



MOREE PLAINS SHIRE COUNCIL

16 MAY 2019

**FINANCE AND GOVERNANCE
COMMITTEE MEETING**

PUBLIC BUSINESS PAPER

Monday, 13 May 2019

TO:

- Councillors
- General Manager
- Director – Corporate Services
- Director – Planning and Community Development
- Director – Engineering Services
- Manager – Executive Projects

Notice is hereby given that the **Finance and Governance Committee Meeting** will be held in the Council Chamber, the Max Centre, 30 Heber Street, Moree, on **Thursday, 16 May 2019** commencing at **2pm**.

Please note that all Council meetings are recorded.

Yours sincerely



Mitchell Johnson
DIRECTOR OF CORPORATE SERVICES

Agenda

1. Open Meeting
2. Apologies
3. Confirmation of Minutes
4. Leave of Absence requests
5. Declarations of Interest
6. Reports
 - a. Introduction of Mobile Customer Service Model
7. Standing agenda item: New Questions on Notice
8. Standing agenda item: Strategic Planning Proposals and Current Project Updates
9. Standing agenda item: Overseas Trade and Investment
10. Responses to Previous Questions on Notice
11. Closed Committee/Confidential
12. Close Meeting

Finance and Governance Committee Meeting Public Business Paper

16 May 2019

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Report Title	1. Introduction of Mobile Customer Service Model
Report by	Corporate Services
Contact	Director of Corporate Services, Mitchell Johnson
Attachments	Three (3) attachments; refer to Attachments section
File	FILE 18/482

RECOMMENDATION

- 1. That the Committee consider the introduction of a Mobile Customer Service Delivery Model.**

REPORT

ALIGNMENT WITH MOREE PLAINS 2027 – YOUR SHIRE. THE PLAN. OUR FUTURE

An Inclusive, Caring Community

C3.4 Provide access to a variety of leisure, sports and recreational activities and promote arts and cultural opportunities to increase participation and support a balanced lifestyle

Sustainable Spaces and Places

S4.1 Provide well maintained and suitable community buildings, facilities and spaces to foster participation in sports, increased recreational activities and promote arts and cultural opportunities

A Vibrant Regional Economy

Not applicable

A Leading Organisation

L3.1 Be customer-focussed and proactive in dealings with community members

BACKGROUND AND KEY ISSUES

The focus on developing and fostering an inclusive and caring community is something that Council has highlighted as one of its key goals for both now and into the future. The manner in which this goal is achieved however will be varied and often require new solutions and innovative approaches to its traditional service model if it wishes to meet this goal.

In terms of customer service, the existing service model consists of static buildings in Moree, Mungindi and Boggabilla and has been in place for many years and reflects the traditional model of service delivery. Whilst this model has served Council well in the past, the very nature of modern technology and community engagement models informs us that the existing model may need refinement. It is noted that the existing model does not provide an equitable delivery of customer service delivery to all of the Shire's residents.

A review of the existing service model for council services across Moree Plains Shire Council (MPSC) highlights that the existing model services the communities of Moree, Mungindi and Boggabilla, resulting in all other residents across the Shire being required to access services from these 3 main locations either in person, via phone or online.

In recent times however the considerable reduction in enquiries in the Boggabilla Office raises questions about its long term viability and the return on Council's investment in a static service point, see Table 1 below.

Table 1. In person transactions undertaken at Boggabilla Office

In person Transactions		
Period	Total Number in person Transactions per period	No. of Transactions per week
Sept 2017 – Sept 2018	69	1.3

Originally instigated to be a portal to Council services such as rates payments, dog registrations and general enquiries, the Boggabilla Office has morphed into a joint service point for both MPSC and Tafe in Boggabilla. Yet even with this joint venture, foot traffic is still minimal.

The provision of equitable access to Council services is paramount to ensuring our community is able to prosper and grow and that residents are able to access the information they need to actively participate in society.

Rather than a static model, the introduction of a mobile model that delivers a range of Council services including, customer service/administration, library services and community engagement and education services provides an outstanding opportunity for Council to modernise its customer service delivery model into the future.

The current model

As previously mentioned the current service model consists of 3 service points within MPSC including:

- Boggabilla Joint MPSC and Tafe office
- Moree Administration and Moree Community Library building
- Mungindi Joint MPSC and Mungindi CTC

As highlighted above in Table 1 the Boggabilla Office is experiencing declining face to face transactions. This downward trend can be attributed to a range of issues including but not limited to:

- the declining population in this part of the Shire
- Boggabilla's proximity to Goondiwindi
- a more mobile workforce
- the reduction in face to face service delivery by Tafe
- the growing trend to move to online service delivery by government agencies.

Currently the Boggabilla Office is being staffed by a casual employee as a result of the resignation of the part-time employee that was employed to deliver services 15hrs/week. The concept of the joint Tafe and MPSC office as a means of satisfying the needs of both organisations has not been fulfilled. Boggabilla Campus has not been able to deliver courses onsite and the number of transactions and foot traffic is minimal for MPSC.

Proposed alternative service model

It is being proposed that an innovative mobile customer service model be developed that delivers services across MPSC to residents in outlying communities. A hybrid mobile service that has the capacity to deliver for example:

- undertake payments for rates and dog registrations as well as other general enquiries
- deliver library services, such as storytime and tech savvy seniors

- undertake community engagement activities such as forums and meetings
- deliver pop-up offices at local events such as Moree Show to support Tourism
- allow community education and engagement opportunities

It would be in the form of a customised vehicle (small commercial van) such as the example in Attachment 1. It would travel to outlying communities and stop at designated locations such as the community halls and small schools to deliver Council services.

Specific visitation sites would be determined through community consultation however it is expected to include but not limited to visits to schools, preschools, aged care facilities and community halls across the Shire area. It is clear from the map below that the current model strongly services the northern area of the MPSC and that through the introduction of a mobile model a much more equitable service can be provided.



What are the benefits of a mobile service model?

- Supports Community Strategic Plan goal, C3 – Making our Shire more liveable.
- Provides a more equitable service to all residents of MPSC across the Shire.
- Provides a visible access point for village and rural communities to access Council and community information and selected Council services.
- Contributes to literacy development in remote and isolated communities.
- Bridges the digital divide by providing free access to computers and the Internet.
- Provides equal access to information, skills development and educational support for people of all ages from rural, remote and disadvantaged backgrounds.
- Fosters positive face to face rapport between residents and Council staff.
- Promote and celebrate MPSC at community events eg: Jellicoe Park Markets.
- Increased use of the Community Halls.
- Increased community engagement across the whole Shire.

How would it operate?

The mobile service has the potential to be an additional touch point in our service model. Given the reduced community engagement with our northern static offices, the mobile model could become a viable alternative that delivers a range of services across the whole MPSC.

The vehicle and its fit-out would be funded from the Plant fund and the operational costs for the vehicle would be funded through redirected operational funds. It would initially be staffed primarily by the existing staff within the Moree Community Library and Customer Service Teams and be supported by other departments across Council as the opportunity arises.

FINANCIAL IMPACT TO COUNCIL

Purchase and fit out of vehicle

- The purchase of the vehicle including all fit out is estimated to be \$150,000 - \$160,000
 - Fit out includes all internal shelving and cupboards, wheelchair access, powered side step and awning, aux power supply, computer equipment and painting.
- It is proposed to fund the purchase from the plant fund. The balance in the plant reserve is estimated to be \$1M at the end of this financial year.

Operating costs

- As the purchase is proposed to be made from the plant fund all operating costs of the vehicle will be the responsibility of the plant fund.
- These cost will be recouped by charging an hourly rate to the Library (or any other section wishing to use the vehicle).
- It is estimated that the hourly charge will be \$35 per hour.

Current Budget

- Currently in the budget for 2019/2020 is \$38,000 for the Northern Area Office operating costs (Including salaries and wages).
- By reallocating this budget Council would be able to operate the vehicle for approximately 20 hours per week with no increase to the budget.

STATUTORY AND POLICY IMPLICATIONS

The *Library Act 1939 (NSW)* and the *Library Regulation 2010 (NSW)* provide guidance for the delivery of public library services in New South Wales and any services delivered by the mobile service would need to comply with this legislation.

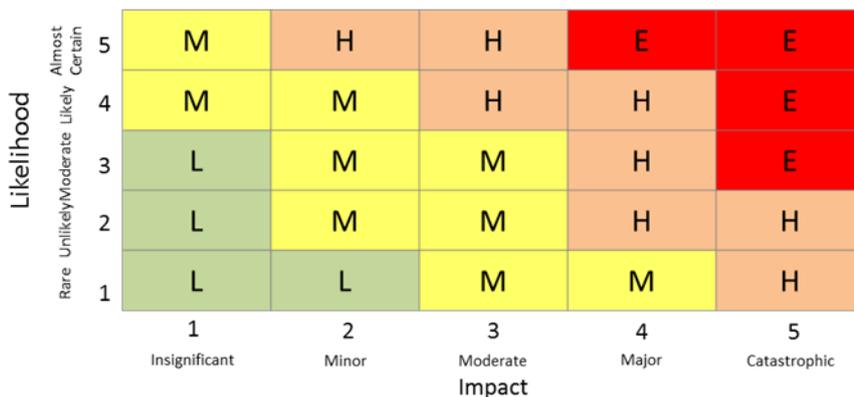
As the service model being proposed is a mobile service incorporating a vehicle the following Council policies are also relevant:

- Risk Management Policy
- Procurement Policy

RISK IMPLICATIONS

Mobile service model					
Risk Name	Owner	Likelihood	Impact	Risk Rating	Risk Treatment Actions
Service demand may exceed service delivery capacity	MPSC	Unlikely	Minor	Medium	Review service delivery usage data and review after initial 12mth period
Service demand may not meet anticipated demand	MPSC	Unlikely	Minor	Medium	Reduce service hours to meet the reduced demand for services Continued support for online services to provide 24/7 access Provide opportunities for repurposing mobile model to provide additional MPSC services
Scheduled timetable unable to be met due to weather/road conditions	MPSC	Unlikely	Insignificant	Low	Offer alternative service delivery eg through online services 24/7
Injury to staff due to traffic accident or other incident	MPSC	Moderate	Major	High	Implement MPSC Working Alone Policy and procedures Implement MPSC Motor Vehicle Policy Implement MPSC Drug and Alcohol Policy
Technology not available to deliver services onsite	MPSC	Unlikely	Insignificant	Low	Paper based alternative procedure in place if required Phone support provided by Moree Community Library IT Support provided by MPSC IT department

Maintain Existing model					
Risk Name	Owner	Likelihood	Impact	Risk Rating	Risk Treatment Actions
Officer injured whilst working alone	MPSC	Moderate	Major	High	Reduce staffing hours to match onsite hours with other services so not working alone. Implement Working Alone Policy and procedures
Continued decrease in transactions for both Customer Service and Library resulting in decrease in MPSC return on investment	MPSC	Likely	Moderate	High	Reduce service hours to meet the reduced demand for services Continued support for online services to provide 24/7 access Provide alternative model (mobile) to provide services
Continued inequity of customer interaction with MPSC across the shire.	MPSC	Almost Certain	Minor	High	Acknowledge and accept the inequity of service delivery across MPSC Introduce more equitable mobile model



ASSET MANAGEMENT IMPLICATIONS

The mobile service vehicle would be purchased new and as such it would be covered by the standard warranty for new vehicles. It would be serviced as per the dealer’s warranty requirements.

It would become part of the Council Fleet and therefore become a part of the rolling replacement of vehicles as determined by the Fleet Manager.

PREVIOUS COUNCIL DECISIONS

Whilst this is the first time this matter has come before Council it does relate to previous motions of Council as noted below.

18/12/09 RESOLVED (TRAMBY/CASELLS)

That Council confirm its commitment to working with local education and service providers to promote and enhance education opportunities in the Shire.

ATTACHMENTS

Attachment 1 Example Mobiles

Attachment 2 Communities Visited

Attachment 3 Example of rostered visits

1. Wollondilly Mobile Service



2. Lake Macquarie Mobile Service



The exact visit times/days would be determined after consultation with the community at each location and the funding allocated for operational costs of the vehicle and it would be trialled and refined over the first 12 months.

The very nature of a Mobile Service allows it to be flexible to meet demand and should the interest increase or decrease at various sites across MPSC then the timetable could be adjusted accordingly.

Communities visited may include for example:

- Bullarah
- Mallawa
- Pallamallawa
- Gurley
- Boggabilla
- Tulloona
- Ashley
- Garah
- Boomi
- Terry Hie Hie

The below is not a predetermined timetable, but rather an outline of the possible trips the Mobile may be able to follow. The exact visit times/days would be determined after consultation with the community at each location and the funding allocated for operational costs of the vehicle. It would be trialled and refined over the first 12mths. However, the very nature of the Mobile Service allows it to be flexible to meet demand and should the interest increase or decrease at various sites across MPSC then the timetable should be able to be adjusted accordingly.

The below proposed trips accommodate for:

- travel time
- set up and pack up at the location
- staff meal breaks
- location of toilet facilities
- location of Community Halls
- location of potential power source if needs be

These trip examples below take into consideration

- the need for staff to be returning to Moree before the loss of daylight during the winter months
- the risk of hitting kangaroos whilst driving to and from various locations
- driver fatigue minimisation

Moree site visits may include both scheduled sites such as:

- Fairview
- PCYC
- Gwydir Day Care
- Barwon Leaning Centre

As well as one off community events such as

- Local Government Week
- Community Markets
- Reconciliation Week
- Library and Information Week
- Community consultation and education events

The timetable would be developed over a cycle of a number of weeks as this would accommodate for the need to ensure the:

- availability of the vehicle for ad-hoc events
- necessary software upgrades
- the vehicle to be maintained/serviced
- the Library's loan period for returning items is taken into account
- rotation and restocking of the Library's stock

The below trips are numbered 1 to 8 rather than days. The schedule is then determined by population and demand. For example week 1 may include trips one to four and week 2 may include trips 5 to 8. Or

alternatively week 1 may include trips 1, 2, 6 and 7. The turnaround time for a site visit will be determined by demand and usage at each site.

Sample Trips for Mobile Service

Trip	Departure Location	Departure Time	Arrival Location	Arrival Time	Scheduled visit time	Notes
1	Moree	8:30am	Bullarah	10am	10:15am – 11am	Includes morning tea break for staff
	Bullarah	11am	Mallawa	Noon	Noon – 1pm	Includes 30 min lunch break for staff
	Mallawa	1:30pm	Moree	3pm	Available for Moree community site visits until 5pm	Stock replenish Possible refuelling
2	Moree	8:30am	Pallamallawa	9:30am	9:30am – 10:30am	Includes morning tea break for staff
	Pallamallawa	10:30am	Gurley	11:30am	10:30am – 11:30am	
	Gurley	12:30am	Moree	1pm	Available for Moree community site visits until 5pm	Stock replenish Possible refuelling
3	Moree	8:30am	Boggabilla	10:00am	10:00 – 11am	Includes morning tea break for staff
	Boggabilla	11:00am	Tulloona	Noon	Noon – 1:30pm	Includes 30 min lunch break for staff
	Tulloona	1:30pm	Moree	3pm	Available for Moree community site visits until 5pm	Stock replenishing Possible

						refueling
4	Moree	8:30am	Boomi	10:00am	10am – 11am	Includes morning tea break for staff
	Boomi	11:00am	Garah	Noon	Noon – 1:30am	Includes 30 min lunch break for staff
	Garah	1:30am	Ashley	2:00pm	2:00pm – 2:45pm	
	Ashley	2:45pm	Moree	3:15pm	Available for Moree community site visits until 5pm	Stock replenish Possible refuelling
5	Moree	8:30am	Moree	12:30pm	Available for Moree site visits until noon Eg: Fairview, Gwydir Daycare	Includes 30 min lunch break for staff
	Moree	12:30pm	Terry Hie Hie	1:30pm	1:30pm – 2:00pm	
	Terry Hie Hie	2:00pm	Moree	3:00pm	Available for Moree site visits until 5pm Eg: PCYC, SHAE	Stock replenish Possible refuelling
6	Moree	8:30am	Biniguy	9:00am	9:15am – 10:30am	Includes morning tea break for staff
	Biniguy	10:30am	Pallamallawa	10:45am	10:45am- noon	
	Pallamallawa	noon	Moree	12:30pm		Lunch break for staff

	Moree	1:30pm	Gurley	2:00pm	2:00pm – 3pm	
	Gurley	3:00pm	Moree	3:30pm	Available for Moree site visits until 5pm Eg: PCYC, SHAE	Stock replenish Possible refueling
7	Moree	8:30am	Croppa Creek	9:30am	9:45am – 11:00am	Includes morning tea break for staff
	Croppa Creek	11:00am	Moree	noon		Lunch break for staff
	Moree	1:00pm	Gurley	1:30pm	1:30pm – 3:00pm	
	Gurley	3:00pm	Moree	3:30pm	Available for Moree site visits until 5pm Eg: PCYC, SHAE	Stock replenish Possible refueling
8	Moree	8:30am	Terry Hie Hie	9:30am		
	Terry Hie Hie	10:45am	Moree	11:45am		Lunch break
	Moree	1:00pm				

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