



# Corporate Performance Committee

the conclusion of the City Services Committee which commences at 6:30 pm Wednesday 7 February 2024

**Venue:**  
Botany Town Hall,  
Corner Edward Street & Botany Road,  
Botany

Contract Us:

1300 581 299 or 9562 1666

[council@bayside.nsw.gov.au](mailto:council@bayside.nsw.gov.au)

PO Box 21, Rockdale NSW 2216

ABN: 80 690 785 443

# Corporate Performance Committee Meeting – Councillor Seating



Andrew TSOUNIS



Michael NAGI



**Chairperson**  
Scott MORRISEY



Christina CURRY



**Deputy  
Chairperson**  
Ann FARDELL



Paul SEDRAK



Greta WERNER

**General Manager**  
Meredith  
WALLACE

**Director**  
Richard SHERIDAN

# Statement of Ethical Obligations

## Obligations

### Oath [Affirmation] of Office by Councillors

#### Oath

I swear that I will undertake the duties of the office of councillor in the best interests of the people of Bayside Local Government Area and the Bayside Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgment.

#### Affirmation

I solemnly and sincerely declare and affirm that I will undertake the duties of the office of councillor in the best interests of the people of Bayside Local Government Area and the Bayside Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgment.

## Code of Conduct conflict of interests

### Pecuniary interests

A Councillor who has a **pecuniary interest** in any matter with which the council is concerned, and who is present at a meeting of the council at which the matter is being considered, must disclose the nature of the interest to the meeting.

The Councillor must not be present at, or in sight of, the meeting:

- a) at any time during which the matter is being considered or discussed, or
- b) at any time during which the council is voting on any question in relation to the matter.

### Non-pecuniary conflicts of interests

A Councillor who has a **non-pecuniary conflict of interest** in a matter, must disclose the relevant private interest in relation to the matter fully and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter.

### Significant non-pecuniary interests

A Councillor who has a **significant** non-pecuniary conflict of interest in relation to a matter under consideration at a council meeting, must manage the conflict of interest as if they had a pecuniary interest in the matter.

### Non-significant non-pecuniary interests

A Councillor who determines that they have a non-pecuniary conflict of interest in a matter that is **not significant** and does not require further action, when disclosing the interest must also explain why conflict of interest is not significant and does not require further action in the circumstances.

## MEETING NOTICE

A meeting of the  
**Corporate Performance Committee**  
will be held in the Committee Room, Botany Town Hall  
Corner of Edward Street and Botany Road, Botany  
on **Wednesday 7 February 2024 at the conclusion of the City Services Committee**  
**which commences at 6:30 pm**

## AGENDA

<b>1</b>	<b>ACKNOWLEDGEMENT OF COUNTRY</b>	
<b>2</b>	<b>APOLOGIES</b>	
<b>3</b>	<b>DISCLOSURES OF INTEREST</b>	
<b>4</b>	<b>MINUTES OF PREVIOUS MEETINGS .....</b>	<b>6</b>
4.1	Minutes of the Corporate Performance Committee Meeting - 1 November 2023 .....	6
4.1	Minutes of the Corporate Performance Committee Meeting - 6 September 2023.....	7
	CP23.021 Customer Experience Strategy Update .....	8
<b>5</b>	<b>ITEMS BY EXCEPTION</b>	
<b>6</b>	<b>PUBLIC FORUM</b>	
<b>7</b>	<b>REPORTS .....</b>	<b>10</b>
CP24.001	Tender - Kingsgrove Ave Reserve Amenities .....	10
CP24.002	Tender - Bus Shelter Advertising .....	32
CP24.003	Tender - SSROC T2023-01 Provision of Temporary and Permanent Staffing - Agency, Vendor Systems and Managed Services.....	35
CP24.004	Customer Experience Strategy Exhibition Results and Update .....	39

The meeting will be video recorded and live streamed to the community via Council's YouTube page, in accordance with Council's Code of Meeting Practice.

Meredith Wallace  
**General Manager**



## **1 ACKNOWLEDGEMENT OF COUNTRY**

Bayside Council acknowledges the traditional custodians: the Gadigal and Bidjigal people of the Eora nation, and pays respects to Elders past, present and emerging. The people of the Eora nation, their spirits and ancestors will always remain with our waterways and the land, our Mother Earth.

## **2 APOLOGIES**

## **3 DISCLOSURES OF INTEREST**

In accordance with Council's Code of Meeting Practice, Councillors are reminded of their Oath or Affirmation of Office made under Section 233A of the Local Government Act and their obligations under the Council's Code of Conduct to disclose and appropriately manage conflicts of interest.

## 4 MINUTES OF PREVIOUS MEETINGS

### Corporate Performance Committee

7/02/2024

Item No	4.1
Subject	<b>Minutes of the Corporate Performance Committee Meeting - 1 November 2023</b>
Report by	Fausto Sut, Manager Governance & Risk
File	SF23/8092

---

### Officer Recommendation

That the Minutes of the Corporate Performance Committee meeting held on 1 November 2023 be noted

---

### Present

Councillor Scott Morrissey, Chairperson  
Councillor Christina Curry  
Councillor Ann Fardell (via audio-visual link)  
Councillor Paul Sedrak  
Councillor Andrew Tsounis  
Councillor Greta Werner

### Also present

Councillor Jo Jansyn  
Councillor Jennifer Muscat  
Meredith Wallace, General Manager  
Richard Sheridan, Director City Performance  
Maria Pavlides, Manager Customer Experience  
Fausto Sut, Manager Governance & Risk  
Anh Hoang, Governance Officer  
Gina Nobrega, Governance Officer  
Wolfgang Gil, IT Technical Support Officer

---

The Chairperson opened the meeting in the Committee Meeting Room, Botany Town Hall at 8:22 pm

## 1 Acknowledgement of Country

The Chairperson affirmed that Bayside Council acknowledges the traditional custodians the Gadigal and Bidjigal people of the Eora nation, and pays respects to Elders past, present and emerging. The people of the Eora nation, their spirits and ancestors will always remain with our waterways and the land, our Mother Earth.

## 2 Apologies and Attendance via Audio Visual link

**Committee Recommendation** (Councillors Curry and Sedrak)

That the following apology be received:

- Councillor Michael Nagi

### **Attendance Via Audio Visual Link**

**Committee Recommendation** (Councillors Curry and Sedrak)

That Councillor Fardell's attendance at tonight's meeting via audio-visual link be granted.

## 3 Disclosures of Interest

There were no disclosures of interest.

## 4 Minutes of Previous Meetings

### [4.1 Minutes of the Corporate Performance Committee Meeting - 6 September 2023](#)

**Committee Recommendation** (Councillors Sedrak and Werner)

That the Minutes of the Corporate Performance Committee meeting held on 6 September 2023 be noted.

### **4.2 Business Arising**

The Committee notes that the Minutes of the Corporate Performance Committee of Wednesday 6 September 2023 were received and the recommendations therein were adopted by the Council at its meeting of 27 September 2023.

## 5 Items by Exception

There were no Items by Exception.

## 6 Public Forum

There were no speakers for Public Forum.

## 7 Reports

**CP23.021 Customer Experience Strategy Update**

**Committee Recommendation** (Councillors Curry and Sedrak)

- 1 That the Council receives and notes the report.
- 2 That the Council endorses the public exhibition of the Draft Customer Experience Strategy, Charter and Policy.

The next meeting will be held in the Committee Room, Botany Town Hall, on Wednesday 7 February 2024.

The Chairperson closed the meeting at 9:25 pm.

**Attachments**

Nil

## **5 ITEMS BY EXCEPTION**

These are items that have been identified to be confirmed in bulk in accordance with the Officer Recommendation and without debate. These items will not include items identified in the Public Forum, items in which councillors have declared a Significant Conflict of Interest and a Pecuniary Interest, items requiring a Division and any other item that a Councillor has identified as one they intend to speak on or vote against the recommendation

## **6 PUBLIC FORUM**

Members of the public, who have applied to speak at the meeting, will be invited to address the meeting.

Any item the subject of the Public Forum will be brought forward and considered after the conclusion of the speakers for that item.

## 7 REPORTS

### Corporate Performance Committee

7/02/2024

Item No	CP24.001
Subject	<b>Tender - Kingsgrove Ave Reserve Amenities</b>
Report by	Meredith Wallace, General Manager
File	SF22/3562

---

### Summary

The City Projects Program (CPP) for the 22/23 and 23/24 includes the design and construction of the Kingsgrove Ave Reserve Amenities, Kingsgrove Ave, Kingsgrove.

The project includes demolition of the existing canteen and storeroom building (Building A) and construction of a new sporting amenities building as well as renewal of the existing changeroom building (Building B).

In 2023 Council was successful in obtaining funding of \$150,000 for the upgrade of the Kingsgrove Amenities through the NSW Football Legacy Fund. The Grant is to be supplemented with funding from Council's Infrastructure Levy Reserve.

Community notification regarding the Kingsgrove Ave Reserve Amenities project was undertaken via a hand delivered letterbox drop to adjoining residents and notification boards installed around the reserve in March 2023. A full HYS campaign during March / April 2023 was undertaken with an overwhelming positive response received. Council also directly engaged with the Bexley North Football Club throughout the process. The Bayside Council website has a dedicated tile to the project and provides regular updates.

All works associated with this project have been assessed and approved under Part 5 of the NSW State Environmental Planning and Assessment Act 1979 (EP&A Act).

Council invited open tenders via Vendor Panel for the upgrade of the Kingsgrove Ave Reserve Amenities on Thursday 12 October 2023 and the tender closed at 11am on Tuesday 14 November 2023.

Nine (9) tenders were received, the confidential attachment provides details of the tender submissions.

Based upon the assessment criteria, the tender assessment panel recommends acceptance of the tender from Carfax Commercial Constructions Pty Ltd for an amount of \$1,969,165 exclusive of GST. Once approved, construction would commence in March 2024 and the project completion is scheduled for December 2024, weather permitting.

This construction timeframe meets the requirements of the grant funding.

**Officer Recommendation:**

- 1 That the attachment/s to this report be withheld from the press and public as they are confidential for the following reason:  
  
With reference to Section 10(A) (2) (d)(ii) of the Local Government Act 1993, the attachment relates to commercial information of a confidential nature that would, if disclosed, confer a commercial advantage on a competitor of the Council. It is considered that if the matter were discussed in an open Council Meeting it would, on balance, be contrary to the public interest due to the issue it deals with.
- 2 That in accordance with Regulation 178 (1) (a) of the Local Government (General) Regulations 2005, Council accepts the Tender from Carfax Commercial Constructions Pty Ltd for the contract F23/690 being the Kingsgrove Ave Reserve Amenities for the amount of \$1,969,165 exclusive of GST.
- 3 That additional funding of \$400,000 be allocated from the Infrastructure Levy Reserve to allow for the Lump Sum works (Building A) to proceed.

**Background**

The upgrade of the Kingsgrove Ave Reserve Amenities is included in the City Projects Program. Kingsgrove Ave Reserve is owned by Bayside Council and is of considerable value to the broader community. The site is located on Kingsgrove Ave, Kingsgrove, between the M5 Motorway and the T8 Airport and South Trainline, with residential properties to the west and east of the site. The park is primarily used for recreational purposes, utilising the sports field for soccer and a community playground. It is home to the Bexley North Football Club, one of the largest clubs in the St George Football Association who are committed to providing a multicultural, diverse and inclusive club for the community.

The existing buildings are in poor condition and not fit for purpose, offering little value to the club and no value to the wider community. The construction of a new sporting amenities building at Kingsgrove Ave Reserve is included in the City Projects Program. The Bexley North Football Club and Council have collaborated throughout the design process.

The proposed scope aims to rejuvenate and improve access and circulation to the site and around the buildings and provides a better connection to the street. The project will provide upgraded facilities for the sporting club as well as public amenities for the community. The project scope includes:

- Demolition of the existing canteen and storeroom building.
- Construction of a new amenities building incorporating:
  - Canteen
  - Uniform store
  - Meeting room
  - Referee's room
  - Public amenities, including accessible amenities
  - Drinking and handwash facilities
  - Shelter and seating for spectators
  - New fencing to southern boundary of sports field



Optional Additional Works:

- Existing changerooms to be retained and upgraded.

### Community Consultation

Community notification regarding the project was undertaken via a hand delivered letterbox drop to adjoining residents and notification boards installed around the reserve in March 2023. A full HYS campaign during March / April 2023 was undertaken where Council shared the concept design for the new amenities building with the community and received an overwhelming positive response. Council also directly engaged with the Bexley North Football Club throughout the process. The Bayside Council website has a dedicated tile to the project and provides regular updates.

### Grant Funding

In 2023, Council was successful in obtaining funding of \$150,000 for the upgrade of this facility through the NSW Football Legacy Fund. The Grant is to be supplemented with funding from Council's Infrastructure Levy Reserve.

Council has also applied for a NSW Office of Sport Level Playing Fields Grant for the Optional Additional Works (renewal of Building B) for \$400,000 (to be matched by an equal Council contribution). The successful grant recipients will be announced in March 2024.

### The Tender Process

Council invited open tenders via the Vendor Panel website for construction of the amenities building on 12 October 2023 and the tender closed at 11am on Tuesday 14 November 2023.

### Tenders Received

Nine (9) submissions were received as follows (in alphabetical order):

- Andrik Construction Group Pty Ltd;
- Brenic Constructions Pty Limited;
- Canopy Constructions Pty Ltd;
- Carfax Commercial Constructions Pty Ltd;
- Kinetic Constructions Pty Ltd;
- Maverick Industries Pty Ltd;
- Metro Construction Group Pty Ltd;
- Reylon Constructions Pty Ltd;
- Sullivans Constructions Pty Ltd.

### Directors and Locations of Companies that Submitted a Tender

Company	Company Directors	Location & Postcode
Andrik Construction Group Pty Ltd	Apostolos (Paul) Andrikopoulos	Marrickville - 2204
Brenic Constructions Pty Limited	Brendan Abric	Erskine Park - 2759
Canopy Constructions Pty Ltd	Not Provided	Roseville - 2069
Carfax Commercial Constructions Pty Ltd	Jerome Curll Nicholas Reimer	Belrose - 2085

Company	Company Directors	Location & Postcode
Kinetic Constructions Pty Ltd	Not Provided	Coburg North - 3058
Maverick Industries Pty Ltd	Daniel Hatchett Michael Lennon	Marrickville - 2204
Metro Construction Group Pty Ltd	Siraj ul Haque	Homebush - 2140
Relyon Constructions Pty Ltd	Scott Thurkettle Nathan Gale	Caringbah - 2229
Sullivans Constructions Pty Ltd	Damian Sullivan	Engadine - 2233

The recommended tenderer is Carfax Commercial Constructions Pty Ltd.

### Late Tenders

No later tenders were received.

### Assessment Methodology

The tender submission assessment process and scoring is outlined in the confidential attachment to this report.

A comprehensive assessment of the tender submission was undertaken by the Tender Evaluation Panel. The assessment process has been undertaken in accordance with the provision of the Local Government Act 1993 and Tendering Regulation 2005. The evaluation was undertaken based on conditions of tendering and the evaluation criteria as provided in the Request for Tender documents.

The City Projects team nominated within the Tender Evaluation Plan a 60:40 weighting for non-price : price in the evaluation criteria to ensure the successful tenderer adequately addressed site management complexities, community and safety in the construction methodology for the project.

The Tender submitted by Carfax Commercial Constructions Pty Ltd was comprehensive and covered the information requested in the tender document, and included their prior experience with similar projects, a program of works and a construction methodology which clearly demonstrated their understanding of the site-specific risks and constraints.

Carfax Commercial Constructions Pty Ltd were identified as offering the best value for money based on the Evaluation Matrix scoring under the criteria:

- Price offered, including exclusions and qualifications; and
- Non price capabilities, experience, delivery program and methodology that demonstrated their understanding of the challenges and risks specific to the project.

### Proposed Program

Carfax Commercial Constructions Pty Ltd outlined the below program in their submission:

- Site establishment, procurement, and early works – March 2024;
- Construction – April – November 2024;
- Project Practical Completion and Handover – December 2024.

This construction timeframe meets the requirements of the grant funding. The program does not include a wet weather allowance.

## Financial Assessment – Carfax Commercial Constructions Pty Ltd

Corporate Scorecard was engaged to undertake a Standard Financial Assessment to assess the financial viability, capacity, and risk of hiring Carfax Commercial Constructions Pty Ltd in relation to the upgrade of the Kingsgrove Ave Reserve Amenities.

No issues have been identified as part of this process. Details on this check are in the confidential attachment to this report.

Carfax Commercial Constructions Pty Ltd have achieved successful outcomes on projects of a similar nature.

Examples of these projects include:

- 1 Wombeyan Caves Tourism Precinct - \$9.1 mil – NSW National Parks;
- 2 PCYC Walgett - \$11.9 mil – PCYC NSW Pty Ltd;
- 3 Australian Golf Club Northern Driving Facility - \$2 mil – the Australian Golf Club
- 4 North Wing Student Amenities (Shore School) - \$185k – Sydney Church of England;
- 5 Nielsen Park WTB & WETB Amenities - \$550k – NSW Dept of Heritage and Environment.

## Tender Recommendation

References were checked for Carfax Commercial Constructions Pty Ltd, and it was found that they are a reputable contractor that delivers very high-quality work to program. They have undertaken similar projects within live sites and achieved very good outcomes and cooperative working relationships with a range of clients.

Carfax Commercial Constructions Pty Ltd has in place \$20m Public Liability Insurance and the statutory Workers Compensation policy.

The tender submitted by Carfax Commercial Constructions Pty Ltd was sound, demonstrating a good understanding and insight of the project and represented value for money. The submission addressed all the non-price criteria in the submitted tender schedules. The methodology is thorough, highlighting key project considerations and risks. The program is detailed covering expected milestones and shows a logical sequence of works. From Council's previous experience managing the construction of amenities, the durations in Carfax's program appear to be optimistic. Carfax Commercial Constructions Pty Ltd have extensive experience and demonstrated proven capability on projects of a similar nature.

Based upon the assessment criteria, the Tender Evaluation Panel recommends acceptance of the tender from Carfax Commercial Constructions Pty Ltd for an amount of \$1,969,165, exclusive of GST.

## Financial Implications

- Not applicable
- Included in existing approved budget

The Club have put aside a budget of \$50,000 to undertake the fit out of the new canteen to include fridges, freezers, coffee machine, oven and microwave.

In addition, the club has applied for a \$75K Grant under the Community Building Partnership (CBP) for a lighting upgrade, with the Club expecting to co-contribute an additional \$25K. It is anticipated the outcomes of the grant will be announced in May 2024.

The Club are willing to make a \$50K contribution towards the cost of the amenities as part of Stage 2 (conversion of the existing bathrooms) when an additional source of funding has been identified for that second stage.

---

## Community Strategic Plan

- |  |                                     |
|--|-------------------------------------|
| Theme One – In 2032 Bayside will be a vibrant place                    | <input checked="" type="checkbox"/> |
| Theme Two – In 2032 Our people will be connected in a creative City    | <input type="checkbox"/>            |
| Theme Three – In 2032 Bayside will be green, resilient and sustainable | <input type="checkbox"/>            |
| Theme Four – In 2032 Bayside will be a prosperous community            | <input type="checkbox"/>            |

---

## Risk Management – Risk Level Rating

- |                |                                     |
|----------------|-------------------------------------|
| No risk        | <input type="checkbox"/>            |
| Low risk       | <input checked="" type="checkbox"/> |
| Medium risk    | <input type="checkbox"/>            |
| High risk      | <input type="checkbox"/>            |
| Very High risk | <input type="checkbox"/>            |
| Extreme risk   | <input type="checkbox"/>            |

---

## Community Engagement

Community notification regarding the Kingsgrove Ave Reserve Amenities project was undertaken via a hand delivered letterbox drop to adjoining residents and notification boards installed around the reserve in March 2023. A full HYS campaign during March / April 2023 was undertaken with an overwhelming positive response received. Council also directly engaged with the Bexley North Football Club throughout the process.

The Bayside Council website has a dedicated tile to the project and provides regular updates.

---

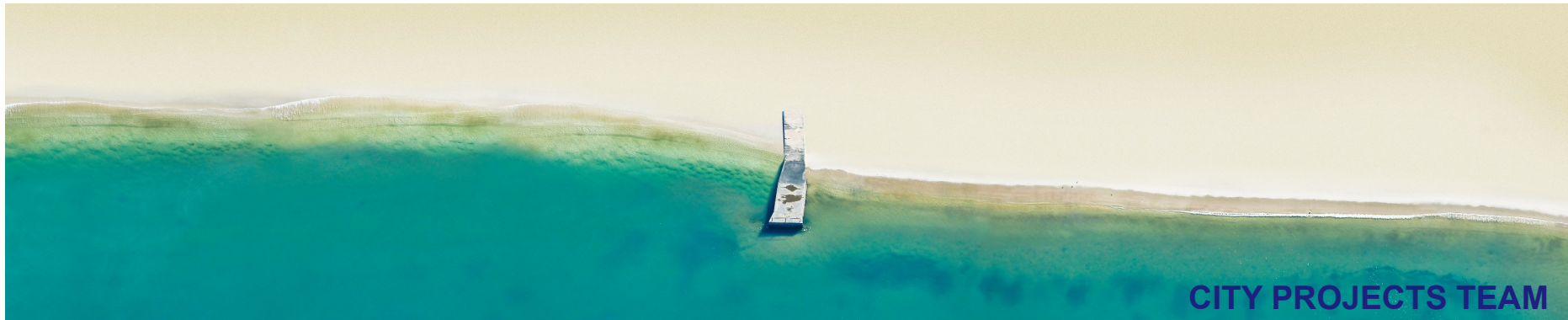
## Attachments

- 1 TENDER - Kingsgrove Ave Reserve Amenities - Presentation [↓](#)
- 2 Confidential tender attachment - Kingsgrove Ave Reserve - Tender Award (confidential)



# TENDER

## Kingsgrove Ave Reserve Amenities



## Site



### Kingsgrove Ave Reserve Amenities

The proposed scope will improve the access to and around the buildings and provide a better connection to the street.

The project will provide upgraded facilities for the sporting club as well as public amenities for the community.





## Existing Photos – building to be demolished





# Existing Photos – building to be demolished



## Existing Photos – building to be refurbished



## Kingsgrove Ave Reserve Amenities



### The project includes:

- Demolition of existing canteen and storeroom building;
- Construction of new sporting amenities building in the same location to include:
  - 5 x public amenities ( 2 x ambulant);
  - 1 x accessible toilet with baby change facilities;
  - Service corridor;
  - Referee / first aid room;
  - Meeting room;
  - Uniform storage;
  - Hand wash trough and bubbler;
  - Canteen;
  - Upper and lower forecourt including BBQ area;
- New sports fencing to eastern elevation;

### Optional Additional items:

- Upgrade of existing changeroom building (Building B)





## Community Consultation



- Community Consultation
  - March 23 Neighbour notification letters via a letter box drop
  - Mar – Apr 23 Notification boards on site
  - Mar – Apr 23 HYS consultation
- The aerial image shows the residential properties that the letters were distributed too.
- Information regarding the project was updated on the Council website;
- A full HYS campaign was undertaken March - April 2023. Positive feedback was received by the wider community and sporting group members.
- The Bexley North Football Club were involved throughout design development and documentation.



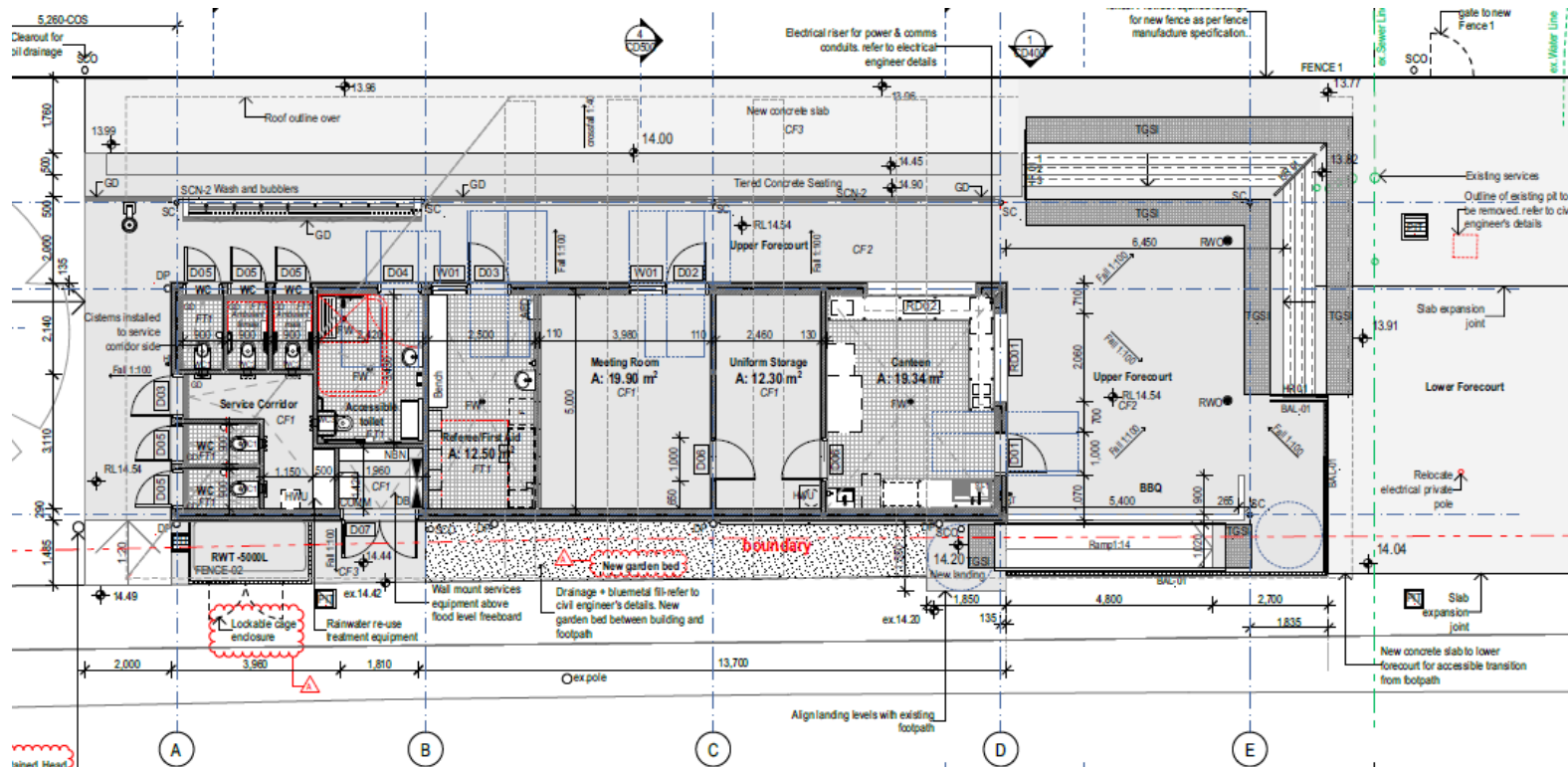
## Approvals



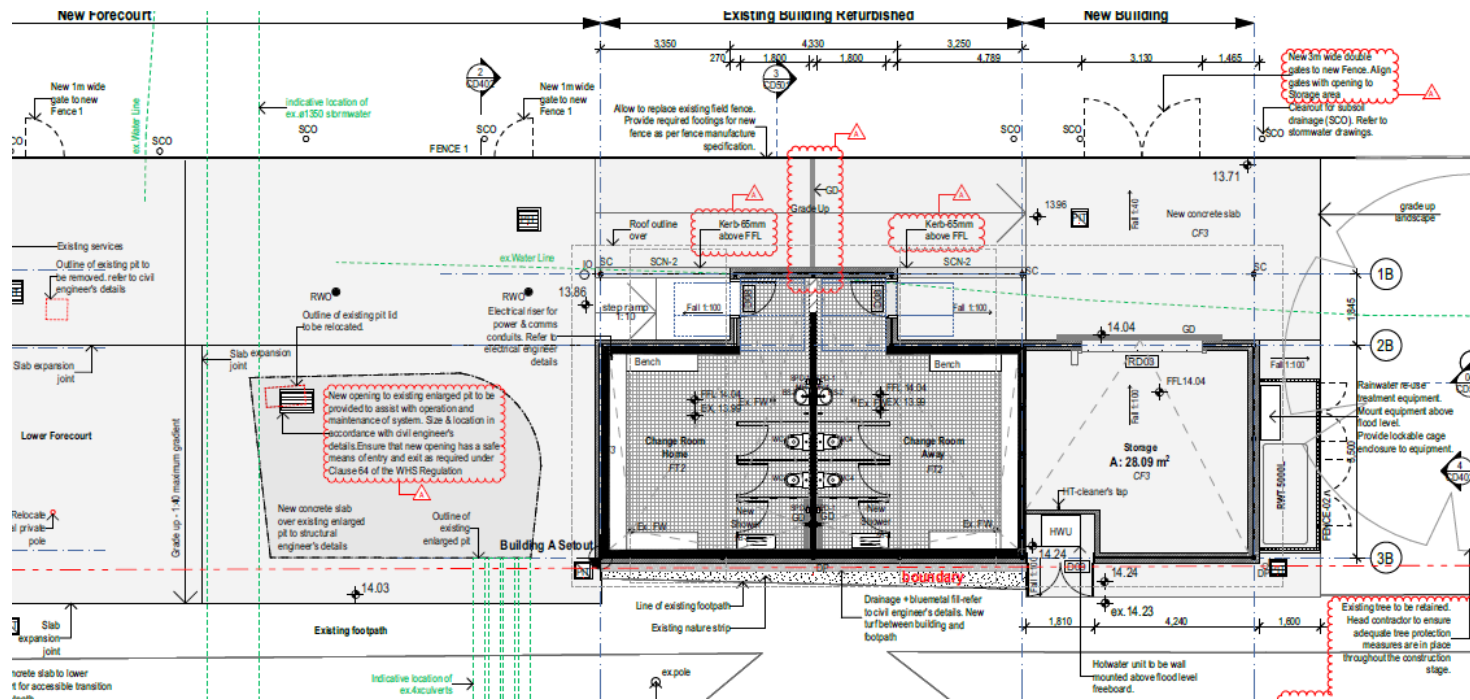
- All works associated with this project have been assessed and approved under the Part 5 of the NSW State Environmental Planning and Assessment Act 1978 (EP&A Act).
- The works are listed as Development Without Consent under the 2007 State Environmental Planning Policy (Infrastructure);



# Design – Building A



# Design – Building B (Optional Additional)





# Design – Photomontage



## Previous Projects – Carfax Commercial Constructions



### Wombeyan Caves Tourism Precinct:

- **Client – NSW National Parks;**
- Carfax built the new kiosk and amenities building within an environmentally sensitive location. The works required electrical and substation upgrades and major civil works including construction of new roads, retaining walls and stormwater infrastructure.

## Previous Projects – Carfax Commercial Constructions



### PCYC Walgett;

- **Client – PCYC NSW Pty Ltd;**
- Construction of the new PCYC Sports Hall containing a multi purpose sports court, gymnastic areas, offices, common areas, multiple changerooms and a commercial kitchen.



## Previous Projects – Carfax Commercial Constructions



### Australian Golf Club Northern Driving Facility

- **Client – The Australian Golf Club;**
- Construction of a new driving facility including demolition of an existing building. The project was carried out in a live environment in which the golf course remained fully operational.

14 

## Proposed Program

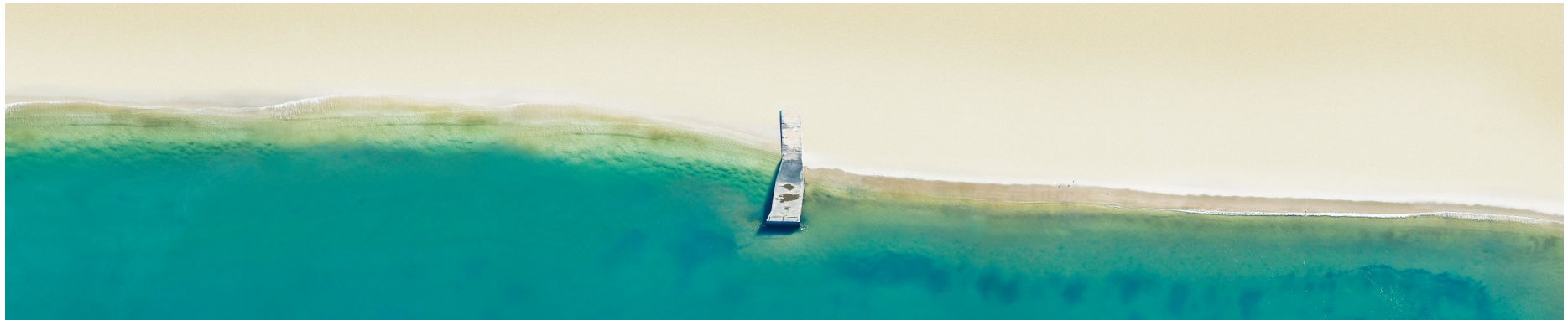


The preliminary program submitted with Carfax Commercial Constructions tender has the following project milestones:

Milestone	Date
Contract Award	Feb 2024
Construction commencement on site	March 2024
Construction complete and handover	Dec 2024

Confidential 15





## Corporate Performance Committee

7/02/2024

---

Item No	CP24.002
Subject	<b>Tender - Bus Shelter Advertising</b>
Report by	Richard Sheridan, Director City Performance
File	F20/235

---

### Summary

This report addresses the outcome of Council's resolution at its 26 April 2023 meeting to reject and negotiate submissions from the Bus Shelter Request for Tender (RFT) process that was held in April 2022.

---

### Officer Recommendation

- 1 That the attachment/s to this report be withheld from the press and public as they are confidential for the following reason:

With reference to Section 10(A) (2) General of the Local Government Act 1993, the attachment relates to The matters in this report are confidential, as it is considered that it is in the public interest that they not be disclosed to the public. In accordance with the Code of Conduct, the matters and the information contained within this report must not be discussed with or disclosed to any person who is not a member of the meeting or otherwise authorised..

- 2 That Council awards the Bus Shelter Advertising Tender contract to Claude Outdoor Pty Ltd.

### Background

At its meeting of 26 April 2023, Council resolved to reject the submissions from the Bus Shelter Advertising Tender process. Council also resolved to enter direct negotiations with the tender respondents, as well as invite other known bus shelter advertising companies to participate in the process, in order to gain the best value for money from our advertising asset displays on the bus shelters across Bayside.

### Revised Negotiation Process

The objectives of the revised negotiation process were to select the most suitable supplier who would.

- a) Supply and install the advertising assets in the bus shelters.
- b) Maintain the bus shelters which have advertising assets installed - with the option to include the maintenance of all non-advertising shelters.
- c) Gain the maximum financial benefit to Council from out-of-home advertising asset displays on the bus shelters.

The negotiations were-conducted in conjunction with the following documents.



- Council's RFT F20/235.
- The intended Contract.
- Council's Business Ethics Policy and Code of Conduct.
- The Probity Plan outlined by O'Connor Marsden and Associates.

The negotiations were completed in 3 stages.

Stage 1 Invitations to meet and discuss the new Terms of Reference and negotiating framework for submitting revised proposals.

Stage 2 Invitations to submit a proposal within agreed timeframes.

Stage 3 Assessment of offers and recommendation back to Council.

### Proposals Received

Two proposals were received and whilst each had merits, they differed in some key areas which they were asked to address.

- oOh!Media Street Furniture Pty Ltd
- Claude Outdoor Pty Ltd

### Directors and Location of Companies that Submitted a Tender

Company Name	Director(s)	Location
oOh!media Street Furniture Pty Ltd	Christopher J Roberts Catherine O'Connor E'van Lau Barbara M Reye Clarence M Manning Robert P Hollingworth Gordan P Dunn Terrence B O'Connor Richard A Edwards	Miller Street, North Sydney
Claude Outdoor Pty Ltd	Andrew J Gibson	Pacific Highway, St Leonards

### Late Proposals

No late proposals were received.

### Proposal Recommendation

It is recommended that Council accepts the Claude Outdoor Pty Ltd proposal as it;

- 1 Demonstrates a good understanding of Council's key objectives and requirements.
- 2 Council gains have been identified with an increased revenue return over a 10 year period.

- 3 Council will receive 22 new additional advertising bus shelters at the Suppliers cost, representing an increase of 51% on our current Bayside footprint.

**Financial Implications**

- Not applicable
- Included in existing approved budget
- Additional funds required

**Community Strategic Plan**

- Theme One – In 2032 Bayside will be a vibrant place
- Theme Two – In 2032 Our people will be connected in a creative City
- Theme Three – In 2032 Bayside will be green, resilient and sustainable
- Theme Four – In 2032 Bayside will be a prosperous community

**Risk Management – Risk Level Rating**

- No risk
- Low risk
- Medium risk
- High risk
- Very High risk
- Extreme risk

**Community Engagement**

Not Applicable

**Attachments**

- 1 Attachment 1: Bus Shelter Recommendation Summary (confidential)
- 2 Attachment 2: Additional Sites Summary (confidential)
- 3 Attachment 3: Asset Condition Summary (confidential)
- 4 Attachment 4: Revenue Summary (confidential)

---

## Corporate Performance Committee

7/02/2024

Item No	CP24.003
Subject	<b>Tender - SSROC T2023-01 Provision of Temporary and Permanent Staffing - Agency, Vendor Systems and Managed Services</b>
Report by	Richard Sheridan, Director City Performance
File	F24/13

---

### Summary

This report recommends that Council opts into the Southern Sydney Regional Organisation of Councils (SSROC) contract for Provision of Temporary and Permanent Staffing – Agency, Vendor Systems and Managed Services (T2023-01) and accepts the recommendation detailed in the attached SSROC Tender Recommendation Report for T2023-01.

The new contract replaces the SSROC Temporary Staff contract (T2017-03) which expired on 28 September 2023.

To finalise the tendering process and formalise the new contract, each participating SSROC Council is required to seek formal endorsement from their Council in accordance with the Local Government Tendering Regulations and Guidelines.

---

### Officer Recommendation

- 1 That the attachment to this report be withheld from the press and public as it is confidential for the following reason:

With reference to Section 10(A) (2) (d)(i) of the Local Government Act 1993, the attachment relates to commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it. It is considered that if the matter were discussed in an open Council Meeting it would, on balance, be contrary to the public interest due to the issue it deals with.

- 2 That the decision by the SSROC tender evaluation panel to establish panels of contractors, as detailed in the body of the report, be endorsed.
- 

### Background

The scope of the SSROC T2017-03 contract which expired on 28 September 2023 was limited to the provision of temporary staff. Bayside Council used the T2017-03 contract for provision of temporary labour hire across multiple business units.

This contract allows Council Officers the opportunity to buy off these pre-qualified contractors as the need arises over the next 3 years with 3 X 1 year extensions.

Bayside Council will only use the **Category 1** services which are direct engagements via a service provider.

The SSROC Strategic Supply Management Group agreed to refresh the contract and incorporate additional associated services.

The new SSROC T2023-01 contract incorporates the following categories:

**Category 1** – The Provision of Recruitment Agency Services

**Category 2** – The Provision of Staffing Management Software Platforms/Vendor Management Systems (VMS) of related, and/or Managed Service Provider (MSP) Services.

### **Procurement Process**

The Request for Tender was advertised by Sutherland Shire Council on their website and the e tendering portal [www.vendorpanel.com.au](http://www.vendorpanel.com.au) on 9 May 2023. The tender closed on 29 June 2023. 3 addenda were issued during the tender open period for clarifications and amendments to aspects of the tender.

A total of 59 tenders were received. A full list of the tenderer details including company name, ABN, company directors and registered address is included on pages 7 – 12 of the SSROC Tender Recommendation Report.

Tenders were assessed against an Agreed Evaluation Criteria which is detailed on page 6 of the SSROC Tender Recommendation Report.

### **Tender Outcome**

Price, Non-price and Overall scores are detailed on pages 27 – 32 of the SSROC Tender Recommendation Report. The evaluation team made the following recommendations:

#### **Category 1 – Recommended Organisations**

- 1 Allstaff Australia Pty Ltd
- 2 Ampersand International Pty Ltd
- 3 Aris Zinc Pty Ltd
- 4 Bayside Group Pty Ltd ATF Bayside Group Unit Trust
- 5 BI Australia Pty Ltd
- 6 Buildability Services Pty Ltd
- 7 Chandler MacLeod Group Ltd
- 8 Charterhouse Partnership
- 9 Collar Talent Pty Ltd
- 10 Cox Purtell Staffing Services Pty Ltd
- 11 Data#3 Ltd
- 12 Davidson Recruitment Pty Ltd
- 13 DOB Enterprises Pty Ltd t/as mbc recruitment
- 14 Genesis IT&T Pty Ltd
- 15 Global BPO Seek Pty Ltd t/as Easy Authoring
- 16 Hays Specialist Recruitment (Australia) Pty Ltd
- 17 HVTC Pty Ltd
- 18 IPA Personnel Services Pty Ltd
- 19 JHA Recruitment & Staff @ Work Pty Ltd t/as Spinifex Recruiting
- 20 McArthur (NSW) Pty Ltd
- 21 Michael Page International (Australia) Pty Ltd

- 22 Osborne Richardson Pty Ltd
- 23 Paxus Pty Ltd
- 24 Public Sector People ATF Design and Build Recruitment Pty Ltd
- 25 Pulse Staffing Australia Pty Ltd
- 26 Randstad Pty Ltd
- 27 Recruitment Edge Pty Ltd ATF Kapell Family Trust No2 t/as Recruitment Edge
- 28 Recruitment Solutions Group Australia Pty Ltd ATF Recruitment Solutions Group Australia Trust t/as Alliance Australia
- 29 U&U NSW Pty Ltd

### Category 2 – Recommended Organisations

- 1 Aris Zinc Pty Ltd
- 2 Chandler MacLeod Group Pty Ltd
- 3 Comensura Pty Ltd
- 4 Eteam Workforce Pty Ltd
- 5 Hays Specialist Recruitment (Australia) Pty Ltd
- 6 Kelly Outsourcing and Consulting Group Australia
- 7 Scout Talent Recruitment Software Pty Ltd

### Contract

The contract term is 3 years and includes 3 optional extensions of 12 months each. The extensions will be executed subject to satisfactory performance which will be determined by SSROC in consultation with participating councils.

### Financial Implications

- Not applicable
- Included in existing approved budget
- Additional funds required

### Community Strategic Plan

- Theme One – In 2032 Bayside will be a vibrant place
- Theme Two – In 2032 Our people will be connected in a creative City
- Theme Three – In 2032 Bayside will be green, resilient, and sustainable
- Theme Four – In 2032 Bayside will be a prosperous community

### Risk Management – Risk Level Rating

- No risk
- Low risk
- Medium risk
- High risk
- Very High risk
- Extreme risk

---

## **Community Engagement**

Not applicable.

---

## **Attachments**

SSROC Tender Recommendation Report (confidential)

**Corporate Performance Committee**

**7/02/2024**

Item No	CP24.004
Subject	<b>Customer Experience Strategy Exhibition Results and Update</b>
Report by	Richard Sheridan, Director City Performance
File	SF21/2910

---

**Summary**

This report presents for the Corporate Performance Committee's consideration: results from the Customer Experience Strategy, Policy and Charter recent public exhibition; an implementation progress report and a summary of activities that will be developed throughout 2024.

---

**Officer Recommendation**

- 1 That the report is received and noted.
  - 2 That the Customer Experience Strategy, Policy and Charter be endorsed.
- 

**Background**

The Customer Experience Strategy has been designed to help Bayside become a customer focused organisation. This goal has been identified as one of 10 Bold Moves in the Delivery Program 2022- 2026 & Operational Plan 2023/24.

This report provides:

- Results from the recent public exhibition of the Customer Experience Strategy, Policy and Charter.
- A progress report on recent improvements.
- Summary of activities that will be further developed throughout 2024.

**Customer Experience Strategy, Policy and Charter Public Exhibition Results**

Our strategy aims to deliver the services and standards that our customers need and expect now and in the future. We prioritise the customer experience with our service over the outcome provided for their request.

The exhibition promotion and feedback received were reviewed with this focus in mind.

## Exhibition Reach

The Strategy, Charter and Policy were all placed on the Have Your Say website for public exhibition, from the dates of 29 November 2023 until 18 January 2024. During this time, we promoted the exhibition via a banner on the home page of the Bayside Council website and a total of eight social media posts on Facebook and Instagram.

On the Bayside Council website, an exhibition banner was interacted with by a total of 129 users. This banner directed them to a webpage that provides details about the Strategy, Charter, and Policy. As a result, 117 users (90%) clicked on an interactive button that redirected them to the Have Your Say website.

Our social media outreach efforts reached a total of 8,129 people across both platforms. We received 67 likes and 5 shares on our posts. Additionally, we received 6 comments across all social media posts and 4 responses on the Have Your Say website.

## Exhibition Responses

A review of comments made by the community highlighted the following themes. The below show how Bayside will take on board these comments.

What we heard	What we will do
Overall support for the Strategy	Continue with the Strategy's intent and projects.
Provide more details regarding timeframes, measurement and comparison to other Bayside strategies and industry standards.	A new project has been added to the Strategy:  Focus Area 4 – Governance and Performance "Strategy Alignment and Updates." This project's intent is to ensure that the implementation of this Strategy is regularly reviewed to ensure it aligns with industry standards and other Bayside strategies.
Digital improvements are necessary, yet we need to ensure we don't alienate members of the community	Whilst the Strategy's intent is to become a digital-first organisation, Bayside will remain committed to ensuring that personal engagement, paper-based forms and translated materials are always available for the community.
Lack of response to complaints	The Strategy already includes objectives that aim to ensure that the community is provided with mechanisms that keep them up to date regarding the results of their requests and complaints.

During the implementation of the Strategy, it is also intended that we organise workshops or face-to-face sessions to gather feedback on specific themes or questions. Further customer satisfaction results will also be used to ensure the Strategy's implementation is appropriate for the community.

Upon Council endorsement of the Strategy, Policy and Charter a key focus will be staff engagement including promoting the Strategy' intent and requirements to all staff.



## “Be Better for Bayside” Cultural Change Program Progress Report

Implementation of the Strategy’s vision is based on Bayside’s Cultural Change Program - Be Better for Bayside, with the motto: *It’s up to me! To Become Better, Do Better, Be Better*

We are currently Stage 1 of the program. Each improvement project is either being scoped or progressing. A detailed progress report was reported to Council in November 2023.

Attached is a further progress report with improvements implemented till January 2024.

### Key recent improvements include:

- Engagement with the Leadership team on how their teams will “Be Better for Bayside” in 2024 has commenced. These discussions have helped develop a list of improvements that will allow customers to; have their enquires better addressed the first point of contact, have better access to relevant information, and better business practices. Identified improvements will be added to each team’s “Be Better” action plan and regularly monitored.
- Improved Customer Service induction process has been tested over the past three months with the advent of new customer service staff commencing with Council. This has proven to be very successful with new staff advancing to practical tasks much quicker and they themselves have an improved feeling of value and confidence.
- Content Manager upgrade is underway. This will include the ability to better integrate with existing core systems and reporting modules. Once completed staff will be trained on how to be better manage customer correspondence.
- The Customer Knowledge Base has been developed and launched to key customer facing teams. There are currently 93 information articles available to staff, across a variety of topics. Articles are split into “Information Post” which represent the regular business of council and “New Posts” represent timely news. The Knowledge Base will soon be made available to all staff and will help with answering enquiries in a consistent manner.
- Over the last six months Council’s contact centre answered & addressed 26,306 calls and transferred 5131 calls, resulting in 80.50% of enquires addressed at the first point of call.
- The past 12 months has seen a 215% increase in website users. This shows more residents are now comfortable using the website to find information and engage with Council. This is supported by residents transacting more with Council online shown by an 11% increase in return users to the 'Pay my rates' page which is the largest increase of any other in the top ten most viewed pages
- New digital opportunities launched for customers during the past six months has resulted in a 45% increase in digital engagement across a variety of channels.
- A new dashboard for the Council email inbox has been developed to allow for better understanding of how many emails we receive, what matters our residents are contacting us about, what actions we take to deal with these emails.
- Prequalifying Snap Send Solve Requests continued during November to January, in which Council received 1585 requests. Assessment of these deemed 27% as not

needing further action, of which 84% related to outdated illegal parking reports. By validating these requests, we have lessened the impact on the Compliance team who would normally have to attend each of these request

- Customer Journey Improvements for Tree Requests continue with the first month of the new process seeing a 10% decrease in the number of CRMs lodged. Further analysis in the first two weeks of January displayed only 5% of CRMs resulting in 'no further action', (down from 45%). This reflects an improvement in quality of customer service provided by both the Trees and the Customer Experience Team.
- Other Customer Journey Improvements have included reviews to customer related processes in the Rates, Finance and Development Assessments teams.

## Improvement Program for 2024

The following programs have been identified as key priorities for the remainder of 2024.

These will have a corporate wide focus, aiming to engage with all levels of staff.

Better Staff Engagement	<ul style="list-style-type: none"> <li>• Develop and monitor team based "Be Better Action Plans"</li> <li>• Promotion and imbedding of the adopted Strategy, Policy and Charter.</li> </ul>
Better Quality Customer Service	<ul style="list-style-type: none"> <li>• "How to provide Quality Customer Service" - all staff training</li> <li>• CRM Training</li> <li>• Better Correspondence Management</li> </ul>
Better Customer Request Management	<ul style="list-style-type: none"> <li>• E-Pathway and CRM Review</li> <li>• Extending Call Hours</li> <li>• Review of Snap Send Solve requests</li> </ul>
Better Performance Measurement	<ul style="list-style-type: none"> <li>• Better Performance Metrics: Divisional Reporting</li> <li>• Better Staff recruitment and performance measured based on Strategy.</li> <li>• Voice of the Customer Program</li> <li>• Quality Assurance Customer Service Program</li> </ul>
Better Customer Journey	<ul style="list-style-type: none"> <li>• Rates</li> <li>• Waste</li> </ul>
Better Customer Information	<ul style="list-style-type: none"> <li>• Further development of Corporate Knowledge Base</li> <li>• Website and Social Media content review</li> <li>• Information Management Improvements</li> </ul>

Better CX Governance	<ul style="list-style-type: none"> <li>• Better complaint and unreasonable customer procedures</li> <li>• Better industry and benchmarking comparison</li> </ul>
----------------------	--

### Financial Implications

- Not applicable
- Included in existing approved budget
- Additional funds required

### Community Strategic Plan

- Theme One – In 2032 Bayside will be a vibrant place
- Theme Two – In 2032 Our people will be connected in a creative City
- Theme Three – In 2032 Bayside will be green, resilient and sustainable
- Theme Four – In 2032 Bayside will be a prosperous community

### Risk Management – Risk Level Rating

- No risk
- Low risk
- Medium risk
- High risk
- Very High risk
- Extreme risk

### Community Engagement

The draft Customer Experience Strategy, Policy and Charter were placed on public exhibition. Results are included in this report.

### Attachments

- 1 CX Cultural Improvement Program - Progress Report Feb 2024 [↓](#)
- 2 Customer Experience Charter - Final Feb 2024 [↓](#)
- 3 Customer Experience Strategy Final Feb 2024 [↓](#)
- 4 Customer Experience Policy - Final Feb 2024 [↓](#)

## Customer Experience Cultural Change Improvement Program 2023 – 2026

### Improvement Projects Updates – Feb 2024

Key Focus Area	Improvement Project	Intent	Current Status	Departments Involved	Improvements : Nov – Jan 2023
People	1.1 Working Group	Establish a cross divisional Customer Experience working Group: to focus on improving customer experience across the business, using data and customer insights to drive priorities.	Established	All Departments	<ul style="list-style-type: none"> <li>Working group continues to meet monthly to provide cross divisional collaboration to aid in the development, implementation and measurement of CX improvement projects.</li> </ul>
People	1.2 Customer Experience Unit Structure	Align the Customer Experience Unit resource structure to meet customer service needs and service standards.	Progressing	City Performance	<ul style="list-style-type: none"> <li>Proposal to extend the call centre hours from closing at 4.30 pm to 5.30 pm each day, has been approved and engagement with staff complete. This will help align with customers' expectations and demands.</li> <li>CX Coordinators and Seniors are undertaking training and coaching training to ensure their team management skills are improved and met industry standards.</li> <li>Majority of CXU staff vacancies have now been recruited and new staff are being trained and supported in line with Council values and customer's expectations and demands.</li> <li>The CS team continues to create review and update procedures and policies to align with changes to technology advancements including online options.</li> <li>Over the last six months Council's contact centre answered &amp; addressed 26,306 calls and transferred 5131 calls, resulting in 80.50% of enquires addressed at the first point of call.</li> </ul>
People	1.3 Internal Engagements	Conduct engagements with all internal teams to assess what each need to 'Be Better for Bayside' Assess their current processes, structure, technology, and skills	Progressing	All Departments	<ul style="list-style-type: none"> <li>Internal Engagements continue with teams to discuss current business practices and needed improvements to help implement customer focused outcomes.</li> <li>Key Services that are being reviewing include: Tree requests, Illegal parking requests, waste, rates, park improvements, engineering certificates, to name a few.</li> <li>Regular visits by CXU staff to both Depots continue to provide onsite advice and training for staff.</li> </ul>
People	1.4 Learning & Development	Develop and implement learning and development programs to staff to deliver quality customer service, tailored to a variety of customer channels and standards.	Commenced	Lead: General Manager's Unit and City Performance Participants: All Departments	<ul style="list-style-type: none"> <li>Programs being developed currently include: <ul style="list-style-type: none"> <li>"Be Better" Cultural Change Program</li> <li>Providing Quality Customer Service.</li> <li>Dealing with Difficult / Unreasonable Customers</li> <li>CRM Training</li> <li>Content Manager Upgrade training</li> <li>Training will be delivered based on each team's individual needs.</li> </ul> </li> </ul>
People	1.5 Staff Recruitment & Performance	Review staff performance work plans and position descriptions to include outcome-based performance indicators focused on quality customer excellence. Review onboarding program for new staff to ensure customer service standards and practices are communicated and embedded.	Progressing	General Manager's Unit City Performance	<ul style="list-style-type: none"> <li>CX standards and outcomes have been included in staff and Managers workplans for 23/24.</li> <li>Improved induction process has been tested over the past three months with the advent of new customer service staff commencing with Council. This has proven to be very successful with new staff advancing to practical tasks much quicker and they themselves have an improved feeling of value and confidence.</li> </ul>
People	1.6 Leadership Engagement	Leadership program that develops Bayside's leader's behaviour to facilitate and inspire employees, enhance employee engagement, and improve customer's journey.	Progressing	All Departments	<ul style="list-style-type: none"> <li>Engagement with Leadership team on how their teams will "Be Better for Bayside" in 2024. These discussions have helped develop a list of improvements that can be implemented to allow customers to; have their enquires better addressed the first point of call, allow customers to have better access to relevant information, and better business practices.</li> </ul>

## Customer Experience Cultural Change Improvement Program 2023 – 2026

### Improvement Projects Updates – Feb 2024

Key Focus Area	Improvement Project	Intent	Current Status	Departments Involved	Improvements : Nov – Jan 2023
					<p>Identified improvements will be added to each team's "Be Better" action plan and regular monitoring and reporting will take place.</p> <ul style="list-style-type: none"> <li>▪ CX Leadership workshops conducted quarterly to ensure all Managers and engaged and progressing with CX priorities.</li> </ul>
People	1.7 Internal Communications	Develop internal communications strategy and action plan to ensure corporate messages are appropriately shared and understood across the organisation.	Progressing	General Manager's Unit	<ul style="list-style-type: none"> <li>▪ Internal communication continues to be improved to increase awareness of the "Be Better for Bayside" program and its improvements, including weekly updates in the GM newsletter.</li> <li>▪ Presentations by the CX Manager at Divisional staff meetings taking place to directly engage with a cross section of staff.</li> </ul>
People	1.8 Corporate & Councillor Communications	Investigate new communication channels and standards to improve corporate and Council related updates for stakeholders and Council.	Scoping	Lead: City Performance All Departments as needed	<ul style="list-style-type: none"> <li>▪ Requirements and current systems capabilities are being scoped.</li> </ul>
People	1.9 Dealing with Unreasonable Customers	Develop procedures for dealing with unreasonable customers.	Scoping	Lead: City Performance All Departments as needed	<ul style="list-style-type: none"> <li>▪ Scoping continues for improved guides on how to enable staff to better handle unreasonable customers.</li> <li>▪ Training will be provided once the Customer Experience Charter is adopted.</li> </ul>
Technology	2.1 Correspondence	Investigate using Council's record management system to track and manage correspondence received from customers and report on performance against service standards.	Progressing	Lead: City Performance All Departments as needed	<ul style="list-style-type: none"> <li>▪ Content Manager upgrade is underway. This will include the ability to better integrate with existing core systems and reporting modules.</li> <li>▪ Once upgrade is complete staff will be trained on how to be better manage customer correspondence.</li> </ul>
Technology	2.2 Knowledge Base	Implement a Knowledge Management System that provides staff with fast and accurate information to address customer enquiries at first point of contact.	Progressing	Lead: City Performance and General Manager's Unit. All Departments as needed.	<ul style="list-style-type: none"> <li>▪ Customer Knowledge Base has been developed and launched to key internal customer facing teams.</li> <li>▪ Inventory of information currently available includes latest news on recent developments in the LGA - by Council or other authorities, information on all of Council services and procedural information that will help customer facing staff deal with enquiries</li> <li>▪ Articles are available as information and news posts. <ul style="list-style-type: none"> <li>○ Information posts represent the regular business of Council, of which there are currently 76 articles</li> <li>○ News Posts represent timely news, of which there are currently 17 posts.</li> <li>○ In total 93 articles are available. New articles continue to be added.</li> </ul> </li> <li>▪ It will be made available to all staff shortly to help ensure customer enquiries are answered in a consistent manner.</li> </ul>
Technology	2.3 Improve Request Management	Review the use of the Customer Request Management and other available systems with updates and training. Improve responsiveness to customer service requests. Investigate the use of digital and automated solutions to communicate with customers and keep them informed about of their request, enquiry, or matter.	Progressing	Lead City Performance All Departments as needed	<ul style="list-style-type: none"> <li>▪ Health checks of all current system capabilities continue, which will allow for better request allocation, tracking and reporting.</li> <li>▪ CS team is continuing to promote and better utilise the SMS option when dealing with customers over the phone. We will be encouraging even more use of the SMS in the coming months and sending website links to our customers to better educate and supply information.</li> <li>▪ Prequalifying Snap Send Solve Requests continues: Between November and January, Council received 1585 Snap Send Solve requests – which make up a good proportion of the emails received by Council. By assessing these requests 27% of the requests could not be actioned and of those, 84% related to outdated illegal parking reports. By validating</li> </ul>

## Customer Experience Cultural Change Improvement Program 2023 – 2026

### Improvement Projects Updates – Feb 2024

Key Focus Area	Improvement Project	Intent	Current Status	Departments Involved	Improvements : Nov – Jan 2023
					<p>these requests, we have lessened the impact on the Compliance team who would normally have to attend each of these requests.</p> <ul style="list-style-type: none"> <li>Review taking place of all CRM categories, assigned actioning responsibility, SLAs, data collection and the ability to push the service online for customer self-service.</li> </ul>
Technology	2.4 Website & Social Media	Improve and continue to enhance the access, usability, and relevance of Bayside's website and social media platforms to become the source of truth and transaction.	Progressing	Lead: General Manager's Unit & City Life. All Departments as needed.	<ul style="list-style-type: none"> <li>The past 12 months has seen a 215% increase in website users. This shows more residents are now comfortable using the website to find information and engage with Council. This is supported by residents transacting more with Council online shown by an 11% increase in return users to the 'Pay my rates' page which is the largest increase of any other in the top ten most viewed pages</li> <li>Action plan created to priorities content changes needed across the site based on customer search behaviour.</li> <li>Search capability being reviewed.</li> <li>The following online content has been reviewed: DA tracker, Working for Baysde, Trees, parking Fine, Waste and Recycling, Making a Claim and Rates</li> </ul>
Technology	2.4 Online Services	Continue to enhance digital self-service capability and functionality to improve customer experience and satisfaction for transactions including payments, bookings, lodging applications and requests.	Progressing	Lead: General Manager's Unit All Departments as needed.	<ul style="list-style-type: none"> <li>In addition to the 13 online transactions deployed in Oct, another two have been added: Flood Advice and Road Opening.</li> <li>These new digital opportunities launched for customers during the past six months has resulted in a 45% increase in digital engagement across a variety of channels.</li> </ul>
Data, Info & Processes	3.1 Email Review	Review and consolidate customer facing email addresses and routing to improve responsiveness, monitoring, and reporting on performance.	Progressing	City Performance	<ul style="list-style-type: none"> <li>The introduction of a new Council email inbox dashboard is allowing for a better understanding of how many emails we receive, what matters our residents are contacting us about, how many Snap Send Solve emails we receive and what actions we take to deal with the emails.</li> <li>There has been an increase in direct responses to customer emails by using templates, links to our website information, or contact details for other government departments. Direct replies relate to several different subjects including trees, noise complaints, mulch, online registrations, fireworks, website questions, Christmas celebrations and Christmas trees, Dharragang park lights and Australia Day.</li> </ul>
Data, Info & Processes	3.2 Channel Review	Improve data collation for all customer service channels and continue to enhance Customer intelligence dashboards to identify opportunities to improve customer experience and satisfaction across all channels	Progressing	Leads: City Performance & General Manager's Unit. All Departments as needed.	<ul style="list-style-type: none"> <li>Working with a cross section of teams to ensure that personal information collected via different channels is necessary, protected and treated appropriately.</li> <li>Introduction of seven new Council Tree CRM sub-categories, which will enable more meaningful data on the outcome of requests and assist with identifying trends in the type of work undertaken. This change will also enable reporting on the quality of customer service provided e.g. a reduction of CRMs with 'No Further Action' as an outcome will indicate improved quality of triaging incoming requests relating to Council Tree maintenance.</li> </ul>
Data, Info & Processes	3.3 Business Processes	Review and streamline business processes and forms to improve customer experience, reduce administrative workload and improve response times	Progressing	All Departments	<ul style="list-style-type: none"> <li>The following customer facing business processes are being reviewed to identify efficiency gains and improvements for the customer's experience:</li> <li><u>Council Tree CRM Review and Business Improvements.</u> <ul style="list-style-type: none"> <li>Most improvement initiatives have now been implemented.</li> </ul> </li> </ul>



## Customer Experience Cultural Change Improvement Program 2023 – 2026

### Improvement Projects Updates – Feb 2024

Key Focus Area	Improvement Project	Intent	Current Status	Departments Involved	Improvements : Nov – Jan 2023
					<ul style="list-style-type: none"> <li>○ In the first month of this process we saw a 10% decrease in the number of CRMs lodged. This represents our teams addressing customer enquires better in the first instance and allows our Trees team to work more effectively</li> <li>○ An analysis of all inspected Council Tree CRMs received in the first two weeks in January 2024 has displayed only 5% of CRMs resulting in 'no further action', (down from 45%). This reflects an improvement in quality of customer service provided by both the Trees and CX Team</li> </ul> <ul style="list-style-type: none"> <li>▪ <u>Finance and Rates Business Improvements</u> <ul style="list-style-type: none"> <li>○ Customer Journey mapping commence for all finance and rates related customer enquiries. This has already seen the following improvements implemented:</li> <li>○ End of day financial reporting is now much more efficient and relative to the current transactions. This was a result of collaboration between the Rates &amp; Revenue Team and the Customer Service Team achieving efficiencies for both Teams and the customer.</li> <li>○ Improvements to how Rates related customer information is collected and stored.</li> </ul> </li> <li>▪ <u>.Development Assessment Private Certifier Process.</u> <ul style="list-style-type: none"> <li>○ CS Team worked collaboratively with the Development Team (DAS) to review and improve the Private Certifier lodgement process. This has now resulted in a more streamline experience for the customer and Council.</li> </ul> </li> </ul>
<b>Data, Info &amp; Processes</b>	3.4 Service Reviews	Review technology, processes, and practices of departments to ensure availability to respond to customer requests within agreed service standards	Commenced	All Departments	<ul style="list-style-type: none"> <li>▪ Service review has commenced for the Data and Information Management function for Council.</li> <li>▪ The project aims to assess and redefine the services provided by the Data and Information Management team. By evaluating current processes, aligning with industry best practices and/or legislative requirements, and understanding local community's specific needs, Council intends to redefine services to enhance value add and efficiency.</li> </ul>
<b>Data, Info &amp; Processes</b>	3.5 Information Consistency	Bayside's Website and public information platform's content is kept up to date with relevant information to assist the customer.	Progressing	All Departments	<ul style="list-style-type: none"> <li>▪ The website content update action plan and new Customer knowledge base will aid in ensuring all public information is relevant and assists the customer.</li> </ul>
<b>Data, Info &amp; Processes</b>	3.6 Customer Data Intelligence	Improve data collation for all customer service channels and continue to enhance customer intelligence dashboards to identify opportunities to improve customer experience and satisfaction across all channels.	Progressing	Lead: General Manager's Unit & City Performance. All Departments as needed.	<ul style="list-style-type: none"> <li>▪ Council email inbox dashboard has been created by Business Improvement which, for the first time, will allow for the measurement of email data.</li> <li>▪ Available dashboards including, CRM analysis, continue to allow for Managers to improve decision making.</li> <li>▪ Customer data intelligence continues to be used to assess: staffing, training, and resource requirements.</li> </ul>
<b>Governance &amp; Performance</b>	4.1 Customer Experience Strategy, Policy & Procedures.	Implement the Customer Service Policy and Governance Guidelines to improve consistency and accountability in the delivering of quality service to our customers.	Progressing	Lead: City Performance All Departments as needed.	<ul style="list-style-type: none"> <li>▪ CX Cultural Change Program "Be Better for Bayside" has been developed and improvements being made across all divisions.</li> <li>▪ CX Strategy, Charter &amp; Policy have been updated based on community feedback and is ready for Council endorsement.</li> <li>▪ CX related policy reviews include Complaint and Complaints and Dealing with Unreasonable Customers.</li> </ul>



## Customer Experience Cultural Change Improvement Program 2023 – 2026 Improvement Projects Updates – Feb 2024

Key Focus Area	Improvement Project	Intent	Current Status	Departments Involved	Improvements : Nov – Jan 2023
Governance & Performance	4.2 Performance Matrix	Define, establish, and report on Customer Service performance metrics to help improve our service responses and align our service delivery priorities to meet those needs.	Progressing	All Departments.	<ul style="list-style-type: none"> <li>▪ Program development taking place to create reporting metrics that measure:                             <ul style="list-style-type: none"> <li>○ Better Corporate Performance Metrics: Divisional Reporting</li> <li>○ Quality Assurance Customer Service Program</li> </ul> </li> <li>▪ Improved performance metrics now identified for Tree Services teams. Quarterly reporting will be delivered on a quarterly basis, with the first report due in April (for Q3 Jan-Mar 2024)</li> </ul>
Governance & Performance	4.3 Customer Feedback	Develop and implement customer service satisfaction surveys to regularly measure our performance.	Commenced	City Performance & City Life All Departments as needed.	<ul style="list-style-type: none"> <li>▪ The Community Satisfaction Survey was undertaken in Oct 2023.</li> <li>▪ This will set the baseline data needed to enable Council to track/evaluate performance over time.</li> <li>▪ Program development taking place to create a “Voice of the Customer” Program – measuring customer satisfaction via place and post service transactions.</li> </ul>

### Glossary

CX	Customer Experience
CXU	Customer Experience Business Unit
CRM	Pathway CRM Module
CM	Content Manager
CS	Customer Service team

# draft Customer Experience Charter



**Council is committed to *providing* quality customer service every time you interact with us.**

We aim to deliver quality customer service that:

- ▶ Is guided by our four organisational values: Visionary Leadership, Empowered People, Meaningful Relationships and Exceptional Service;
- ▶ Is focussed on our customer's needs and expectations; and
- ▶ Is delivered by friendly, skilled, knowledgeable and professional staff.

## When you contact us

When you contact us you can expect:

- ▶ A helpful and professional response;
- ▶ To be provided with the correct information;
- ▶ Your matter to be addressed at the first point of contact;
- ▶ If the matter cannot be addressed at the first point of contact we will then provide you with information about the next steps and an anticipated timeframe for the matter to be addressed;
- ▶ To be kept informed on the progress of the matter;
- ▶ To be notified when the matter has been resolved; and
- ▶ If a staff member can't help you, then they will find someone who can.



## Our commitment to you

We will:

- ▶ Recruit talented, customer focussed and high performing staff, regularly reviewing their performance and developing their skills;
- ▶ Be open and transparent about our processes;
- ▶ Take ownership of your request and connect you with the right person to respond to your enquiry;
- ▶ Make it easy to do business with us by simplifying processes and providing a range of contact options;
- ▶ Respect and protect your personal information and adhering to all legislative privacy requirements;
- ▶ Use effective technology and systems to help manage, track and report on customer interactions;
- ▶ Communicate with you in plain English and ensure all communication from us has our logo and contact details;
- ▶ Provide access to services and facilities that enable a diverse range of customers to communicate with us; and
- ▶ Provide ways that our community can provide feedback on our performance.



## Our service standards and measures

We will:

- ▶ Acknowledge your initial contact with us within two business days;
- ▶ Develop and report on key performance indicators, service standards and measures annually; and
- ▶ Seek feedback from our customers on their satisfaction with Council's customer service performance and areas to improve.

## Our contact standards

We will ensure our customers are provided with a professional customer experience at all touchpoints across Council.

### Online Services

[www.bayside.nsw.gov.au](http://www.bayside.nsw.gov.au)

Our website is easy to access and will provide up-to-date information. You can access online services 24/7 including making a payment and submitting a service request or application.

When you transact with us online, we will acknowledge you straight away.

### Phone Calls

**1300 581 299**

You can call us anytime and a Council representative will answer you in a welcoming and professional manner. We try and address your enquiry immediately.

If we cannot address your query, we will refer you to the appropriate specialist or provide you with an option to be called back if you would prefer or record your details so the specialist can contact you by the next business day.

### Email Contact

[council@bayside.nsw.gov.au](mailto:council@bayside.nsw.gov.au)

When you email us, we will acknowledge receipt of your request and arrange for the appropriate staff member to respond to you in a timely manner. We will communicate using clear, plain English and keep you informed on the progress of your request.

### Face to Face

When you visit our customer service counters, we will greet you with a smile, take the time to listen to your enquiry and aim to complete your transaction or resolve your enquiry immediately.

When this is not possible, we will advise you on the process and expected timeframe for a response.



## How you can help us

You can help us meet our commitment to you by:

- ▶ Treating our staff and other customers with respect and courtesy;
- ▶ Providing us with accurate and timely information to assist us to action the matter;
- ▶ Providing us with your contact details when required, so we can keep you informed;
- ▶ Working with us to resolve your query;
- ▶ Keeping us informed of relevant information or changes so we can provide support and advice;
- ▶ Understanding we may need to refer you to a specialist to assist with some complex enquiries and requests; and
- ▶ Providing honest and constructive feedback about what we are doing well and what we can do better.

## Complaint handling

We are committed to receiving and actioning customer complaints regarding Council's policies, procedures, staff, or the quality of the services provided.

Scan the QR code to learn more about Council's Complaint Management policy and guidelines.



### Bayside Customer Service Centres

Rockdale Library, 444-446 Princes Highway, Rockdale  
Westfield Eastgardens, 152 Bunnerong Road, Eastgardens  
Monday to Friday 8:30am - 4:30pm

Phone **1300 581 299**

Email [council@bayside.nsw.gov.au](mailto:council@bayside.nsw.gov.au)

Web [www.bayside.nsw.gov.au](http://www.bayside.nsw.gov.au)





# Customer Experience Strategy 2023-2027





## Acknowledgement of Country

Bayside Council acknowledges the Traditional Custodians,  
the Gadigal/Bidjigal people of the Eora Nation.

The people of the Eora Nation, their spirit and ancestors will always  
remain with our waterways and the land – our Mother Earth.





# Contents

<b>4</b>	Introduction
<b>6</b>	About Bayside
<b>7</b>	Our services
<b>10</b>	Our customers
<b>11</b>	What our customers told us
<b>13</b>	Becoming a customer focused organisation
<b>14</b>	Bayside Customer experience strategic framework
<b>16</b>	Our focus areas
<b>18</b>	Implementing the strategy
<b>22</b>	Strategic alignment



# Introduction

## Purpose

We know service expectations are changing, including how our customers define quality customer service. To meet or exceed these expectations Bayside must continually review, refine and adapt what we do and how we do it. We understand that every interaction shapes the customer's perception and feeling about Bayside Council.

In addition, we understand a customer may have several contacts with more than one person from Council via a range of channels including phone, face to face or digital as well as other touchpoints that may not be with a person at all - for example, visiting a Council facility or website. Each of these contacts or touchpoints forms part of a customer's service experience.

Industry best-practice and global trends are moving to a broader, more contemporary definition of Customer Experience as an overarching concept - encompassing traditional ideas of customer service along with recognition of the entire end to end customer journey with Council.

The global pandemic (COVID-19) has forced businesses and communities to rethink how to interact with each other resulting in a stronger focus on digital and contactless solutions and simpler streamlined processes that enable the customer to access information and services anywhere and at any time.

To keep pace with industry trends and evolving customer needs and expectations, Bayside Council needs to think ahead and plan strategically.

## Aim

The Customer Experience Strategy 2023-2027 sets out the strategic direction to ensure that we provide the services and standards our customers need and expect now and into the future.

The strategy is the first for Bayside Council since the former City of Botany Bay and former Rockdale Council amalgamated in 2016. It provides a holistic vision for what is Quality Customer Service and a road map on how we will achieve that vision.

## Objective

The Customer Experience Strategy aligns with our organisation values and assists in further defining 'Quality Service' standards. The document sets a clear vision and direction for the organisation to consistently deliver quality customer service that our community want, need and expect now and into the future.

## Our values

**Visionary Leadership:** We are all leaders, decisive, outward focused and forward thinking, setting the vision for Bayside Council today and into the future.

**Empowered People:** We support and invest in each other, creating a strong collaborative culture.

**Meaningful Relationships:** We are courageous and innovative, committed to making a difference in our work.

**Exceptional Service:** We go above and beyond, delivering an outstanding customer experience every time.



## How we developed the strategy

The development of the strategy included:

- ▶ Research of Local Government trends, Customer Experience and Service industry trends and global best practice models.
- ▶ Review and analysis of Bayside Council's customer service operations and data and assessed them against industry benchmarks and standards.
- ▶ Engagement with customers and staff.
- ▶ Collaboration across Council teams fostering integration and ownership of the strategy and action plan. Many of these team members are also residents and customers of Bayside.

# About Bayside

Bayside stretches over 29 suburbs from Bexley and Kingsgrove in the west, to Pagewood and Daceyville in the east, Arncliffe in the north through to Mascot and down to the coastal communities of Brighton Le Sands and Sandringham. It is a cultural mix of communities from Australia and all over the world living in a diverse landscape of urban sprawl, medium density and high-rise development, alongside beautiful beaches, parklands, and natural wetlands. The area has an emerging identity and a future filled with promise and opportunity.

Central to the area are the state significant transport hubs of Kingsford Smith International Airport in Mascot and Port Botany container terminal which provide an entry point for NSW's and Australia's tourism and goods. These gateways are important to the economy of Sydney and the nation and are supported by large areas of industrial employment and urban services, including the Botany Industrial Park. Transport infrastructure providing connections to destinations across the city, state and country emanate from here.

Changing and emerging patterns of employment coupled with improvements to existing public transport links and State Government plans for new Train Links and light rail services will strengthen Bayside's position as a location of choice for residential living.



# Our services

Councils across Australia are managing increasing and competing demands on ever-tightening budgets and the demand to do more with less have never been greater. However, by placing the customer at the centre of everything we do, our goal is to provide the best service possible to our ever-growing population.

Every Bayside team member plays a critical role in delivering quality customer service and commitment:

- ▶ Customer-facing teams deal directly with external customers.
- ▶ Other areas within Council provide indirect support and service to customer-facing teams ensuring they have the tools and information at their disposal to provide an exceptional level of service.

## Customer service channels

Currently, we interact with customers through multiple channels/touchpoints including:

- ▶ Face to face at one of our service centres
- ▶ By phone
- ▶ Email and regular mail
- ▶ Feedback forms via our website
- ▶ Digitally via our website and mobile apps
- ▶ Multiple payment options
- ▶ Council facilities such as libraries, parks and leisure facilities
- ▶ Council social media platforms

Our community's preference (from the community feedback received) is to be a 'digital first' organisation that enables customers to interact seamlessly with us via online channels at any time.





2022/2023 services snapshot



Over  
**483,000**  
website users



**1.5M**  
web page views



**76,370**  
calls were received



**36,491**  
customer requests  
were registered



**54,013**  
emails were received  
(via council email)



**18,321**  
counter visits



**30,577**  
library memberships



**2,032**  
animal registrations



Over  
**55,000**  
rate notices issued  
per quarter



**829**  
resident parking  
permits issued

### Comparison with previous years

In comparison to previous years data the following customer trends have been identified:

- ▶ Phone calls peaked in 21/22, due to COVID-19, yet since calls have decreased by 8%.
- ▶ Counter interactions have also continued to decrease over a monthly average:
  - ▶ These decreases reflect more online services being made available and the customer's continued want for digital first engagements.
  - ▶ It would be expected that face to face and phone engagements will continue to decrease as more digital services are available.
- ▶ Online transactions are continuing to increase:
  - ▶ Website users have increased from around 35K per month (2019) to 38K in the 2023 calendar year.
  - ▶ The amount of time each user is on the site has also increased over the past two years.
  - ▶ Web users are on average are spending more time on the Bayside website because they find their desired information sooner and spend more time completing transactions online.
  - ▶ Emails direct to Bayside quadrupled in the last three years. Yet in the first half of 2023, we have seen an 8% decrease. This customer behaviour is expected to continue to decrease as more self-service options are available.



# Our customers

Our customers are diverse in their backgrounds, needs and expectations when connecting with Council.

We understand that depending on their involvement and the type of interaction, they may have differing expectations. For example, we acknowledge that businesses sometimes have different needs than residents and community groups may be seeking support in ways that might be different from visitors to our LGA.

A customer includes anyone who connects with Council for a range of reasons.

They include:

- ▶ Citizens including residents, ratepayers, and visitors
- ▶ Future residents who will be affected by current decisions
- ▶ Industry and Small Business
- ▶ Business Partners
- ▶ Other Government Departments and Agencies
- ▶ Councillors, as elected representatives of the community
- ▶ Community Groups
- ▶ Council Staff



# What our customers told us

As part of this strategy’s development, we engaged with our customers and the community to define what quality customer service means to them. The engagement undertaken included focus groups and a community satisfaction survey, which has helped us understand the current levels of satisfaction when interacting with Council and the community’s priorities for the delivery of customer service in the future.

## Customer satisfaction survey data

<p>Overall customer service satisfaction was <b>3 out of 5</b></p>	<p><b>54% of residents</b> felt the overall customer service was above average or excellent</p>
<p><b>Next step explained</b> is a key driver for customer satisfaction</p>	<p>Satisfaction with <b>personal interactions</b> was rated higher than online and email</p>
<p><b>Libraries &amp; Parks</b> deliver the highest level of customer satisfaction</p>	<p><b>82% of customers</b> found it easy to interact with Council</p>
<p><b>43% of enquiries</b> were addressed on first contact</p>	<p>The top reason for contacting Council is <b>to report or follow up</b> on a request</p>
<p><b>83% of customers</b> believe our staff are helpful, friendly and polite</p>	<p><b>27% of customers</b> satisfaction was above average for online and email interactions</p>

Customer Experience Strategy 2023-2027 | 11

## Key satisfaction drivers

**Bayside customers confirmed 'Addressing their enquiry' is the key driver of satisfaction in the provision of quality customer service.**

The top 6 drivers of satisfaction were confirmed resoundingly from the data collected as follows.

- ▶ Addressing the enquiry
- ▶ Knowledge
- ▶ Next step explained
- ▶ Easy to interact
- ▶ Willingness to assist
- ▶ Helpful and friendly.

### **Across the engagement activities, we heard that:**

- ▶ Customers want ease of access to find information and to transact quickly and easily with Council including online
- ▶ Customers want more online solutions to transact with Council at any time on any device
- ▶ Customers acknowledge that staff are generally polite, friendly and helpful
- ▶ Customers want to be heard and treated fairly
- ▶ Customers want a consistent level of knowledge and service standard provided across Council
- ▶ Customers want the next step to be explained
- ▶ If the matter cannot be addressed at first point of contact, then:
  - ▶ They are transferred to the appropriate officer with the knowledge and skill to resolve the matter; and/or
  - ▶ Contacted promptly by the appropriate officer with the knowledge and skill to resolve the matter.
- ▶ Customers want to be acknowledged when they contact Council, to be kept informed about their matter and notified of the outcome within a reasonable time frame.

### **Areas that were identified for Bayside to focus on:**

- ▶ Ability to transact with council online at any time including lodging and tracking requests, submitting forms and finding information to answer an enquiry
- ▶ Addressing customer enquiries and requests at first point of contact
- ▶ Upskilling staff and providing systems to assist with the knowledge and information to address customer enquiries
- ▶ Updating customers on the progress of their requests
- ▶ Faster answering of calls and completing customer call-backs
- ▶ Ability to interact with Council outside of standard business hours
- ▶ Improved consistent communication across all methods of contact including online.

# Becoming a customer focused organisation

Through our strategy implementation, to help become a customer focused organisation, we expect to see greater alignment with customer service industry trends including:

- ▶ Whole of Council ownership for improving customer service
- ▶ Staff performance improvements
- ▶ Increase ease when dealing with Council – 24/7
- ▶ Increase digital channels across all devices
- ▶ Acknowledge and address customer enquiries at first point of contact
- ▶ Updating customers on the progress of their requests, with personal yet consistent messaging
- ▶ Desire to capture the voice of the customer and reflect it in decision making
- ▶ Reflect services and offerings based on changes in society.

These improvements will offer the following benefits and support Bayside Council's commitment to quality customer service.

They will:

- ▶ Make it easier to deal with us
- ▶ Enhance accessibility and availability
- ▶ Drive efficiencies across the organisation
- ▶ Support automated and simplified workflows.
- ▶ Improve service levels
- ▶ Reduce complaints
- ▶ Empower the customer

## How our customers can help Bayside

Customer focused organisations not only understand what they need to do to become customer focused, they also ask their customers to help meet their commitment to quality customer service.

Bayside asks its customers to:

- ▶ Treat our staff and other customers with respect and courtesy
- ▶ Provide us with accurate and timely information to assist us to action the matter
- ▶ Provide us with contact details when required, so we can keep you informed of the result
- ▶ Work with us to resolve the query
- ▶ Keep us informed of relevant information or changes so we can provide support and advice
- ▶ Understand we may need to refer you to a specialist to assist with complex enquiries and requests
- ▶ Provide honest and constructive feedback about what we are doing well and what we can do better.



# Bayside customer experience strategic framework

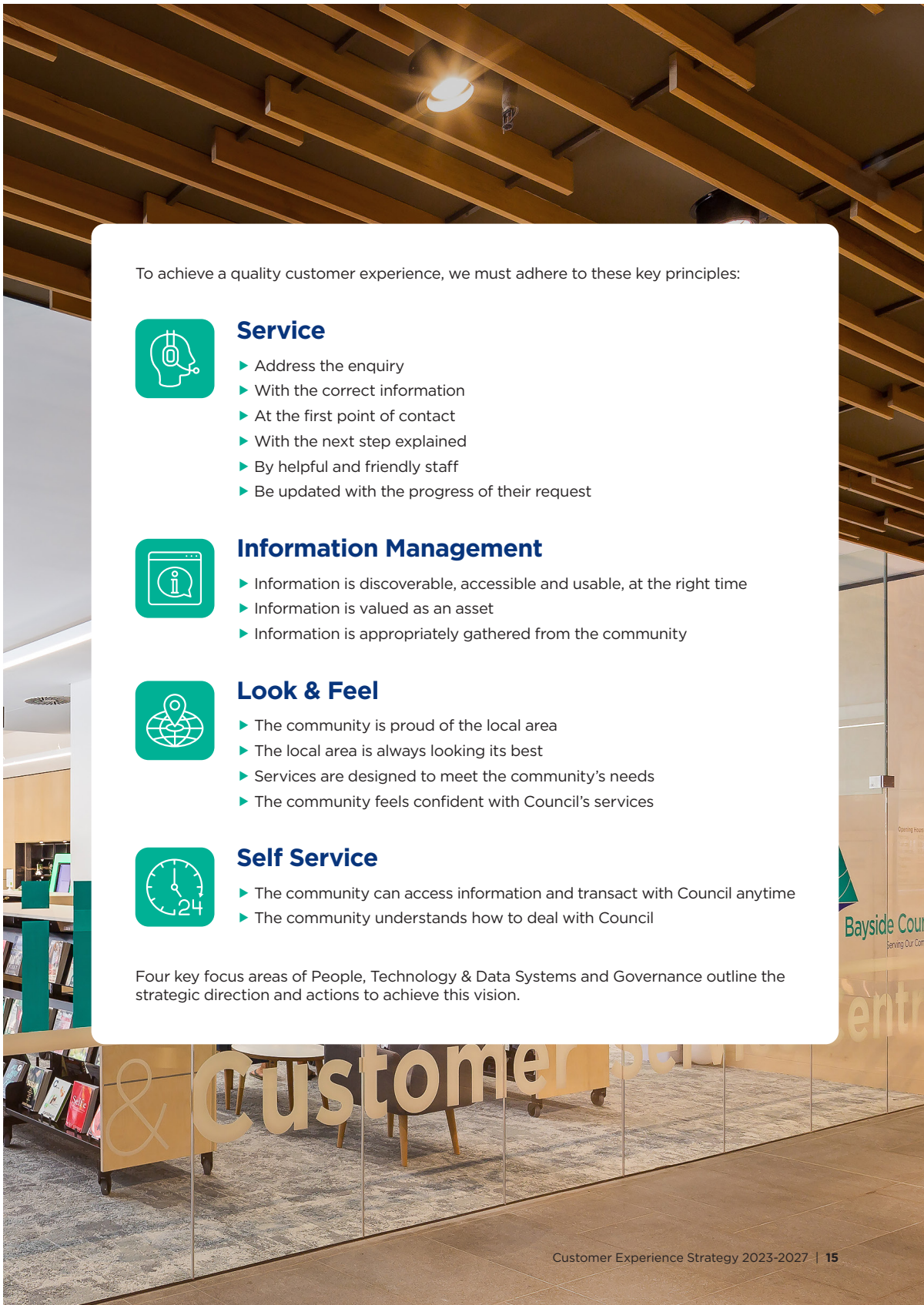
Our Customer Experience vision, principles and key focus areas were formed by what our customers told us, an operational review, data analysis and an assessment of our maturity against benchmark standards and industry best practice.

Our vision is that **we deliver quality customer service every time you interact with us.**

To achieve this vision, we must consider how our customers engage with Bayside at every point of their journey, including using our services, finding information, making enquiries, completing transactions, and everywhere in between.

The total sum of these interactions will impact our customer's experience, perception and feeling about Bayside Council.







# Our focus areas

This section sets out our roadmap for the delivery of contemporary customer experience at Bayside. We have developed four strategic focus areas and statements of intent that will guide our future planning and decision making.



## Focus Area 1: People and Culture

**Council staff deliver quality customer service every time you interact with us. Our friendly, helpful and knowledgeable staff will aim to address your matter at first point of contact or ensure that you are put in contact with someone who can.**

### Goals

- 1.1 Our highly valued staff have the knowledge, skills, tools and support to provide quality customer service.
- 1.2 Through strong leadership focused on the customer, our capability to provide quality customer experience grows.
- 1.3 We will develop and promote a culture of customer service excellence and continued improvement across Council.



## Focus Area 2: Technology

**Our technology and systems will make it simpler, faster and easier to deal with us at any time from any device and across any channel.**

### Goals

- 2.1 Bayside will continue to invest and enhance in technology and digital solutions to improve the customer experience and empower staff to deliver.
- 2.2 Online services provide easy capability for customers to self-serve the range of common simple transactions including payments, bookings and lodging requests.



### Focus Area 3: Data, Information and Processes

**Data, business intelligence and customer insights will drive performance expectations and inform the prioritisation of process improvements to improve customer service and the customer experience journey. Our customers are kept informed and can access current and relevant information with ease.**

#### Goals

- 3.1 Our customer centric systems, business processes and forms are streamlined and improved making it more efficient for customers to deal with us.
- 3.2 We use customer intelligence and data to help drive and prioritise customer experience initiatives that increase customer service satisfaction.
- 3.3 We have mechanisms in place that ensure our data and information is kept up date and is relevant in assisting our customers.



### Focus Area 4: Governance and Performance

**We will build trust with our customers by keeping them informed, providing good governance, seeking and acting on feedback and reporting on our performance.**

#### Goals

- 4.1 Through good governance, transparency and accountability we build trust with our customers to remain committed to delivering quality customer experience.
- 4.2 We provide customer service performance visibility to our customers.
- 4.3 We regularly engage with our customers and the industry and seek feedback about our performance to inform future plans and improvements in customer service.
- 4.4 We establish, measure and report on our customer service performance and focus on improving areas that don't meet customer satisfaction standards.

# Implementing the strategy

To enable the implementation of the Customer Experience Strategy’s vision and framework, Bayside will embark on a cultural change program that will aim to shift the organisation’s culture towards customer centricity, where Bayside always puts the customer’s needs first and is dedicated to enhancing our customers experience and satisfaction.

The program will also involve employee engagement principles, to help all Bayside staff feel empowered and skilled to deliver quality customer service, no matter their role. Ultimately aiming to create a culture that supports our customer experience vision, values, encourages innovation, and fosters positive relations between employees and customers.

## **Bayside’s Cultural Change Program – Be Better for Bayside**

Our motto: *Its up to me! To Become Better, Do Better, Be Better*

This Program will be implemented over three stages, as follows:

STAGES	OBJECTIVE
1. Become Better	Improve what we do now
2. Do Better	Change the way we do business to make further improvements
3. Be Better	Remain customer focused across all our processes

Following are the improvement projects that will help deliver the cultural change program. Each project will evolve as the stages are implemented.



## Improvement Projects

### Focus Areas 1 – People

PROJECT	INTENT
Working Group	Establish a cross divisional Customer Experience working Group to focus on improving customer experience across the business, using data and customer insights to drive priorities.
Customer Experience Structure	Align our Customer Experience resource structure to meet customer service needs and service standards.
Internal Engagement	Conduct engagement with all internal teams to assess what each needs to do to achieve 'Be Better for Bayside'. Assess their current processes, structure, technology and skills.
Learning & Development	Develop and implement learning and development program to support staff to deliver quality customer service, tailored to a variety of customer channels and standards.
Staff Recruitment & Performance	Review staff performance work plans and position descriptions to include outcome-based performance indicators focused on quality customer service. Review onboarding program for new staff to ensure customer service standards and practices are communicated and embedded.
Leadership Engagement	Implement Leadership program that develops Bayside's leader's behaviour to facilitate and inspire employees, enhance employee engagement and improve customer's journey.
Internal Communications	Develop internal communications strategy and action plan to ensure corporate messages are appropriately shared and understood across the organisation.
Corporate & Councillor Communications	Investigate new communication channels and standards to improve corporate and Council related updates for stakeholders and Council.
Dealing with Unreasonable Customers	Develop procedures for dealing with unreasonable customers.



**Focus Area 2 – Technology**

PROJECT	INTENT
Correspondence	Investigate using Council’s record management system to track and manage correspondence received from customers and report on performance against service standards.
Knowledge Base	Implement a Knowledge Management System that provides staff with fast and accurate information to address to customer enquiries at first point of contact.
Improve Request Management	Review the use of the Customer Request Management and other available systems with updates and training. Improve responsiveness to customer service requests.  Investigate the use of digital and automated solutions to communicate with customers and keep them informed about of their request, enquiry or matter.
Website & Social Media	Improve and continue to enhance the access, usability, and relevance of Bayside’s website and social media platforms to become the source of truth and transaction.
Online Services	Continue to enhance digital self-service capability and functionality to improve customer experience and satisfaction for transactions including payments, bookings, lodging applications and requests.

**Focus Area 3 – Data, Information and Processes**

PROJECT	INTENT
Email Review	Review and consolidate customer facing email addresses and routing to improve responsiveness, monitoring and reporting on performance.
Channel Review	Improve data collation for all customer service channels and continue to enhance customer intelligence dashboards to identify opportunities to improve customer experience and satisfaction across all channels.
Business Processes	Review and streamline business processes and forms to improve customer experience, reduce administrative workload and improve response times.
Service Reviews	Review technology, processes, and practices of departments to ensure availability to respond to customer requests within agreed service standards.
Information Consistency	Bayside’s website and public information platform’s content is kept up to date with relevant information to assist the customer.
Customer Data Intelligence	Improve data collation for all customer service channels and continue to enhance customer intelligence dashboards to identify opportunities to improve customer experience and satisfaction across all channels.

**Focus Area 4 – Governance & Performance**

PROJECT	INTENT
Customer Experience Strategy, Policy & Procedures	Create a Customer Service Policy and Governance Guidelines across Council to improve consistency and accountability in delivering quality service to our customers.
Performance Metrics	Define, establish, and report on Customer Service performance metrics to help us to improve our service responses and align our service delivery priorities to meet those needs.
Customer Feedback	Develop and implement customer service satisfaction survey to regularly measure our performance.
Strategy Alignment and Updates	Ensure the implementation of the Strategy is regularly reviewed and aligns with industry standards and other Bayside strategies.

**Measuring Success**

The Customer Experience Strategy will be reported through Council's existing mechanisms, such as the Deliver Program and Operational Plan.

Council will measure and report on the following:

**Customer Experience Responsiveness**

- ▶ Number of calls addressed at first point of contact. Target: > 70%
- ▶ Number of digital customer requests received. Target: Increase
- ▶ Number of correspondence received and addressed within agreed levels of service. Target: > 70%

**Customer Experience Improvement**

Report on progress of projects in key areas to embed improvements to Customer Experience:

- ▶ People
- ▶ Technology
- ▶ Data, Information and Processes
- ▶ Governance and Performance.

**Customer Experience Satisfaction**

- ▶ Develop and implement a program to regularly capture and report on customer experience satisfaction.

# Strategic alignment

## Integrated Planning & Reporting Framework

The Integrated Planning and Reporting (IP&R) Framework allows Council to bring all our plans and strategies together so that we have a clear vision and an agreed roadmap for delivering community priorities and aspirations. It requires us to take a long-term approach to planning and decision making and emphasises the responsibility to deliver and report back to the community on our progress.

The Delivery Program outlines the strategic priorities of our Council to deliver the vision and aspirations of the community contained in the Community Strategic Plan: Bayside 2032.

The Operational Plan contains the activities and actions Council will undertake for the financial year in accordance with the adopted budget.

The Customer Experience Strategy is a supporting strategy for a framework (see next page).

Our Customer Experience Strategy is supported by several documents:

- ▶ **Customer Experience Charter**

Is Council's commitment statement to customers in providing exceptional customer service. The document outlines what customers can expect when interacting with Councils and includes standards of behaviour and services. The Charter underpins Bayside Council's Customer Experience Strategy and Policy.

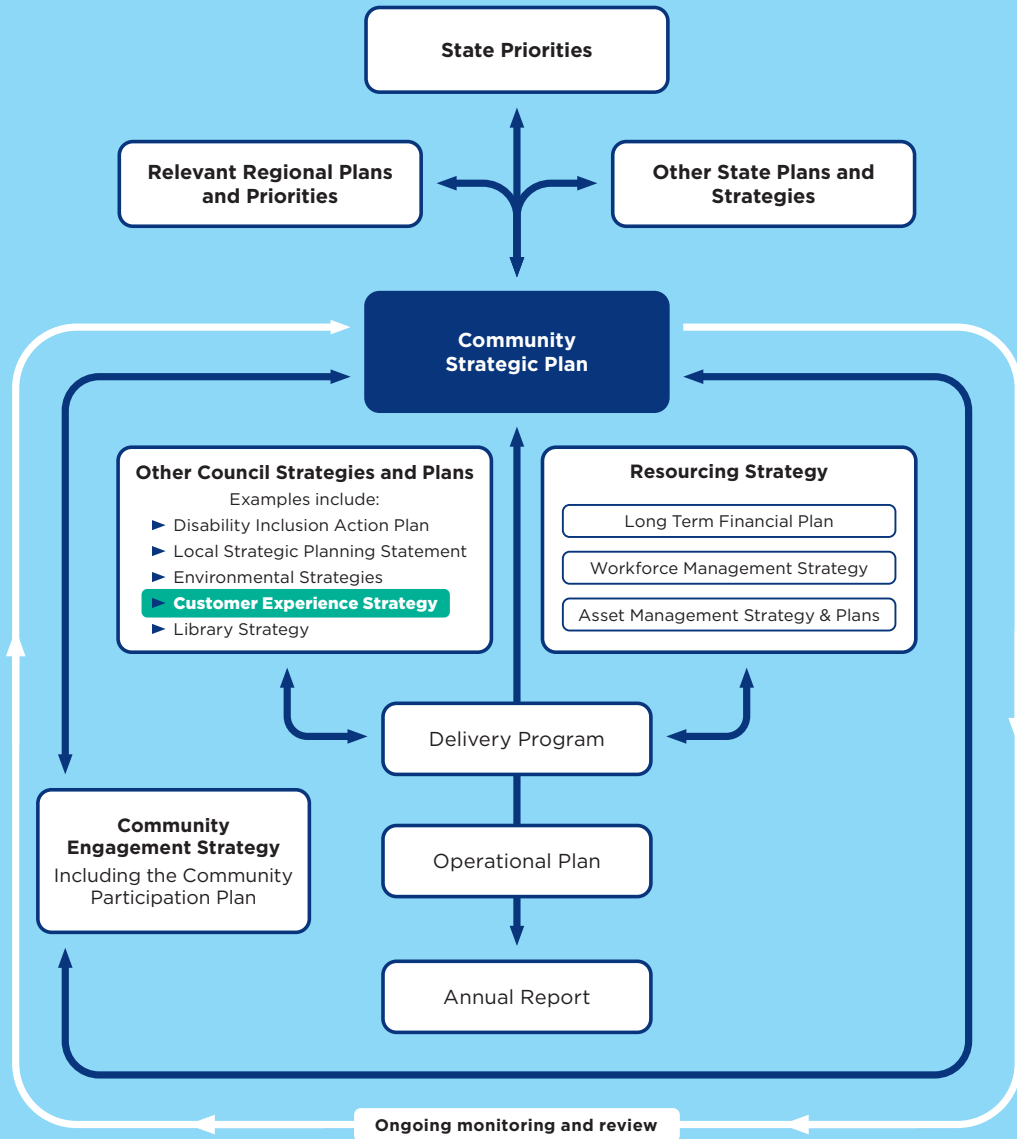
- ▶ **Customer Experience Policy**

Documents Council's statement of intent and guiding principles in providing exceptional service.

- ▶ **Customer Experience Guidelines and Operational Procedures**

Outlines processes, protocols, roles and responsibilities and standards for staff to deliver exceptional customer service.

### Strategic alignment within the IP&R Framework



**Bayside Customer Service Centres**

Rockdale Library, 444-446 Princes Highway, Rockdale  
Westfield Eastgardens, 152 Bunnerong Road, Eastgardens  
Monday to Friday 8:30am – 4:30pm

Phone **1300 581 299 | 9562 1666**  
Email **council@bayside.nsw.gov.au**  
Web **www.bayside.nsw.gov.au**

**Telephone Interpreter Services - 131 450**

Τηλεφωνικές Υπηρεσίες Διερμηνέων    بخدمة الترجمة الهاتفية    電話傳譯服務處    Служба за преведување по телефон



# *draft* **Customer Experience Policy**

**November 2023**





*Draft Customer Experience Policy***Document Control****Review**

This policy is reviewed at least every four years and when relevant legislation changes.  
The General Manager may approve non-significant and/or minor editorial amendments that do not change the policy substance.

**Version history**

Version	Release Date	Author	Reason for Change
1.0	November 2023	Manager Customer Experience	New document

**Registration**

File: F21/394 Document: 21/329180  
Policy Register: F16/951 Policy No.: TBA

**Class of document**

Council Policy / Administrative Policy

**Owner**

Manager Customer Experience

© Bayside Council



Telephone Interpreter Services - 131 450 Τηλεφωνικές Υπηρεσίες Διερμηνέων بخدمة الترجمة الهاتفية 電話傳譯服務處 Служба за преведување по телефон

*Draft Customer Experience Policy*

## Contents

<b>1</b>	<b>Introduction .....</b>	<b>4</b>
1.1	Background .....	4
1.2	Our Customers .....	4
1.3	Definitions .....	4
1.4	Policy statement .....	4
1.5	Scope of policy .....	4
<b>2</b>	<b>Council's Service Commitment .....</b>	<b>5</b>
<b>3</b>	<b>Customer Responsibilities.....</b>	<b>5</b>
<b>4</b>	<b>Policy implementation.....</b>	<b>6</b>
4.1	Policy responsibilities .....	6
4.2	Application of the Policy .....	6
4.3	Procedures.....	6
4.4	Breaches.....	7
<b>5</b>	<b>Related documents .....</b>	<b>7</b>

## 1 Introduction

### 1.1 Background

This policy underpins Bayside Council's commitment to quality customer service and Bayside Council's Customer Experience Strategy. The Policy defines how staff respond to customers in line with Council's core organisational value of providing exceptional customer service.

### 1.2 Our Customers

Bayside Council's customers include any person or organisation who uses its services or with whom the Council's works with to serve and support the community.

Council has many customers with a diverse range of needs and expectations. Key customer groups include:

- Citizens including residents, ratepayers, and visitors.
- Future residents who will be affected by current decisions.
- Industry and Small Business
- Business Partners
- Other Government Departments and Agencies
- Councillors, as elected representatives of the community
- Community Groups
- Council Staff

### 1.3 Definitions

**Council**

Refers to Bayside Council (NSW).

**Complaint**

A complaint means an expression of dissatisfaction with Council's policies, procedures, staff, or the quality of service. Complaints are dealt with in Council's Complaint Management Policy and Guidelines.

**Service Request**

A Service Request is a term used to identify customer requests that are logged in Council's Customer Request Management (CRM) System.

### 1.4 Policy statement

Bayside Council is committed to providing quality customer service to customers every time they interact with Council.

### 1.5 Scope of policy

This policy applies to all interactions between staff and customers of Bayside Council across all channels. It includes both external and internal customer interactions.

## 2 Council's Service Commitment

When a customer interacts with Council, they can expect:

- A helpful and professional response.
- To be provided with the correct information.
- For the next steps to be explained.
- Their matter to be addressed at first point of contact.
- If the matter cannot be addressed at first point of contact, then the customer is provided information about the process and expected timeframe for the matter to be resolved.
- To be kept informed on the progress of the matter.
- To be notified when the matter has been resolved.
- If a staff member can't help them, then the staff member will find someone who can.

To ensure Council achieves quality service standards our customers expect, Council will:

- Implement the Customer Experience Strategy (which includes the Customer Experience Cultural Change program) that guides customer service delivery priorities to meet community needs and expectations now and into the future.
- Adhere to the customer service principles, behaviours, and standards that our community expect as set out in our Customer Experience Charter.
- Develop and implement systems and processes to make it easy for our customers to access accurate information and to enable customers to interact with Council at any time.
- Work to continuously improve services, systems, and processes to ensure Council continues to meet customer expectations.
- Set Key Performance Indicators (KPIs) for standards of service and report back to the community on Council's customer service performance.
- Seek feedback from the community on their satisfaction with Council's customer service performance and to identify where Council is performing well and areas to improve.
- Recruit talented, customer focussed and high performing staff. Regularly review their performance and continue to develop their knowledge and skills to achieve the customer service standards our community expect.

## 3 Customer Responsibilities

To help Council to resolve the customer's enquiry, request or transaction to the expected standard, the customer is to:

- Contact Council using the published contact methods and communication channels.
- Provide Council with accurate and timely information that is necessary to action the matter.
- Provide Council with their contact details when applicable so Council can keep them informed.
- Work with Council to help resolve the matter.
- Treat Staff and other Customers with courtesy and respect
- Understand that staff may need to refer their enquiry to a specialist to assist with complex enquiries and requests.
- Provide honest and constructive feedback about Council's performance.

*Draft Customer Experience Policy*

Council accepts and records anonymous requests for service. Council generally only acts on these requests where there is sufficient information to enable the matter to be investigated and actioned. Council will not accept anonymous requests for matters when the customer's details is required by legislation or relevant policies.

Council may cease to engage with or place administrative controls on a customer (and their associated parties) in accordance with Council's Complaint Management Policy and Guidelines, if the customer demonstrates unreasonable:

- Persistence
- Demands
- Lack of Cooperation
- Arguments
- Behaviours

Council will not tolerate any abusive behaviour and/or threats.

## 4 Policy implementation

### 4.1 Policy responsibilities

The General Manager has the overall responsibility for this policy.

The Manager Customer Experience is responsible for the administration of this policy.

### 4.2 Application of the Policy

The following positions have obligations for implementing and supporting this policy:

**Staff and External Customers** - This policy applies to any team member in a customer facing role and any team member providing support to those in customer facing roles.

**Staff and Internal Customers** - Every staff member that works for Council has internal customers. This Policy applies to how team members interact and support their internal customers across Council.

**The Executive** - The Executive Team is responsible for applying the principles outlined in this policy to all customer engagement activities conducted by Bayside Council. It is also accountable for meeting the whole of Council standards within this Policy, ensuring adequate resourcing to implement this policy and monitoring trends.

**Directors, Managers and Coordinators** - are responsible for working in consultation with their teams to promote awareness of this policy, develop a customer-focused work ethic and implement customer-focused processes. They are also accountable for reporting known areas of non-compliance with this policy to their line manager.

### 4.3 Procedures

Procedures that support and underpin this policy may be approved by the General Manager or their delegate.

The Manager Customer Experience may approve operational procedures that support the day-to-day implementation of this policy.

*Draft Customer Experience Policy***4.4 Breaches**

Non-compliance with this policy by Council, Council staff and all persons dealing with customers on behalf of Bayside Council will be addressed in accordance with the Bayside Council Code of Conduct and relevant legislation.

**5 Related documents**

This policy should be read in consideration in the following related documents.

- Bayside Council Customer Experience Strategy.
- Bayside Council Customer Experience Charter.
- Bayside Council Complaints Management Policy and Guidelines.
- Bayside Council Access to Information Policy and Procedures.
- Bayside Council Code of Conduct Policy.