



Hawkesbury City Council

ordinary meeting business paper

date of meeting: 26 September 2006

location: council chambers

time: 5:00 p.m.



mission statement

***"To create opportunities
for a variety of work
and lifestyle choices
in a healthy, natural
environment"***

How Council Operates

Hawkesbury City Council supports and encourages the involvement and participation of local residents in issues that affect the City.

The 12 Councillors who represent Hawkesbury City Council are elected at Local Government elections held every four years. Voting at these elections is compulsory for residents who are aged 18 years and over and who reside permanently in the City.

Ordinary Meetings of Council are held on the second Tuesday of each month, except January, and the last Tuesday of each month, except December. The meetings start at 5:00pm with a break from 7:00pm to 7:30pm and are scheduled to conclude by 11:00pm. These meetings are open to the public.

When a Special Meeting of Council is held it will usually start at 7:00pm. These meetings are also open to the public.

Meeting Procedure

The Mayor is Chairperson of the meeting.

The business paper contains the agenda and information on the issues to be dealt with at the meeting. Matters before the Council will be dealt with by an exception process. This involves Councillors advising the General Manager at least two hours before the meeting of those matters they wish to discuss. A list will then be prepared of all matters to be discussed and this will be publicly displayed in the Chambers. At the appropriate stage of the meeting, the Chairperson will move for all those matters not listed for discussion to be adopted. The meeting then will proceed to deal with each item listed for discussion and decision.

Public Participation

Members of the public can request to speak about a matter raised in the business paper for the Council meeting. You must register to speak prior to 3:00pm on the day of the meeting by contacting Council. You will need to complete an application form and lodge it with the General Manager by this time, where possible. The application form is available on the Council's website, from reception, at the meeting, by contacting the Manager Corporate Services and Governance on 4560 4426 or by email at lmifsud@hawkesbury.nsw.gov.au.

The Mayor will invite interested persons to address the Council when the matter is being considered. Speakers have a maximum of five minutes to present their views. If there are a large number of responses in a matter, they may be asked to organise for three representatives to address the Council.

A Point of Interest

Voting on matters for consideration is operated electronically. Councillors have in front of them both a "Yes" and a "No" button with which they cast their vote. The results of the vote are displayed on the electronic voting board above the Minute Clerk. This was an innovation in Australian Local Government pioneered by Hawkesbury City Council.

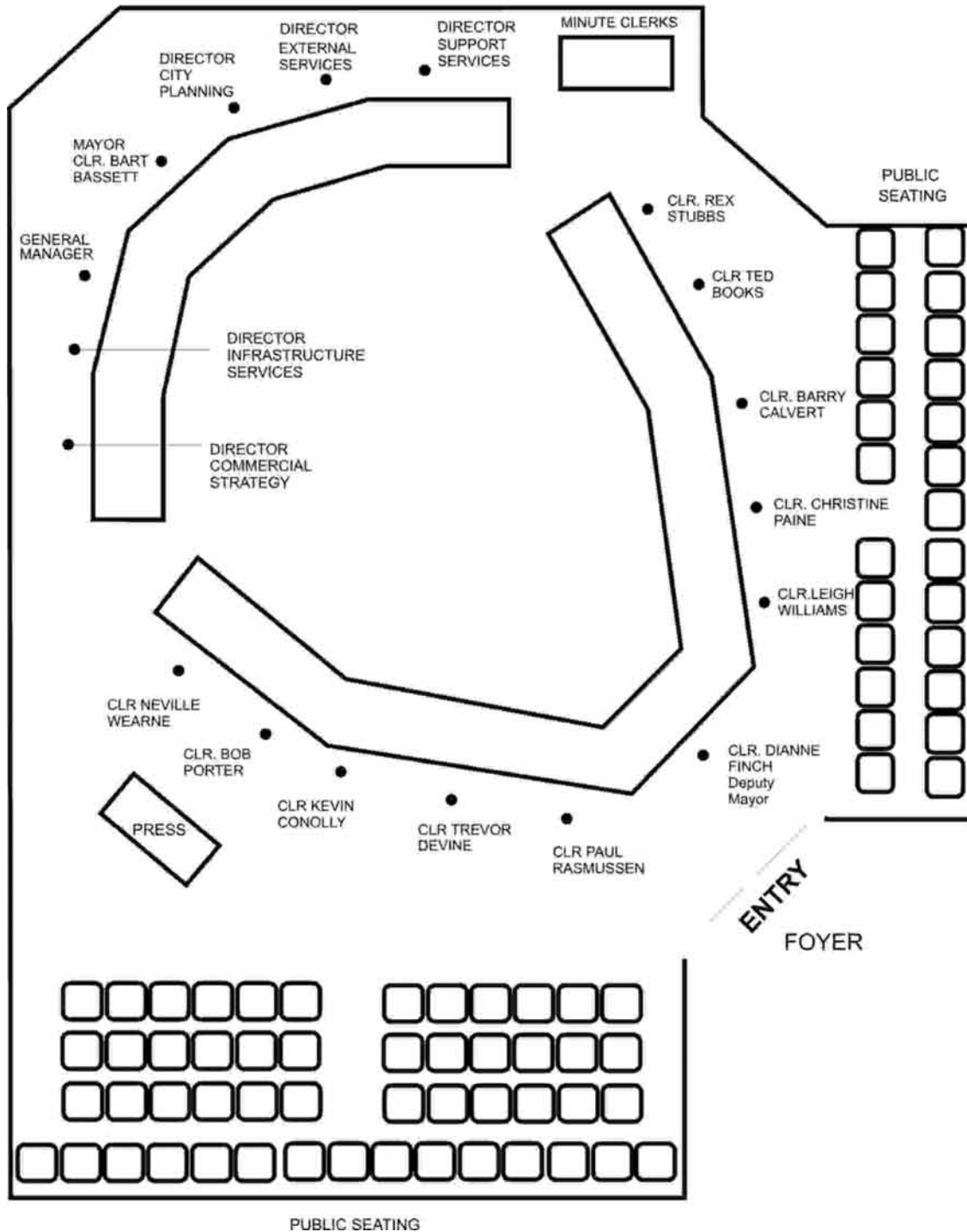
Website

Business Papers can be viewed on Council's website from noon on the Friday before each meeting. The website address is www.hawkesbury.nsw.gov.au.

Further Information

A guide to Council Meetings is available on the Council's website. If you require further information about meetings of Council, please contact the Manager, Corporate Services and Governance on, telephone 02 4560 4426.

council chambers



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- **AGENDA ITEMS SUBJECT TO PUBLIC ADDRESS**
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SECTION 4 - Reports for Determination**Item: 231 ES - Customer Service and Communication Strategy - (95494)**

REPORT:

This report has been prepared to seek Council's approval for the adoption of a Customer Service and Communication Strategy for Hawkesbury City Council.

Background

At its Special Meeting held on 15 April 2004, Council considered a Corporate Performance Assessment Report prepared by the General Manager. In considering this report, Council subsequently resolved to complete a review of Council's Strategic Plan and to authorise the General Manager to undertake an organisational restructure.

In January 2005, Council resolved to implement a Services/Strategy Organisation Model to re-align organisational structures to give effect to Council's strategic directions as detailed in the then draft Strategic Plan (the Strategic Plan was subsequently adopted by Council in February 2005).

The Services/Strategy Organisation Model included the creation of a cross-functional, Customer Service capability to build the organisational capacity of Council to achieve its strategic directions and to drive a process of continuous corporate performance improvement. The objectives of the Customer Service function were to cultivate a 'customer first' service oriented corporate culture, and to expand Council's capacity for community engagement.

Customer Services and Communication

Achieving high standards of customer service and communication is integral to the performance of both for-profit enterprises and not-for profit agencies. In both of these organisational environments, poor service delivery and poor communication results in lost income, escalating costs, diminished productivity and a lack of effectiveness.

In the local government context there has been a progression from a 'one size fits all' service delivery model with a primary focus on the completion of technical tasks, towards a customer focused model where the needs of different customer groups are recognised and products and services are designed to meet customer requirements. Central to this evolution has been the understanding of the critical need to achieve a balance between customer and Council requirements – meeting the expectations of customers by providing affordable and sustainable services. At the same time, there has also been increasing recognition that Councils need to engage effectively with local residents, and that communication is integral to improved community satisfaction.

From a local government perspective, the implementation of a customer focused service delivery model based on good communication is intended to achieve the following outcomes:

- Value for Money - supplying simple, reliable and quality services which deliver real value to customers.
- Delighted Customers - delivering a 'one Council' customer experience by providing multiple access points to Council which meet the customers need for timely, accurate, and efficient services.
- Strong Community Trust - developing open and transparent operations, processes and community engagement models so that customers are confident

that Council acts in the best interests of the community and council staff are fair in their dealings with customers.

A Customer Service and Communication Strategy for Hawkesbury City Council

In recent times Council has initiated new or improved services in response to the identified needs of customers. These initiatives have included the introduction of a mobile DA service, the commencement of a kerbside recycling service, the extension of the operating hours of the Companion Animal Shelter, an upgrade of library facilities, improvements to Council's web site, and the installation of a gatehouse and weighbridge to improve the efficiency and safety of the Hawkesbury Waste Management Facility.

To build upon these initiatives, Council is seeking to implement a Customer Service and Communication Strategy to strengthen organisational capacity for the delivery of improved customer service performance and community engagement. The Strategy outlines in broad terms the key objectives, strategies and targets, to be actioned over the next three years, which, when complete, will see Hawkesbury City Council recognised for its customer service excellence and strong community connections.

The format of the Strategy is primarily based on the customer service awards criteria used by the Australian Customer Service Association to evaluate the customer service performance of organisations. The goal of the Customer Service and Communication Strategy is for Council to achieve accreditation under the International Customer Service Standard (ICSS) - these standards identify the attributes required to achieve international best practice in customer services and communication. Aligning the strategy to this accreditation process will provide Council with a clear objective to work towards - i.e. formal accreditation by a independent third party which will confirm that Council has achieved international best practice. The Strategy uses the self-assessment attributes outlined in the ICSS as the basis for identifying broad targets that will need to be achieved over the next three years as a pre-requisite to Council submitting itself for formal accreditation under the ICSS.

The Strategy is based on a three-year time line. Key tasks include -

- Implementing a pilot project involving a sample of Council work units which will be guided through a process to identify their customer groups; to research and document the expectations of their customer groups; and review the services and products they deliver to achieve the correct balance between Customer requirements and the affordability and sustainability of services. The Project will develop the methodology and tools to enable work units to move towards a customer focused service delivery model. These tools and methodology will then be exported across the organisation.
- Establishing a cross-functional Customer Service Leadership Team to co-ordinate the development and implementation of customer focused tools and methodology across the organisation.
- Investigating the cost and feasibility of establishing new customer contact arrangements and communication tools.
- Developing customer service and communication standards and benchmarks to measure customer satisfaction in conjunction with a training plan to equip staff with the skills and delegations to achieve customer service excellence behaviours.
- Putting into place a framework to provide an organisational mechanism for the monitoring of customer service performance, the identification of opportunities for customer service improvements and the identification of future customer requirements.
- Putting in place a framework for community consultation and provision of information and feedback to Council to continually improve communication tools and mechanisms.

The Customer Service and Communication Strategy outlines the broad directions and key targets required to progress towards ICSS accreditation.

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Conformance to Strategic Plan

The proposal is deemed to conform with the objectives set out in Council's Strategic Plan i.e:

“Development of a Customer Service Strategy”

Funding

The implementation of the Customer Service and Communication Strategy will be achieved within existing resources, and where required, through the internal reallocation of existing resources.

RECOMMENDATION:

That Council adopt the Customer Service and Communication Strategy for Hawkesbury City Council.

ATTACHMENTS:

AT - 1 Draft Customer Service Strategy

AT - 1 Draft Customer Service Strategy

VISION: Hawkesbury City Council will be recognised for its strong community connections and customer service excellence.

MISSION: To inform and engage the community in the planning and delivery of services that meet and exceed our customer's expectations.

Leadership		Connecting with the Community		Customer Focused Services		Innovation + Improvement		Responsiveness		Benchmarking	
OBJECTIVES											
We will be a customer focused organisation with a reputation as an excellent Council to do business with. We will take the lead in promoting the City as the place to live, work, visit and invest.		We will engage the community and inform residents about our activities and objectives and we will request and use resident feedback to improve our services.		All our staff are dedicated to customer service excellence - we will understand the needs and expectations of our customers and deliver services that meet and then exceed our customer's expectations.		We will maintain a climate of continuous customer service improvement to encourage innovation and creativity in the marketing and delivery of services.		We will respond promptly to customer requests and strive to solve customer problems.		We will set customer service and communication standards and benchmarks and monitor and measure our performance against these standards and benchmarks	
STRATEGIES											
Establish mechanisms and organisational structures to inspire and drive a 'customer first' service oriented corporate culture and a corporate reputation for leadership and good communication.		Develop and implement a consultation framework to enable Council to engage with the community and provide opportunities for different views to be represented and articulated.		Implement customer research strategies to define expectations of customer groups, and identify critical issues impacting on customer service performance & refocus attention on customer priorities.		Develop processes and tools to solicit and respond to service improvement ideas and suggestions from customers and staff.		Establish customer-friendly environments, and customer friendly information + communication channels and empower front-line staff to take responsibility for responding to and resolving customer problems.		Identify customer service standards and communication benchmarks for the marketing and provision of services	
Adopt a world-class customer service charter to direct and communicate Council's customer service approach (based on the International Customer Service Standard).		Develop practical + affordable techniques and tools to inform and educate the community on Council's responsibilities, policies, decisions and services.		Invest in workplace support strategies and workplace environments to provide staff with the resources and skills to achieve service excellence behaviour.		Continuously monitor customer service requests + complaints, and industry + demographic changes to identify future customer requirements and opportunities for service improvement.		Implement a coordinated customer request and complaint handling, tracking + mapping system to develop a corporate understanding of our customers needs.		Integrate customer service standards and communication benchmarks into position descriptions, performance reviews and business plans	
Promote the distinctive landscapes and communities of the City, and market the lifestyle + business opportunities that the City has to offer.		Invest in communication strategies to provide Councilors and staff with information and resources to drive corporate performance and manage customer expectations.		Implement staff program to congratulate and reward performance excellence in customer services.		Establish an integrated Quality Improvement Process to optimise staff participation in maintaining and improving customer service standards.		Build relationships and alliances with customers, the community and business to predict and evaluate the impact of our business and corporate decisions and plans.		Implement a customer service standard and customer satisfaction monitoring and measurement program.	

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Leadership	Connecting with the Community	Customer Focused Services	Innovation + Improvement	Responsiveness	Benchmarking
• Establish corporate capability for Communication and Customer Services co-ordination • Conduct self-assessment based on International Customer Service Standard (ICSS). • Update corporate identity standard (brand identity & reputation management) to ensure consistency in use of Council logo + communications. • Prepare electronic and hard copy information about the Hawkesbury. • Define factors that influence Council's overall brand and reputation and develop a prioritised set of key messages to residents.	• Adopt Consultation Policy incorporating a community consultation matrix to establish a cost effective framework for Council engagement. • Produce information/ FAQ sheets to enable residents to access electronic and hard copy information on Council services and policies. • Investigate cost-effective options for regular distribution of information to residents about Council services, performance, decisions and expenditures. • Audit review of effectiveness of existing communication tools and activities.	• Conduct staff sessions to outline 'Customer First' Customer Service Strategy. • Identify knowledge, skills and competencies required by staff to support customer focused service models across organisation. • Identify key audiences, Customer Groups, products and services. • Survey Customer + Staff Perceptions of Customer Service Performance	• Integrate consideration of customer service requirements into decisions regarding investment in technological innovation and knowledge management systems.	• Review existing customer service infrastructure to identify options for improved customer service access points. • Review options for developing co-ordinated customer request + complaint handling and tracking system.	• Evaluate and define existing customer service and communication benchmarks. • Develop corporate customer service and communication standards and benchmarks to drive organisational improvement.
YEAR 1 TARGETS	YEAR 2 TARGETS	YEAR 2 TARGETS	YEAR 2 TARGETS	YEAR 2 TARGETS	YEAR 2 TARGETS
• Develop Customer Service Excellence Plan based on International Best Practice (including Customer Charter, and Customer Service KPIs) • Customer Service and Communications KPIs integrated into Management Plan & reporting cycles. • Develop Events and Functions Policy (and Procedures) to co-ordinate branding and marketing of events across Council. • Introduce media briefings and briefing kits on key issues and product launches.	• Upgrade Council web-site to create capability for community feedback & dialogue, and development of on-line email groups. • Investigate options for establishing a mechanism for interactive dialogue (e.g Resident Feedback Register) to road-test issues of public concern. • Develop Style Guide for preparation of Council correspondence.	• Establish methodology to identify different Customer Groups needs and redesign of products + services to meet customer requirements. • Develop Customer Service Improvement Plans for each work unit. • Develop Customer Service Code of Conduct to identify service excellence behaviours and integrate into recruitment and staff induction programs. • Implement Customer Service and Communications Training Program	• Establish integrated QI framework to facilitate staff participation in maintaining and improving customer service standards • Develop proposal for post-transaction service to provide follow up assistance + information to customers.	• Review and improve on-line customer request, information and transaction facilities. • Implement re-designed customer request, complaint handling + resolution and tracking system. • Implement recommendations of feasibility reviews. • Identify customer service delegations for inclusion in position descriptions.	• Implement strategy to measure performance in achieving customer service standards + benchmarks. • Design and implement Annual Customer Satisfaction Survey • Develop format for annual Customer Service Report to document impact of customer service improvements.

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YEAR 3 TARGETS					
• Re-conduct and lodge ICSS self-assessment. • Achieve certification to ICSS by Customer Service Institute of Australia • Incorporate ICSS logo into publications and promotional materials. • Develop digital image library to support marketing.	• Provide media and public presentation training opportunities for Councilors, management and staff. • Create on-line Council publications database.	• Maintain ongoing customer research program and implement procedure for monitoring customer service requests to identify future customer requirements • Review and redesign staff rewards program to recognise and celebrate customer service and communication excellence.	• Establish process to solicit suggestions/ideas for customer service improvements and feed into service review framework • Implement service monitoring process to identify opportunities for service improvements	• Review effectiveness of multiple customer contact channels to identify strategies for increasing efficiencies and responsiveness.	• Incorporate Customer Service performance measures in all position descriptions.

0000 END OF REPORT 0000

INFRASTRUCTURE SERVICES

Item: 232 IS - Various Locations, Windsor - Road Naming Proposals - (79346)

REPORT:

Two un-named public roads exist within the Windsor commercial centre, as indicated on the attached sketch plan, and it is proposed that each be named as follows:

1. Proposed Union Lane

This public road extends in a south-westerly direction between No's 19 and 25 Johnston Street, Windsor to the north-eastern boundary of Windsor Riverview Shopping Centre, and is a physical continuation of the existing Union Lane, and

2. Proposed Pulsford Lane

This public road extends in a north-easterly direction between No 20 Fitzgerald Street and No 181 George Street, Windsor and Council's Local Studies Officer has submitted this name based on the following information:

"To commemorate the Pulsford family that lived and worked in the vicinity. There is no street in the Hawkesbury named as such. Maurice H Pulsford c.1879-1952 arrived in Windsor at the turn of the century and purchased a drapery store adjacent to the old post office. He extended his business with an ironmonger's and then moved to the corner of Fitzgerald and George Streets and opened a new 'emporium' in 1920. He was a very successful businessman and involved with the Windsor School and Hawkesbury Benevolent Society. Mr Pulsford also won the King George V Jubilee Medal in 1935. His son, (Maurice) Brian Pulsford c.1912-1998, became involved in the business after World War 2. The business was sold in the 1960's to the Horden Brothers."

Conformance to Strategic Plan

The proposal is deemed to conform with the objectives set out in Council's Strategic Plan i.e:

"Objective: Implement processes to identify and respond to the infrastructure requirements (information, access and mobility) of groups with special needs."

Funding

Funding is available within the signs construction component of the current budget.

RECOMMENDATION:

That public comment be sought regarding naming of the following public roads as indicated:

1. The public road extending in a south-westerly direction between No's 19 and 25 Johnston Street, Windsor to the north-eastern boundary of Windsor Riverview Shopping Centre, as Union Lane; and,
2. The public road extending in a north-easterly direction between No 20 Fitzgerald Street and No 181 George Street, Windsor, as Pulsford Lane.

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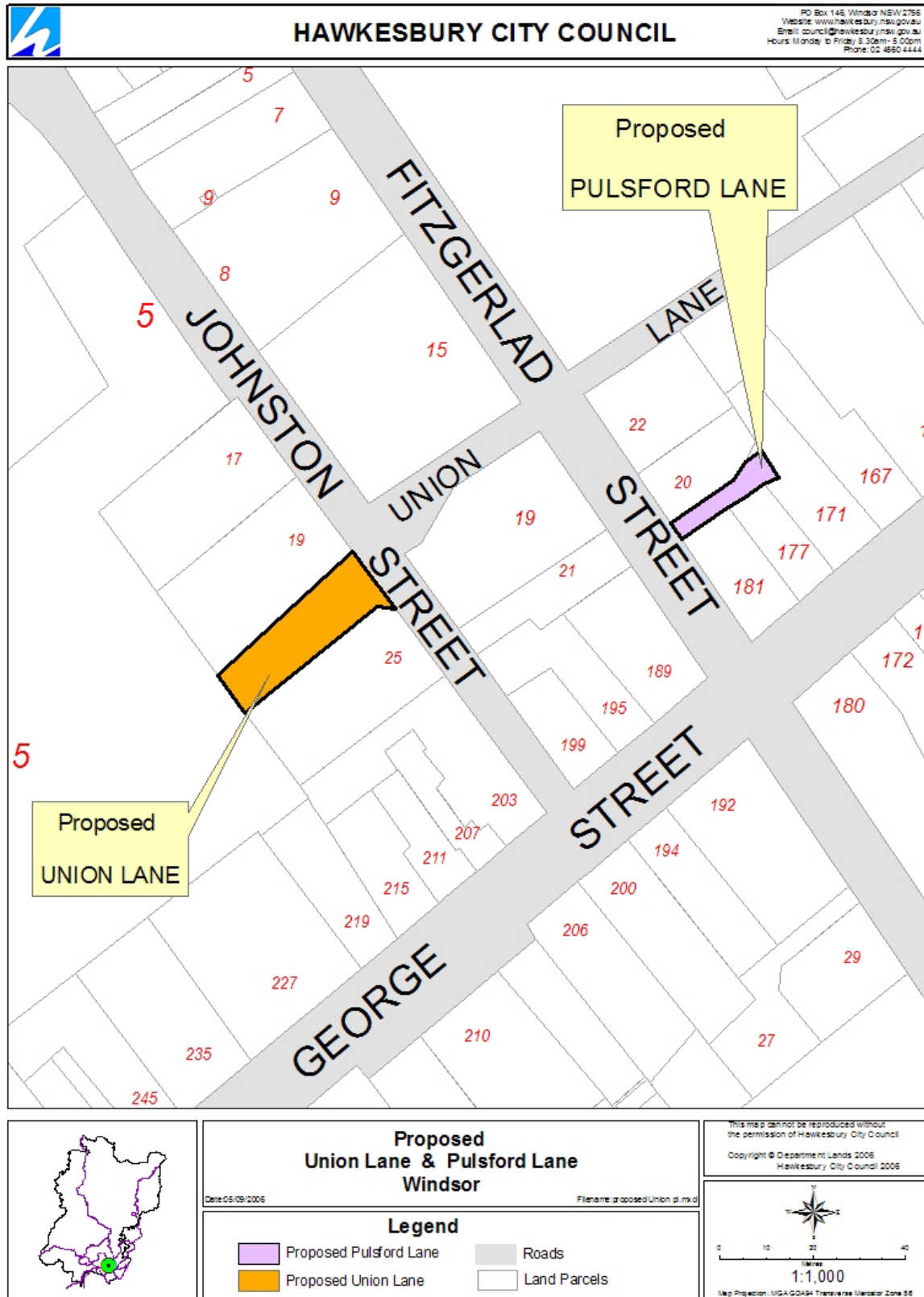
ATTACHMENTS:

AT - 1 Sketch Plan - Proposed Union Lane and Pulsford Lane, Windsor

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AT 1 - Sketch Plan - Proposed Union Lane and Pulsford Lane, Windsor



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