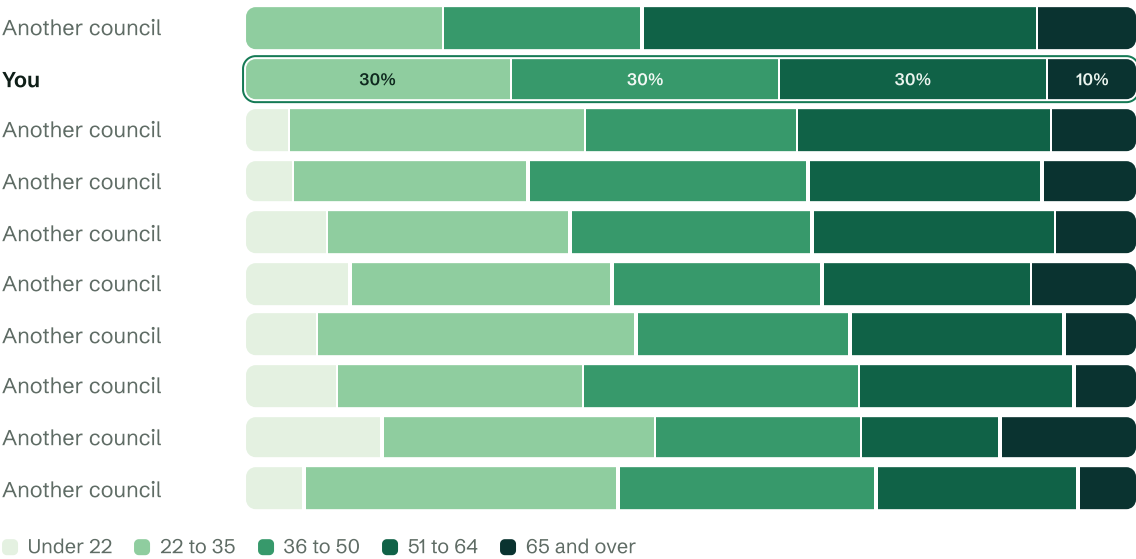
Share of headcount by time in the customer service team, each bar one council, ordered by depth of tenure.



You: under 1 year 20%, 1 to 5 years 40%, past 5 years 40%.

Age profile across the cohort

Share of headcount by age band. Each bar is one council, ordered by share aged 51 and over.



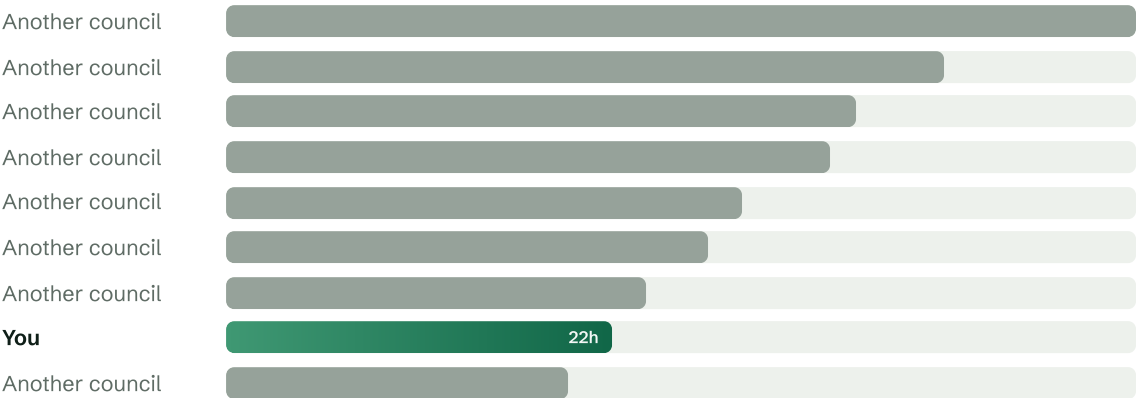
You: 22 to 35 30%, 36 to 50 30%, 51 to 64 30%, 65 and over 10%.

Two people joined this year and one chose to leave, **10 per cent voluntary attrition** against a middle of 9.1 among the nine councils reporting it. On a roster of ten that is one person, and the council's own recruitment story is the context: key-worker housing is a real constraint in the shire, so a vacancy here can stay open longer than it would on the coast.

Four in ten of the team are past 50, the second-highest share in the cohort, and **one person is 65 or over**. Nobody is under 22. **The knowledge of the shire sits with the people who have been there longest**, which is exactly where a small team keeps it, and exactly where it is hardest to replace.

Training hours per person

Nine councils could report. Cohort median 29.5. Each bar is one council.



Cohort middle **29.5h** • 9 councils could report

Your team had **22 hours of structured training each** this year, second lowest of the nine reporting, on **\$4,800 of training spend**. Time away from customers is scarce: **7.5 per cent of frontline time** goes on anything other than customer contact, second lowest of the eight councils able to say. **A team with no slack in the roster also has no slack for learning**, and the next section shows where that matters.

SECTION 07 • THE REQUEST SYSTEM

The system behind every request

One thread runs through every section so far. Your team logs about 21,000 customer requests a year into a request system built in-house in 2009, with no connection to the phone platform, the web forms, the website or the depot. **Every request is typed by hand, most of them while a customer waits.** The phone call is recorded in one system, the request in another, the web form in an inbox, and nothing joins them. That is why the handle time runs a minute long, why the inbox needs a person to turn each form into a job, and why the return cannot say how many calls are residents asking where their request has got to.

Your own maturity answers say the same thing in the instrument's words: a single customer view at the first level, where core systems hold records that are not connected. It is one of your three answers at the first level, and it sits under the dimension where you score furthest below the cohort middle. **The request system is the one piece of machinery every move in section 9 runs into.**

SECTION 08 • MATURITY

Maturity

Alongside the operational return, nine of the ten councils assessed themselves against twenty-nine statements across eight dimensions, each statement describing what practice looks like at five levels. **Your assessment sits level with the cohort middle on measurement, on complaints and on customer understanding**, and below it on the other five, furthest on service design and on data.

Your twenty-nine answers

Each cell is one question, at the level you selected; darker is higher.

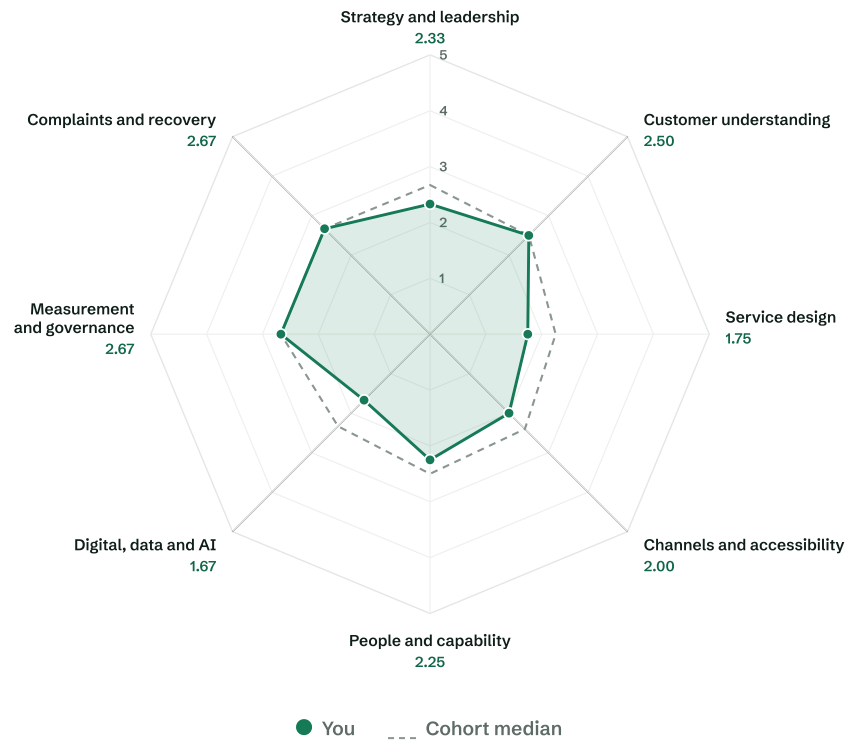


Each answer is a statement your council selected, in the instrument's own words. The statement behind every one of these, and the statement a level above it, is quoted in the online reader.

Three answers at the first level, seventeen at the second, nine at the third. The three ones are journey design, channel strategy and the single customer view: **the connective layer between channels and the systems behind them**. The nine answers at the third level are where the shire's service is strongest: executive ownership, listening, contact drivers, inclusive service, frontline empowerment, measurement, reporting, complaint handling and service recovery. Your complaint process is real, and its 1.56 formal complaints per 1,000 contacts sits exactly on the middle of the seven councils able to count them.

The eight dimensions

Each arm is one dimension; each ring is one maturity level, from 1 at the centre to 5 at the rim. The solid shape is your assessment, the dashed outline the cohort median across the nine councils that completed it.



Strategy and leadership		2.33
Customer understanding		2.50
Service design and journeys		1.75
Channels and accessibility		2.00
People and capability		2.25
Digital, data and AI		1.67
Measurement and governance		2.67
Complaints and recovery		2.67

The shape is honest in the places this report can test it. You rated what you measure at the third level, and the return backs it: a service level with a recorded threshold, a timed inbox and a survey after every closed request. You rated breadth of listening at the third level too, and 1,626 survey responses say so. You rated the single customer view at the first level, and the previous section found a request system joined to nothing. Digital, data and AI at 1.67 is level with the lowest in the cohort, and it is the most accurate score in your return.

SECTION 09 • FOUR MOVES

What this year opened up

What a move is. A next step your own figures point to. It is not an instruction and it is not a score: the benchmark cannot see what you already have underway, so every move also says what your return could not show.

Why four. The number is not fixed. It is however many things this year’s return opened up, and for you that is four. Another council’s report may have more or fewer.

Every one of the four starts from a figure your own return already holds.

MOVE 1

The typing inside the call

Your handle time runs a minute over the cohort middle, and your own note says the minute is spent typing requests into a system the phone platform cannot reach.

WHAT IT COULD OPEN UP

A sample of recorded calls from one week would show how much of each call is conversation and how much is data entry, and your phone platform already records both the call and its length. If the typing is the minute, the councils in this cohort that shortened handle time did it by moving the keying out of the call: a shorter form, a request logged after hanging up, or a web form that lands as a request rather than an email.

Bringing handle time to the cohort middle returns **about 800 hours a year to the phones**, aimed straight at the twelve points between your service level and your target. No recruitment and no new money.

NEXT YEAR’S REPORT WILL LOOK FOR Average handle time: 5:24 this year against a cohort middle of 4.4 minutes. Anything under five minutes says the keying has moved out of the call.

- Average handle time 5:24 against a cohort middle of 4.4 minutes, **the second longest of the ten.**
- After-call work is 1:06, right on the middle, so **the extra time sits inside the call rather than after it.**
- On 48,000 calls, **every minute of handle time is 800 hours a year**, close to half a frontline person.

Not visible in your return: How the minute is spent call by call. Your note says typing, and nothing in the return can split a handle time into talk and keying, so the size of the prize rests on your team’s own account until a week of calls is timed.

MOVE 2

The half-hours the phones lose

A twelve-point gap to your service level target is about 23 calls a working day, and the phone platform records exactly which half-hours they fall in.

WHAT IT COULD OPEN UP

Your phone platform keeps service level by the half-hour, and a month of it laid beside the roster would show whether the lost calls cluster when Marralong is open, when the counter is busy, or at the start of the day. Councils in this group running small teams at their target tend to protect a phone-first block at the busiest hours and move inbox work to the quieter ones.

Closing even half the gap puts **about 2,900 more calls a year inside the first minute**, and a steadier queue usually lowers abandonment with it, from the 7.8 per cent recorded this year toward your target of five.

NEXT YEAR'S REPORT WILL LOOK FOR Service level: 68 per cent this year against a target of 80, and abandonment at 7.8 against a target of five. A service level in the mid seventies says the peaks are covered.

- Service level 68% within 60 seconds against a target of 80, **second lowest of the eight councils measuring it.**
- Phones and counter alone take **41 per cent of the frontline year**, the highest floor in the cohort, before the inbox is counted.
- The same 7.6 frontline FTE cover the phones, two counters and an inbox of 18,500 items, **the heaviest load per person here.**

Not visible in your return: What the roster already does. A team of ten may already shape its day around the phone peaks, and the return holds annual figures, not intervals, so this report cannot see which half-hours are lost or why.

MOVE 3

Two calls a resident

The shire phones its council twice a year for every resident, and nothing in the return can say how many of those calls are chasing a request already logged.

WHAT IT COULD OPEN UP

Your phone platform can tag the reason for a call and your contact drivers sit at the third level, so a month of calls tagged for one question, is this about a request already logged, would size the chasing. Councils in this cohort with a way for residents to see a request's progress record fewer calls per resident, though no return here can prove the one causes the other.

If one call in ten is a chase, **4,800 calls a year are asking a question the request system could answer itself**, and every one of them lands in the queue that Move 2 is trying to shorten.

NEXT YEAR'S REPORT WILL LOOK FOR Contacts per 1,000 residents: 3,044 this year against a cohort middle of about 1,385. The share of calls tagged as following up a request becomes answerable once the tagging exists.

- 3,044 contacts per 1,000 residents, **more than double the cohort middle.**

- No portal and no status updates exist, so **a resident who wants to know where a request has got to has to ask.**
- At 5:24 a call, **every tenth of the phone volume is about 430 hours a year.**

Not visible in your return: Whether the calls are chases at all. A rural shire with its own water and sewer, a thousand kilometres of gravel and a community that knows its council by name may simply call more, for good reasons, and nothing in this return separates a chase from a first report.

MOVE 4

The survey's unhappy quarter

A quarter of your 1,626 survey responses were not satisfied, and together they are a shortlist of what to fix, written by the people who lived through it.

WHAT IT COULD OPEN UP

The survey already links each response to its request, so the unhappy quarter can be read by category and by the team that closed the job. Councils in this group that turned a survey into change started by reading the unhappy responses every month with the teams who own the work, not the customer service team alone.

The fixes it points to are **the cheapest customer insight available to you:** already collected, already paid for, and specific to the shire.

NEXT YEAR'S REPORT WILL LOOK FOR

Customer satisfaction: 73.7 per cent this year against a cohort middle of 83.4 among five councils. A rising figure on a steady response count says the fixes landed.

- Customer satisfaction 73.7% on 1,626 responses, **lowest of the five councils measuring**, and one of only five that measure at all.
- About **428 responses** were not satisfied, each tied to a closed request, a category and a team.
- Breadth of listening sits at the third level on your own assessment, **acting on feedback at the second.**

Not visible in your return: What the unhappy responses say. The return carries a satisfaction share and a response count, not the comments, so this report cannot see whether the quarter is about the phones, the depot or the outcome of a request.

The other side of the ledger is real: **nobody else in this cohort runs its service for less per contact**, and every one of the four above has a working example somewhere in this cohort.

The measures next year's report will open on

The measures the four moves exist to shift. Next year's report opens on this table.

MEASURE	THIS YEAR	COHORT POSITION	RAISED IN
Average handle time	5:24	middle 4.4 minutes, second longest	Move 1
Phone service level	68%	middle 76.7%, eight councils measure	Moves 2 and 1
Calls abandoned	7.8%	middle 5.7%	Move 2
Contacts per 1,000 residents	3,044	middle about 1,385, the highest	Move 3
Customer satisfaction	73.7%	middle 83.4%, five councils measure	Move 4

SECTION 10 • WHAT IT CANNOT TELL YOU

What this report cannot tell you

A benchmark earns its trust by naming its own limits. These are this report's, and they matter because everything measured later is measured against this year.

How much of your frontline year this report can see

Your measured channel volumes multiplied by their handle times, against a frontline year of 1,700 productive hours a person. A channel counts only where both a volume and a handle time exist, so every council's figure here is a floor on measurement rather than a reading of how hard a team works.



■ Telephone ■ Counter ■ Not timed by this benchmark

Your return accounts for **41%** of the frontline year. Across the ten councils the figure runs from 12.9% to 41%, with a middle of 27%. The gap is not idle time: it is every channel nobody could put a clock on, and no council in this cohort times its email.

The counter's wait is invisible.
Neither counter has a queue system, so the ten-minute wait target has nothing to be read against, and the counter handle time rests on a two-week tally rather than a year of records.

The request system cannot report on itself.
The return cannot say how many calls follow up an existing request, how long requests take to close, or how many are reopened. Each of those needs data the request system does not hand over.

Cost comparisons are a rough guide only.
Councils drew the boundary of "cost" differently; treat the cost section as a rough guide rather than a verdict.

Satisfaction is on your own survey.
Each council that measures satisfaction does it its own way, on its own scale, after its own trigger. Your 73.7 per cent is a real figure with a real count behind it, but the comparison with four others is a guide to the spread, not a like-for-like score.

Ten councils is still a thin cohort.
One council submitted operational sections only, so maturity comparisons draw on nine. Positions are shown against the spread with medians and ranges: no averages, no percentile ranks, no league table.

There is no trend.

Every figure here is one year with nothing behind it, and the phone figures are the first full year on a new platform. The next return turns each one into a direction.

The rows this cycle could not fill

Measures other councils in this cohort produced and your return could not. The bar is how many of the ten could answer it, which is the closest thing here to a guide on what the next return would add.

Your return carries **48** of the **51** measures this cohort produced between them. These are the 3 it could not, with the number of councils that could.

Webchat first response		5 of 10
Unplanned absence		5 of 10
Counter mean wait		4 of 10

SECTION 11 • THE NUMBERS

The numbers

The full basis for every comparison in this report. Cohort medians include your own figure; “Councils” counts those able to answer.

				55 measures
MEASURE	YOU	COHORT MEDIAN	COHORT RANGE	COUNCILS
Scale and demand				
Resident population	24,800	77,750	21,650 to 238,400	10
Customer service FTE	8.6	13.9	6.4 to 27.4	10
Frontline FTE	7.6	11.9	5.6 to 24.2	10
Contacts handled	75,500	107,625	31,580 to 178,700	10
Contacts per 1,000 residents	3,044	1,385	750 to 3,044	10
Contacts per frontline person	9,934	8,501	5,639 to 9,934	10
Contacts per service request	3.6	3.5	2.51 to 4.23	10
Contacts per rateable assessment	5.43	2.99	2.49 to 5.43	9
Customer service share of workforce	3.16%	2.49%	1.78% to 3.16%	10
Channels				
Telephone share of contact	63.6%	59.9%	54.4% to 67%	10
Email and webform share	24.5%	23.2%	16.8% to 26.5%	10
Counter share of contact	11.9%	11.8%	7.6% to 20.3%	10
Digital self-service share	0%	4.4%	0% to 11.3%	10
Counter transactions	9,000	13,250	6,420 to 21,400	10
Counter visits per centre per day	18	20.2	12.8 to 42.8	10
Phone hours per weekday	8.5h	8.75h	7.75h to 10.5h	10
After-hours calls per 1,000 residents	76.6	29.5	20.5 to 76.6	10
After-hours cost per call	\$10.68	\$9.75	\$9.10 to \$10.97	8
Answering and handling				
Phone service level	68%	76.7%	61.3% to 86.7%	8
Average speed of answer	74s	54.5s	24s to 118s	10

MEASURE	YOU	COHORT MEDIAN	COHORT RANGE	COUNCILS
Calls abandoned	7.8%	5.7%	2.4% to 9.6%	10
Average handle time	5.4 min	4.4 min	3.7 min to 5.6 min	10
After-call work	1.1 min	1.05 min	0.6 min to 1.55 min	9
Counter handle time	6.5 min	5.08 min	3.9 min to 6.5 min	6
Email mean response	2.8 days	2.2 days	1.3 days to 3.4 days	5
First contact resolution	71.4%	76.7%	69.2% to 87.3%	6
Work transferred or escalated	21.5%	21.7%	12.6% to 31.7%	10
Response targets set, of seven	5	4.5	1 to 7	10
Frontline hours the benchmark can account for	41%	27%	12.9% to 41%	10

Cost

Reported annual cost	\$846,300	\$1,328,350	\$571,800 to \$2,487,300	10
Cost per contact	\$11.21	\$12.88	\$11.21 to \$18.11	10
Cost per customer service person	\$98,407	\$93,525	\$89,344 to \$98,407	10
Cost per frontline person	\$111,355	\$109,413	\$102,107 to \$113,899	10
Overtime spend	\$6,850	\$7,885	\$1,160 to \$22,600	10
Casual staff spend	\$38,200	\$40,500	\$9,450 to \$121,300	10
Surge labour share of cost	5.3%	5%	1.9% to 6.8%	10

The team

Voluntary attrition	10%	9.1%	4.2% to 17.6%	9
Team past five years tenure	40%	37.3%	32% to 47.4%	10
Staff under 12 months tenure	20%	22.7%	9.1% to 25.8%	10
Team aged 51 or over	40%	35.9%	29% to 55.6%	10
Team aged 65 or over	10%	9.75%	6.5% to 15.4%	10
Training hours per person	22h	29.5h	19.5h to 52h	9
Training and development spend	\$4,800	\$8,250	\$2,800 to \$24,600	9
Time on non-customer work	7.5%	9.9%	6.9% to 16.4%	8

Customers

Customer satisfaction	73.7%	83.4%	73.7% to 88.1%	5
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MEASURE	YOU	COHORT MEDIAN	COHORT RANGE	COUNCILS
Responses behind satisfaction	1,626	3,380	1,626 to 11,870	5
Formal complaints per 1,000 contacts	1.56	1.56	1.33 to 2.2	7

Maturity, nine councils

Strategy and leadership	2.33	2.67	2.00 to 4.00	9
Customer understanding	2.50	2.50	2.00 to 3.75	9
Service design and journeys	1.75	2.25	1.50 to 3.50	9
Channels and accessibility	2.00	2.40	1.80 to 3.60	9
People and capability	2.25	2.50	1.75 to 3.25	9
Digital, data and AI	1.67	2.33	1.67 to 3.33	9
Measurement and governance	2.67	2.67	2.00 to 4.00	9
Complaints and recovery	2.67	2.67	2.33 to 3.67	9

Prepared as a sample for Wattlebridge Shire Council from its FY2025/26 benchmark return, against an illustrative cohort of ten fictional councils, nine of which completed the maturity assessment. No figure in this sample belongs to a real council. Other councils are never named against a figure. Positions are shown against the spread of the cohort and are never a rank. Wattlebridge Shire Council is fictional. Any resemblance to real councils, people or events is coincidental.

NLGCSN CX Benchmark, sample report, FY2025/26 • September 2026 • Prepared by the benchmark program team