

Richmond
Valley
Council



Minutes

Extraordinary Meeting

Wednesday, 27 January 2016

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MINUTES OF THE EXTRAORDINARY MEETING OF RICHMOND VALLEY COUNCIL, HELD IN THE COUNCIL CHAMBERS, CNR WALKER STREET AND GRAHAM PLACE, CASINO, ON WEDNESDAY, 27 JANUARY 2016 AT 4.02P.M.

PRESENT

Crs Ernie Bennett (Mayor), Robert Hayes, Sandra Humphrys, Steve Morrissey, Robert Mustow, Daniel Simpson and Col Sullivan.

John Walker (Chief Executive Officer), Vaughan Macdonald (Chief Operating Officer), Angela Jones (Director Infrastructure and Environment) and Ryan Gaiter (Manager Finance and Procurement) were also in attendance.

1 ACKNOWLEDGEMENT OF COUNTRY

In opening the meeting the Mayor provided an Acknowledgement of Country by reading the following statement on behalf of Council:

"Council would like to show its respect and acknowledge all of the traditional custodians of land within the Richmond Valley Council area and show respect to elders past and present."

2 APOLOGIES

Nil.

3 DECLARATION OF INTERESTS

Nil.

Cr Sandra Humphrys arrived at the meeting at this stage, the time being 4.07pm.

4 MATTERS FOR CONSIDERATION

4.1 CUSTOMER REQUEST MANAGEMENT SYSTEM

Responsible Officer:

Vaughan Macdonald (Chief Operating Officer)

RECOMMENDATION

Recommended that Council note that:

1. systems are in place through the Performance Management Office to monitor customer requests to inform decisions on the allocation of resources to provide a high level of service to the community.
2. Council officers receive daily reports on customer requests to inform resource allocation.
3. Customer Request Management reports will be provided to Council quarterly.

270116/ 1 RESOLVED (Cr Morrissey/Cr Simpson)

That the above recommendation be adopted.

FOR VOTE - All Council members voted unanimously.

Executive Summary

Council is committed to providing a high level of customer service to the Richmond Valley community. The Performance Management Office (PMO) has been extracting and analysing the system data regarding Council's customer requests which are entered into the Technology One platform. This is an important function as it is our best gauge of our interaction with the community and whether our response to requests is adequate.

A daily email detailing customer requests for the prior business day is circulated by the PMO to management and coordinators to give an insight into the issues affecting our customers and responsible officers.

A weekly report is also produced by the PMO that provides the statistics to highlight trends on particular issues or Council departments. This details the 'in progress' or unresolved requests and provides performance data on whether requests are being completed in line with our service level targets.

Community Strategic Plan Links

Focus Area 7 Governance and Process - Long term goal 7.4 Civic Leadership and Corporate Planning – Strategy 7.4.2 Council will ensure its workforce is appropriately sized and equipped to deliver the services as outlined in Council's Integrated Planning System

Budget Implications

Nil

Report

The PMO has produced the report included below summarising Council's performance in Request Management over the past three months. It has also highlighted some issues/solutions to improve the resolution of customer requests.

Internally, the areas and processes that can be improved include:

- Responsible officers access to the system,
- Responsible officers training and system use competency,
- Review of target service levels,
- Priority of external requests versus scheduled work, and
- Request Management module configuration improvements.

Notable Statistics from the Report

For the period in question, Council received 1,294 requests from the general public. 755 (58%) of these requests were completed within targeted service levels, 361 (28%) were completed outside target, 56 (4%) are in progress and still within target and 122 (10%) are in progress but past targeted service levels.

Of the 361 requests completed outside target, 77% of these missed by less than ten working days. (System use competency)

When reviewed in detail, the majority of the 122 requests in progress that have missed target appear to be resolved but not yet physically closed in the system. (System access)

Water and Sewer and Roads and Drainage receive a large number of requests and consistently resolve these close to targeted service levels.

Companion Animals is the activity that receives the most requests and they are resolved satisfactorily with an average completion of 6.96 days versus an average target of 6.57 days.

A Ranger, a Parks & Gardens officer and a Water & Sewer officer receive the most requests and they all have completed these within targeted service levels for the period in question.

Key Issues

System Access

The nature of duties, especially for field staff, limits some access to a terminal for the processing of requests. Distribution of smart phones and dedicated resources to assist processing have improved the resolution rate of requests but there is still evidence that a lag exists between the actual resolution and the closing off process in the system.

Training

Customer Service staff have held extensive training sessions with officers on how to process requests. There is evidence to suggest that correct procedures are not being followed in some cases which has resulted in completed requests still showing as unresolved.

Service Levels

Service levels were entered into Tech1 prior to its Go Live date in February 2015. In most cases, these have not been reviewed since and may not reflect an achievable or required target for a particular activity

Prioritising

The challenge that exists for all workgroups and departments that field customer requests is to whether they prioritise their scheduled work or focus on day to day enquiries. Concentration on scheduled work would have a detrimental effect on performance against service level targets.

System Configuration

A review of Tech1's measuring system that calculates target completion dates needs to be completed as an element of doubt still exists over the level of accuracy that its 'out of the box' enquiry function provides. The PMO analysis is accurate as it has extracted the data and analysed it manually.

Recommendations to improve Performance

1. Reiterate the importance of customer service with our officers and provide them with the tools to improve the use of the system. This might include further roll outs of smart devices or software upgrades to allow remote system access,
2. Schedule further training. This should include a firm reinforcement of the correct way to enter and close requests,
3. Annual review of each activity's service level targets,
4. Improved work group planning to build in time around scheduled works to address ad hoc requests, and
5. Refer system enquiry function issue to Business Development Accountant for referral to Tech1 support



Richmond Valley Council

CRM Reporting

Period: 1 October 2015 to 11 January 2016

Report Prepared: 13 January 2016



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CRM Report

1. Summary of Data

During the period 1 October 2015 to 11 January 2016 ('relevant period'), **1,294 requests** were entered into the CRM software. The following table provide performance data for all workgroups. The subsequent tables show performance data for the ten (10) Primary Groups and Referred Officers that were referred the highest volume of requests during the relevant period:

Requests completed within target	755	58%
Requests completed outside target	361	28%
Requests in progress still within target	56	4%
Requests in progress outside target	122	10%
Total	1,294	100%

Workgroup	No. requests referred	% of total request	Completed outside target		In Progress outside target		Average Target days	Average completion days
			No.	% of request referred	No.	% of request referred		
Environment Regulatory Control	407	31.45%	109	26.78%	26	6.39%	5.48	9.86
Open Spaces, Cemeteries & Waste	283	21.87%	64	22.61%	45	15.90%	7.35	16.30
Water and Sewer	238	18.39%	83	34.87%	8	3.36%	3.98	4.73
Roads, Drainage and Quarries	232	17.93%	83	35.78%	9	3.88%	10.19	12.22
Asset Management	96	7.42%	21	21.88%	9	9.38%	10.38	15.69
Development Assessment	26	2.01%	1	3.85%	17	65.38%	8.69	151.33
Revenue	4	0.31%	0	0.00%	3	75.00%	7.00	63.00
Workshops	2	0.15%	0	0.00%	1	50.00%	7.00	62.00
Finance	2	0.15%	0	0.00%	2	100.00%	14.00	106.00
Information Technology	2	0.15%	0	0.00%	2	100.00%	4.50	69.00
Saleyards	1	0.08%	0	0.00%	0	0.00%	14.00	0.50
Customer Service	1	0.08%	0	0.00%	0	0.00%	7.00	0.50

CRM Report

Primary Group	No. request referred	% of total requests	Completed outside target		In Progress outside target		Average Target days	Average completion days
			No.	% of request referred	No.	% of request referred		
Companion Animals	247	19.09%	61	24.70%	5	2.02%	6.57	6.96
Roads	160	12.36%	63	39.38%	7	4.38%	9.93	12.38
Water	112	8.66%	34	30.36%	1	0.89%	2.60	2.73
Garbage	112	8.66%	18	16.07%	39	34.82%	6.46	29.20
Drainage	75	5.80%	13	17.33%	10	13.33%	14.41	19.93
Trees	62	4.79%	20	32.26%	5	8.06%	7.74	15.30
Council Buildings	57	4.40%	13	22.81%	4	7.02%	13.46	12.78
Sewer	56	4.33%	28	50.00%	0	0.00%	1.14	4.00
Environment	47	3.63%	13	27.66%	13	27.66%	3.83	23.67
Council Buildings - Electrical	40	3.09%	20	50.00%	8	20.00%	3.33	22.68

Referred Officer	No. request referred	% of total requests	Completed outside target		In Progress outside target		Average Target days	Average completion days
			No.	% of request referred	No.	% of request referred		
Brown, Eddie	283	21.87%	82	28.98%	0	0.00%	5.83	4.36
Coleman, Bruce	123	9.51%	34	27.64%	1	0.81%	7.92	7.09
Gill, Trevor	120	9.27%	32	26.67%	2	1.67%	3.73	2.38
Cremin, Graham	108	8.35%	63	58.33%	3	2.78%	8.69	13.97
Button, Troy	81	6.26%	14	17.28%	2	2.47%	11.72	7.29
George, Phil	74	5.72%	15	20.27%	37	50.00%	6.32	48.73
Cowles, Paul	68	5.26%	21	30.88%	0	0.00%	4.48	16.79
Lowe, Kevin	64	4.95%	26	40.63%	0	0.00%	3.28	2.89
Schneider, Neil	55	4.25%	13	23.64%	3	5.45%	11.56	11.27
Verrall, Rod	42	3.25%	21	50.00%	6	14.29%	6.43	15.35

CRM Report

2. Key Issues

System Access

Although this has improved recently with the supply of smart phones to field staff, there are still some system access issues for certain staff members. From a Tech1 perspective, a CRM is not finished until its status is changed to 'completed'. Therefore it is likely that some requests are resolved on time with the customer, but there may be a lag until an officer can log in and close the request. This appears the case with our Waste, Truck and field staff who regularly 'miss' service level targets.

Training

Customer service have held regular training sessions with users on how to receive and resolve requests. There is still evidence that requests are not being closed correctly which can have an effect on whether a request is completed within or past target. An enquiry can be quickly run to identify a list of requests that are resolved from the officer's point of view but are not reflected with closure in Tech1 (i.e. they haven't been closed properly).

Service Levels

Service level targets were entered for all activities that Council performs when the system was being configured. There is evidence to suggest that these have not been reviewed since then, and in most cases probably a long time before that. This review should be conducted at least annually to ensure achievable or necessary targets are set for each activity.

Prioritising

A possible explanation for the request results of some workgroups is whether they are prioritising scheduled or programmed work or requests arising. This may be a particular issue for Open Spaces and Regulatory Control. Water and Sewer who would also face this issue have however returned an average completion of 4.73 days against a target of 3.98 days.

System Shortcomings

Until a full review of Tech Ones clock system is undertaken, there is still an element of doubt about the validity of its in built enquiry function. The PMO have used Tech1 to dump the data and have analysed it independently to report the request results weekly to managers. The Tech1 enquiry continues to provide results on our request performance that doesn't stand up well to scrutiny, hence the manual analysis.

Notable Stats

- Of the 361 requests completed outside target, 77% missed by less than 10 days. This result supports the theory that most requests are completed on time but a lag exists with officers actually performing system close off.
- There are 122 requests still in progress that have missed target. A review of the detail of these suggest they are requests that have been attended to but have not been closed off in the system.
- Water and Sewer and Roads and Drainage receive multiple requests but consistently complete them close to target level.
- Companion Animals is the Primary Group receiving the most requests. The additional resource has resulted in completion days of 6.96 versus a target of 6.57. Other notable groups are Water (2.73 versus 2.6) and Council Buildings (12.78 versus 13.46) *Note – the last one mightn't be a good thing – are we more concerned with our internal issues rather than customers?*
- Eddie Brown, Bruce Coleman and Trevor Gill are our most requested officers but have all completed requests within target for the period in question.

CRM Report

Annexure 1 – Detailed Performance Data

1. Requests Completed

Of the 1,294 requests entered into the CRM software during the relevant period, 1,116 have been resolved / completed as at 12 January 2015:

Completed within target	755	68%
Completed outside target	361	32%
Total	1,116	100%

The 361 requests that were completed outside the desired target level:

No. of days past target	No. of requests	%
1-10 days	279	77%
11-20 days	52	14%
21 - 30 days	18	5%
> 30 days	12	3%
Total	361	100%

2. Request not resolved (In progress)

Of the 1,294 requests entered into the CRM software during the relevant period, 171 have are not resolved / still in progress at 12 January 2016:

In Progress within Target	56	31%
In Progress past Target	122	69%
Total	178	100%

The 122 requests that were still in progress at 12 January 2016 and past there desired target level:

No. of days past target	No.of requests	%
1-10 days	25	20%
11-20 days	14	11%
21 - 40days	41	34%
> 40 days	42	34%
Total	122	100%

5 MATTERS REFERRED TO CLOSED COUNCIL

Set out below is section 10A(2) of the *Local Government Act 1993* in relation to matters which can be dealt with in a closed part of a meeting.

The matters and information are the following:

- (a) personnel matters concerning particular individuals (other than councillors)
- (b) the personal hardship of any resident or ratepayer
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business
- (d) commercial information of a confidential nature that would, if disclosed:
 - (i) prejudice the commercial position of the person who supplied it, or
 - (ii) confer a commercial advantage on a competitor of the council, or
 - (iii) reveal a trade secret
- (e) information that would, if disclosed, prejudice the maintenance of law
- (f) matters affecting the security of the council, councillors, council staff or council property
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the grounds of legal professional privilege
- (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land.
- (i) alleged contraventions of any code of conduct requirements applicable under section 440.

In accordance with the *Local Government Act 1993* and the Local Government (General) Regulation 2005, in the opinion of the General Manager, the following business is of a kind as referred to in section 10A(2) of the Act, and should be dealt with in a part of the meeting closed to the media and public.

5.1 APPOINTMENT OF THE GENERAL MANAGER

Reason for Confidentiality

This matter is classified CONFIDENTIAL under section 10A(2)(a) of the *Local Government Act 1993*, which permits the meeting to be closed to the public for business relating to the following:

- (a) personnel matters concerning particular individuals (other than councillors).

This matter is classified confidential due to its content containing personnel issues.

It is not appropriate for personnel issues to be discussed in public. As part of Council processes, the outcome of consideration of the matter will be disclosed to the public.

5.2 NORTHERN RIVERS LIVESTOCK EXCHANGE (NRLX)

Reason for Confidentiality

This matter is classified CONFIDENTIAL under section 10A(2)(c) of the *Local Government Act 1993*, which permits the meeting to be closed to the public for business relating to the following:

- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business

and in accordance with section 10D(2)(c) discussion in an open meeting would, on balance, be contrary to the public interest as the disclosure of details in the report concerning potential investment and options for the future management of the facility and associated financial considerations, may put Council at a disadvantage in its negotiations preventing it from achieving a 'best value for money' outcome for the community.

RECOMMENDATION

Recommended that:

1. Council resolve into Closed Council to consider business identified in Items 5.1 and 5.2, together with any late reports tabled at the meeting.
2. Pursuant to section 10A(1)-(3) of the *Local Government Act 1993*, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10A(2) as outlined above.
3. The correspondence and reports relevant to the subject business be withheld from access to the media and public as required by section 11(2) of the *Local Government Act 1993*.

No written representations had been received in respect to the items listed for consideration in Closed Council.

The Mayor called for verbal representations from the gallery.

Dr Richard Gates raised concerns about the Closed discussion on the appointment of the General Manager and the issues of transparency and process.

270116/ 2 RESOLVED (Cr Sullivan/Cr Mustow)

That:

1. Council resolve into Closed Council to consider business identified in Items 5.1 and 5.2, together with any late reports tabled at the meeting.
2. Pursuant to section 10A(1)-(3) of the *Local Government Act 1993*, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10A(2) as outlined above.
3. The correspondence and reports relevant to the subject business be withheld from access to the media and public as required by section 11(2) of the *Local Government Act 1993*.

FOR VOTE - All Council members voted unanimously.

The Chief Operating Officer, Director Infrastructure and Environment and Manager Finance and Procurement retired from the meeting at this stage.

The public and media left the Chamber.

Council closed its meeting at 4.12pm.

The Open Council Meeting resumed at 6.48pm.

The Chief Operating Officer, Director Infrastructure and Environment and Manager Finance and Procurement were in attendance when the Open Council Meeting resumed, having returned to the meeting during the Closed Council session at the conclusion of Item 5.1.

6 RESOLUTIONS OF CLOSED COUNCIL

The following resolutions of Council, passed while the meeting was closed to the public, were read to the Open Council Meeting by the Chief Executive Officer.

APPOINTMENT OF GENERAL MANAGER

That the Council defer consideration of the appointment of the General Manager until a later date.

NORTHERN RIVERS LIVESTOCK EXCHANGE (NRLX)

That Council:

1. resolve to redevelop the NRLX by leasing the facility with the following terms:
 - a) a long term lease.
 - b) agreeing to sell the business at market value as assessed by an independent valuer.
 - c) requiring full redevelopment of the total facility completed within five years and in line with the key elements of the Huefner Report.
 - d) there be a two year freeze on selling fees.
 - e) 30% of the sale price for the business be quarantined for future fee relief if required.
2. authorise the Chief Executive Officer to issue an open tender for the lease and redevelopment of the NRLX.

The Meeting closed at 6.50pm.

CONFIRMED - 16 February 2016

CHAIRMAN