

AGENDA

Finance and Governance Committee

Monday, 08 April 2024

6:00 PM

Waratah Room

Georges River Civic Centre

Hurstville



OATH OF OFFICE OR AFFIRMATION OF OFFICE

All Georges River Councillors are reminded of their Oath of Office or Affirmation of Office made at the time of their swearing into the role of Councillor.

All Councillors are to undertake the duties of the office of Councillor in the best interests of the people of the Georges River Council area and are to act faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the *Local Government Act 1993* or any other Act to the best of their ability and judgement.

DISCLOSURES OF INTEREST

All Georges River Councillors are reminded of their obligation to declare any conflict of interest (perceived or otherwise) in a matter being considered by Council or at any meeting of Council.

FINANCE AND GOVERNANCE COMMITTEE MEETING

ORDER OF BUSINESS

OPENING

ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges the Bidjigal people of the Eora Nation, who are the Traditional Custodians of all lands, waters and sky in the Georges River area. I pay my respect to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples who live, work and meet on these lands.

APOLOGIES / LEAVE OF ABSENCE

REQUEST TO JOIN VIA AUDIO VISUAL LINK

NOTICE OF WEBCASTING

DISCLOSURES OF INTEREST

PUBLIC FORUM

CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

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CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

Item: FIN010-24 Confirmation of the Minutes of the Finance and Governance Committee Meeting held on 11 March 2024

Author: Executive Services Officer

Directorate: Office of the General Manager


Matter Type: Previous Minutes

FIN010-24

RECOMMENDATION:

That the Minutes of the Finance and Governance Committee Meeting held on 11 March 2024, be confirmed.

ATTACHMENTS

Attachment [↓](#)1  Minutes of the Finance and Governance Committee Meeting held on 11 March 2024

MINUTES

Finance and Governance Committee

Monday, 11 March 2024

6:00 PM

Waratah Room

Georges River Civic Centre

Hurstville



GEORGES RIVER COUNCIL

UNCONFIRMED MINUTES

UNCONFIRMED MINUTES

PRESENT

COUNCIL MEMBERS

Councillor Christina Jamieson (Chairperson), Councillor Elise Borg, Councillor Veronica Ficarra, Councillor Nick Katris, Councillor Peter Mahoney and Councillor Colleen Symington.

COUNCIL STAFF

Acting Director Business and Corporate Services – Sharni Watts, Chief Finance Officer – Scott Henwood, Chief Audit Executive – Steven Baker, Executive Manager City Future – Simon Massey, Executive Service Officer – Nickie Paraskevopoulos, Acting Executive Assistant to Director Business and Corporate Services (Minutes) – Garima Jasoria, Acting Team Leader Technology Business Support – Earl Santos.

OPENING

The Chairperson, Councillor Jamieson, opened the meeting at 6:04 PM.

ACKNOWLEDGEMENT OF COUNTRY

The Chairperson, Councillor Jamieson acknowledged the Bidjigal people of the Eora Nation, who are the Traditional Custodians of all lands, waters and sky in the Georges River area. I pay my respect to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples who live, work and meet on these lands.

REQUEST TO ATTEND VIA AUDIO VISUAL LINK

There were no requests to attend via Audio Visual Link.

APOLOGIES/LEAVE OF ABSENCE

There were no apologies or requests for leave of absence.

NOTICE OF WEBCASTING

The Chairperson, Councillor Jamieson advised staff and the public that the meeting is being recorded for minute-taking purposes and is also webcast live on Council's website, in accordance with section 5 of Council's Code of Meeting Practice. This recording will be made available on Council's Website.

CODE OF MEETING PRACTICE

Council's Code of Meeting Practice prohibits the electronic recording of meetings without the express permission of Council.

DISCLOSURES OF INTEREST

There were no disclosures of interest made.

PUBLIC FORUM

There were no registered speakers.

CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

FIN007-24 Confirmation of the Minutes of the Finance and Governance Committee Meeting held on 12 February 2024
(Report by Acting Executive Assistant to Director Business and Corporate Services)

RECOMMENDATION: Councillor Mahoney, Deputy Mayor, Councillor Borg

That the Minutes of the Finance and Governance Committee Meeting held on 12 February 2024, be confirmed.

Record of Voting

For the Motion: Deputy Mayor, Councillor Borg, Councillor Jamieson, Councillor Ficarra, Councillor Katris, Councillor Mahoney, Councillor Symington

On being PUT to the meeting, voting on this Motion was UNANIMOUS. The Motion was CARRIED.

COMMITTEE REPORTS

FIN008-24 Investment Report as at 31 January 2024
(Report by Senior Financial Accountant - Reporting)

Recommendation: Councillor Ficarra, Councillor Symington

That the Investment Report as at 31 January 2024 be received and noted by Council.

Record of Voting

For the Motion: Deputy Mayor, Councillor Borg, Councillor Jamieson, Councillor Ficarra, Councillor Katris, Councillor Mahoney, Councillor Symington

On being PUT to the meeting, voting on this Motion was UNANIMOUS. The Motion was CARRIED.

FIN009-24 Audit, Risk and Improvement Committee - Minutes of Meeting held on 9 November 2023 (Confirmed) and 28 February 2024 (Unconfirmed)
(Report by Chief Audit Executive)

RECOMMENDATION: Councillor Borg, Councillor Mahoney

(a) That the confirmed Minutes of the Audit, Risk and Improvement Committee meeting held on 9 November 2023 be received and noted by Council.

(b) That the unconfirmed Minutes of the Audit, Risk and Improvement Committee meeting held on 28 February 2024 be received and noted by Council.

Record of Voting

For the Motion: Deputy Mayor, Councillor Borg, Councillor Jamieson, Councillor Ficarra, Councillor Katris, Councillor Mahoney, Councillor Symington

On being PUT to the meeting, voting on this Motion was UNANIMOUS. The Motion was CARRIED.

CONCLUSION

The Meeting was closed at 6:07 PM

Chairperson

UNCONFIRMED MINUTES

UNCONFIRMED MINUTES

COMMITTEE REPORTS

Item: FIN011-24 Investment Report as at 29 February 2024

Author: Senior Financial Accountant - Reporting

Directorate: Business and Corporate Services

Matter Type: Committee Reports

FIN011-24

RECOMMENDATION:

That the Investment Report as at 29 February 2024 be received and noted by Council.

EXECUTIVE SUMMARY

1. This report details Council’s performance of its investment portfolio as at 29 February 2024 and compares its performance against key benchmarks.
2. This report also includes the estimated market valuation of Council’s investment portfolio, loan liabilities and any required update on Council’s legal action against various parties.
3. Council’s annualised rate of return as at 29 February 2024 is 4.18% which is 0.07% above benchmark with income from interest on investments totalling \$7,020,000 which is \$840,000 higher than the year-to-date adopted budget of \$6,180,000.

BACKGROUND

4. Council’s Responsible Accounting Officer is required to report monthly on Council’s investment portfolio and certify that the investments are held in accordance with Council’s Investment Policy, section 625 of the *Local Government Act 1993* and *Local Government (General) Regulation 2021*.

INVESTMENT PERFORMANCE COMMENTARY

5. Council’s performance against the benchmark for returns of its investment portfolio for February 2024, are as follows:

	1 Month	3 Month	12 Month
Portfolio Performance	0.369%	1.155%	4.18%
Performance Index	0.345%	1.087%	4.11%
Excess Performance	0.024%	0.068%	0.07%

Notes:

- (a) Portfolio performance is the rate of return of the portfolio over the specified period.
- (b) The Performance Index is the Bloomberg Ausbond Bank Bill Index.
- (c) Excess performance is the rate of return of the portfolio in excess of the (b) Performance Index.

6.

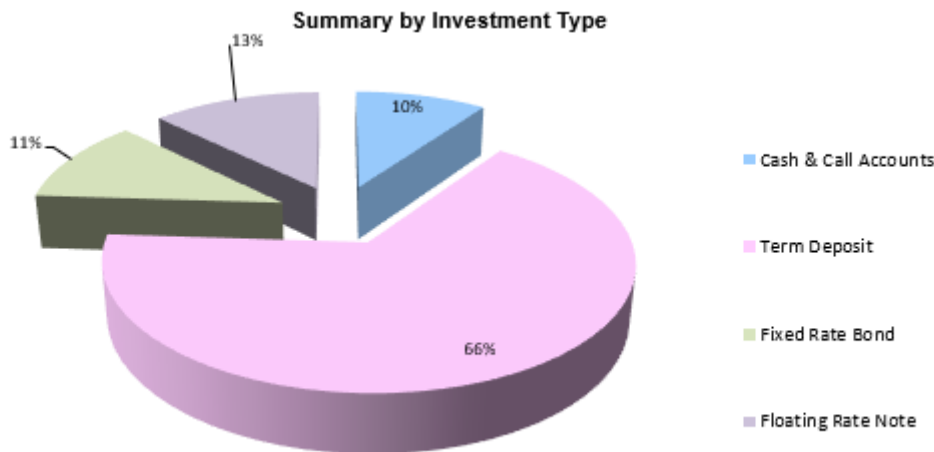
Council’s investment portfolio as at the end of February 2024 was as follows:

Security Type	Market Value \$000's	% Total Value
At Call Deposit	218	0.09%
Consolidated Cash Fund	24,287	9.76%
Term Deposit	164,700	66.18%
Fixed Rate Bond	28,100	11.29%
Floating Rate Note	31,580	12.69%
Portfolio Total	248,885	100%

FIN011-24

7. At the end of February 2024, total cash and investments were \$249 million, which was an increase of \$12 million from the previous month (January 2024: \$237 million).
8. Council continues to utilise the Federal Government’s current guarantee (\$250,000) investing in term deposits with a range of Authorised Deposit Taking Institutions (ADI’s).

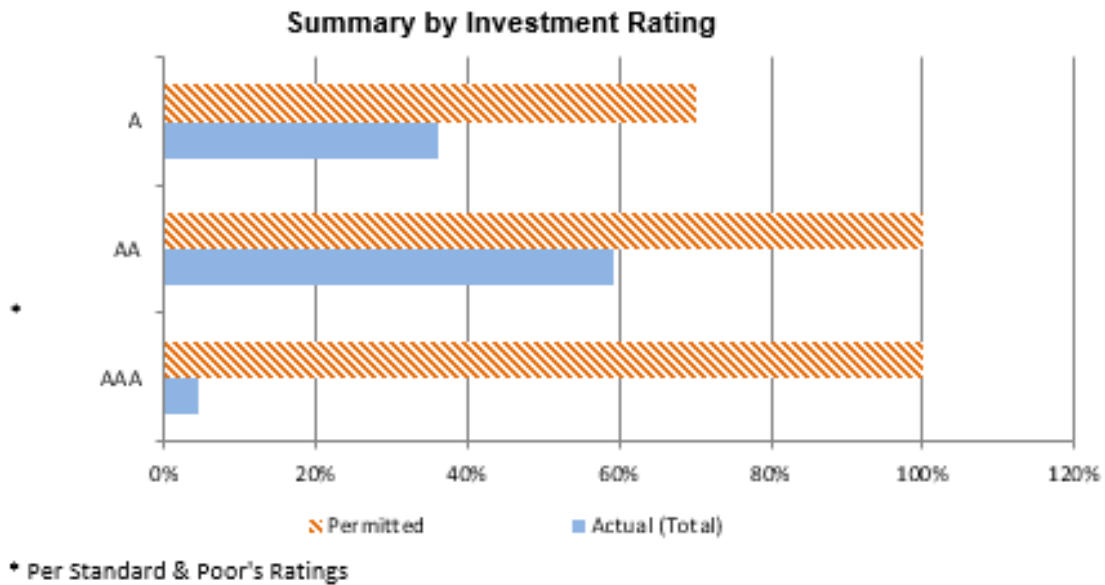
TYPE OF INVESTMENTS



9. The majority of Council’s investment portfolio is made up of term deposits, which account for approximately 66% of total investments.
10. Floating Rate Notes (FRN) can offer liquidity and a higher rate of income accrual, which is highly recommended by our Investment Advisors (CPG Research & Advisory).
11. The following are the types of investments held by Council:
 - a) Cash and Call Accounts refer to funds held at a financial institution and can be recalled by Council either same day or on an overnight basis.
 - b) A Floating Rate Note (FRN) is a debt security issued by a company with a variable interest rate. This can either be issued as Certificates of Deposit (CD) or as Medium-Term Notes (MTN). The interest rate is floating, where the adjustments to the interest rate are usually made quarterly and are tied to a certain money market index such as the Bank Bill Swap Rate.
 - c) A Term Deposit is a debt security issued by a company with a fixed or floating interest rate over the term of the deposit, where the adjustments to the interest rate are usually made quarterly and are tied to a certain money market index such as the Bank Bill Swap Rate.
 - d) A Fixed Rate Bond is a debt security can be issued by a company or government in a form of fixed rate of interest at a specified time.

POLICY LIMITS

12. The graph below shows the investment rating limits, as a percentage of total cash investments, which are allowed under Council’s Investment Policy. All funds invested are within the limits set in the Investment Policy.



FIN011-24

INVESTMENT INCOME

- 13. Income from interest on investments totals \$7,020,000 which is \$840,000 higher than the year-to-date adopted budget of \$6,180,000.
- 14. Investments have been made in accordance with the *Local Government Act 1993*, Minister’s Guidelines, Regulations and Council’s Investment Policy.

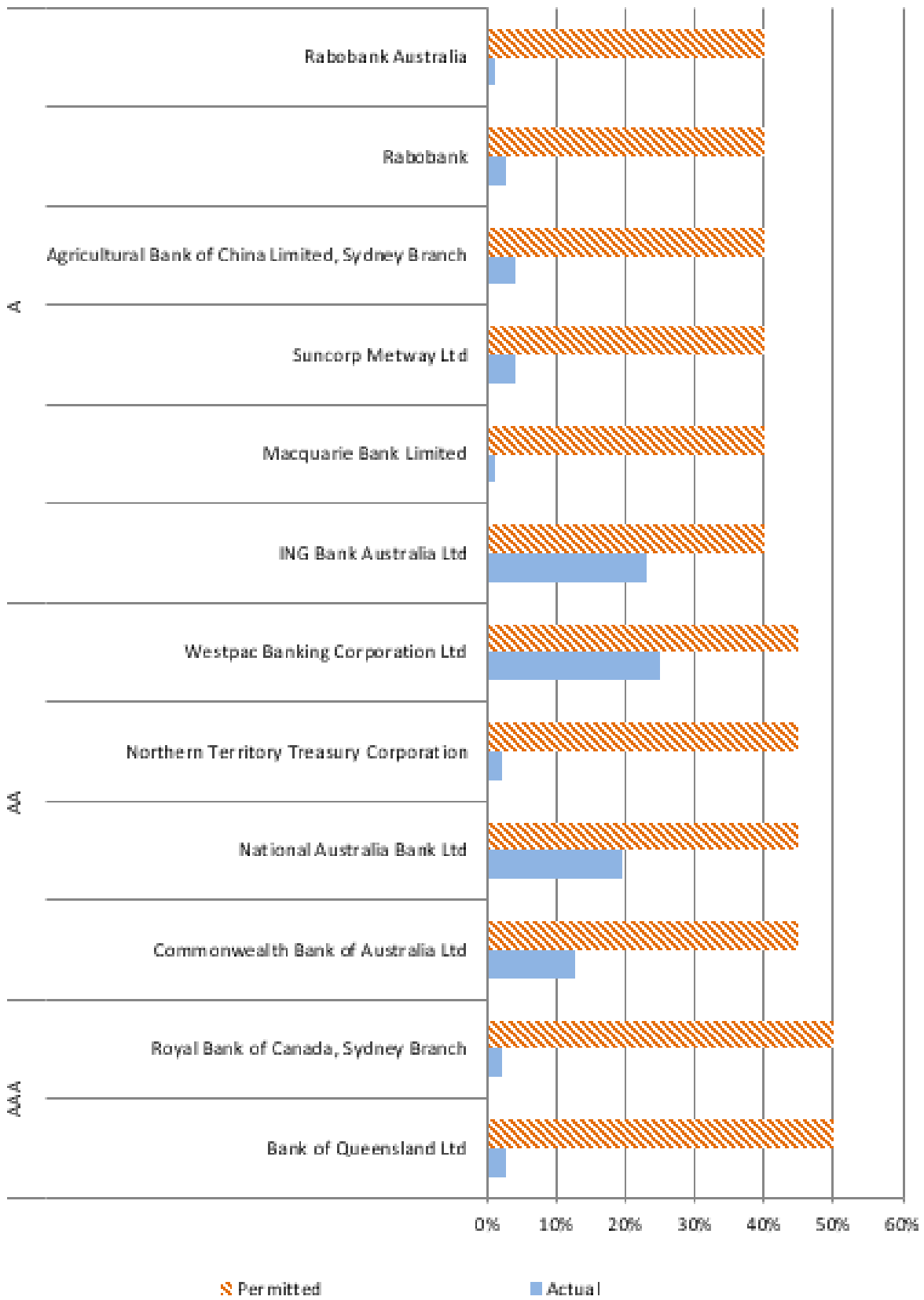
ANALYSIS OF INVESTMENTS

15. Investment Duration

Investment Term	Market Value \$000's	% Total Value	Policy Limits %
0 to < 1 Year	88,505	35.56%	100%
1 to < 3 Years	68,030	27.33%	60%
3 to < 5 Years	92,350	37.11%	40%
Portfolio Total	248,885	100.00%	

- 16. Council’s portfolio is moderately liquid, with 36% of assets maturing within 12 months. FRNs, At-Call Funds and Fixed Rate Bonds also provide additional liquidity in an emergency.
- 17. The following graph shows the analysis of the total cash investment by institution as at 29 February 2024.

Investment by Institution



FIN011-24

CREDIT RATING

18. Credit ratings are generally a statement as to an institution's credit quality. Council's investment advisors (CPG Research & Advisory) use standard & poor's credit ratings to classify the investments held by Council. Ratings ranging from AAA to A are considered investment grade.
19. A general guide for the meaning of each credit rating that Council deals with is as follows:
 - AAA: The highest possible quality. An obligor's capacity to meet its financial commitments on the obligation is extremely strong.
 - AA: The best quality companies, reliable and stable. An obligor's capacity to meet its financial commitments on the obligation is very strong.
 - A: The obligor's capacity to meet its financial commitments on the obligation is still strong but is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions.
20. The credit quality of Council's portfolio is high with 100% of assets rated 'A' or higher.

COUNCIL'S INVESTMENT POWERS

21. Council's investment powers are regulated by Section 625 of the *Local Government Act 1993*, which states:
 - A council may invest money that is not, for the time being, required by the council for any other purpose.
 - Money may be invested only in a form of investment notified by order of the Minister published in the Gazette.
 - An order of the Minister notifying a form of investment for the purposes of this section must not be made without the approval of the Treasurer.
 - The acquisition, in accordance with Section 358, of a controlling interest in a corporation or an entity within the meaning of that section is not an investment for the purposes of this section.
22. Council's Investment Policy and strategy requires that all investments are to be made in accordance with:
 - *Local Government Act 1993* - Section 625
 - *Local Government Act 1993* - Order (of the Minister) dated 12 January 2011
 - The Trustee Amendment (Discretionary Investments) Act 1997 - Sections 14A (2), 14C (1) & (2)
 - *Local Government (General) Regulations 2021*
 - Investment guidelines issued by the Department of Local Government

LEGAL MATTERS

23. Georges River Council is participating in a Group Class Action since January 2019 against Fitch Ratings Inc and Fitch Ratings Ltd (collectively Fitch), in respect to losses suffered in relation to products Council acquired which were rated by Fitch, specifically the Corsair (Cayman Islands) No.4 Ltd Series 6 Kakadu Collateralised Debt Obligation (CDO) notes (rated AA by Fitch but estimated in fact BB). Council suffered a capital loss of \$215,000 on these investments dating back to December 2006 and will seek damages of the capital loss including lost interest, as part of the action.

24. As a Group Member, Council will not incur any legal costs or disbursements, or be liable for any adverse costs order that the Court may make in the proceedings. The Banton Group Pty Ltd (Banton) is the legal firm acting for Council in relation to the class action proceedings against Fitch, engaged on November 2020. Banton has been working on the matter and conferring with consultant experts on a new potential fraud issue within Fitch's ratings methodology. The latest correspondence on this matter was in early March 2024, where Banton is still conferring with Counsel and experts regarding the arguments and alternative strategies in this matter and they expect to be in a position to provide a substantive update in the coming weeks. The anticipated substantive update has been delayed slightly for commencement of the proceedings against Fitch.

FINANCIAL IMPLICATIONS

25. Income from interest on investments totals \$7,020,000 which is \$840,000 higher than the year-to-date adopted budget of \$6,180,000.

RISK IMPLICATIONS

26. Enterprise risk/s identified, and management process applied.
27. Council's enterprise risk identified was 'poor financial management adversely impacts Council's long-term financial sustainability'. The risk has been managed by Council's management of investments in accordance with the relevant Act and Regulations, along with Council's adopted Investment Policy and introduction of the SRV. To further minimise the risk, Council is progressively moving towards the placement of investments only in investments rated A or above.

COMMUNITY ENGAGEMENT

28. No community consultation is required.

FILE REFERENCE

D24/51176

ATTACHMENTS

Attachment [↓](#)1 P08. Investment Portfolio as at 29 Feb 2024





INVESTMENT REPORT As at 29 February 2024



TABLE OF CONTENTS

1. Portfolio as at 29 February 2024
2. Portfolio Valuation by Categories as at 29 February 2024

Item: FIN012-24 Draft Fraud and Corruption Control Policy and System

Author: Head of Corporate Governance and Risk

Directorate: Business and Corporate Services

Matter Type: Committee Reports

FIN012-24

RECOMMENDATION:

- (a) That Council approve the Fraud and Corruption Control System (Attachment 1) and Policy (Attachment 2) to be placed on public exhibition for a period of no less than 28 days.
- (b) That Council endorse for the Fraud and Corruption Control System (Attachment 1) and Policy (Attachment 2) to become effective after public exhibition if no submissions have been received.
- (a) That the General Manager be delegated authority to make minor administrative changes, if required.

EXECUTIVE SUMMARY

1. The purpose of this report is to provide an update on the progression of the Fraud and Corruption Control Framework and the intention to submit both the Policy and System for public consultation and adoption if no submissions are received.

BACKGROUNDFraud and Corruption Control Policy and System

2. The Australian Standards AS8001:2021, Fraud and Corruption Control (the Standards) have been updated to provide minimum requirements for organisations wishing to develop, implement, and maintain an effective fraud and corruption control system. Accordingly, Council has completed a review of the current Policy and Plan to identify areas of improvement to comply the standards and introduce a new Fraud and Corruption Control System (FCCS).
3. The FCCS has been drafted using the current Fraud and Corruption Control Plan with modifications to align the contents with the suggested contents provided for within the Standards. Additional requirements with the updated Standards include:
 - a. Inclusion of minimum requirements
 - b. Updated references to other standards
 - c. Updated definitions to fraud and corruption to include dishonest conduct that is not necessarily a breach of the law
 - d. Update requirements and guidance on information system security and controlling the risk of external attack
 - e. Updated requirements and guidance on the application of information and communication technologies (ICT) in relation fraud and corruption prevention, detection and response
4. Where the original Plan did not contain this information, consultation occurred with the relevant department to obtain the required content and ensure it accords with the

requirements of the Standards. Some information has been expanded to match the requirements of the Standards and current practices at Council.

5. The following items have been created anew for the inclusion in the FCCS
 - a) 1.7 Definition of Terms - Updated
 - b) 2.1 - Roles and Accountabilities - Updated
 - c) 2.3 - Business Unit Accountability
 - d) 2.5 - External environment scan
 - e) 2.8 - Leveraging the external audit function
 - f) 2.9 - Implementing an Information Security Management system (ISMS)
 - g) 2.10 - Record keeping and confidentiality of information
 - h) 2.11 - Consideration of extra-jurisdictional implications
 - i) 3.3 - Managing gifts and benefits
 - j) 3.4 - Implementing and maintaining and internal control system
 - k) 3.5 - Incentives and performance indicators
 - l) 3.8 - Preventing technology enabled fraud
 - m) 3.9 - Physical security and asset management
 - n) 4.5 - Leveraging business associates and other external partners
6. Any outstanding or intended initiatives will be outlined in the Fraud and Corruption Action Plan that is an addendum to the FCCS, and which will not be published. The Fraud and Corruption Action Plan will remain in the custody of the Head of Corporate Governance and Risk.
7. On 9 November 2023, the FCCS was submitted to the Audit, Risk and Improvement Committee (ARIC) for consideration and feedback, with no recommended changes suggested.
8. The current Fraud and Corruption Control Policy has been reviewed with only minor changes to align with the FCCS.

FINANCIAL IMPLICATIONS

9. No budget impact for this report.

RISK IMPLICATIONS

10. Failure to comply with legislation or recommendations underpins the Strategic Risk 8 – Statutory and Regulatory requirement/Ineffective governance.

COMMUNITY ENGAGEMENT

11. Pending approval by Council, the Fraud and Corruption Control System and Policy will go on public exhibition for a period no less than 28 days, via Council's YourSay platform.

FILE REFERENCE

D24/72370

ATTACHMENTS

Attachment [↓](#)1 Draft Fraud and Corruption Control System



Attachment [↓2](#) Draft Fraud and Corruption Control Policy



Item: FIN013-242023/24 Half Yearly Progress Report for Quarter Ending 31 December 2023

Author: Integrated Planning and Reporting Officer

Directorate: Office of the General Manager

Matter Type: Committee Reports

FIN013-24

RECOMMENDATION:

- (a) That Council receive and note the Half Yearly Progress Report July 2023 - December 2023.
- (b) That Council endorse the Delivery Program and Operational Plan items recommended for cancellation, being placed on hold, or altered as detailed in Attachment 1.
- (c) That a copy of the Half Yearly Progress Report July 2023 – December 2023 be published on Council's website.
- (d) That the General Manager be delegated authority to make minor editorial changes to the Half Yearly Progress Report prior to publishing on Council's website.

EXECUTIVE SUMMARY

1. The July 2023 – December 2023 Half Yearly Progress Report of performance against Council's Delivery Program 2022-2026 and Operational Plan 2023/24 is submitted for the information of the community.

BACKGROUND

2. Section 405(5) of the *Local Government Act (1993)* requires that the General Manager ensure that regular progress reports are provided to the Council on its progress with respect to the principal activities detailed in its Delivery Program at least every six months.
3. Section 203 of the *Local Government (General) Regulation 2021* requires that a Quarterly Budget Review be considered by Council that shows current estimates for income and expenditure for the year, indicates whether Council's financial position is satisfactory and makes recommendations for remedial action, if required. The Quarterly Budget Review for quarter ending 31 December 2023, was adopted by Council on the 26 February 2024 under a separate report.
4. Council's Four-Year Delivery Program 2022-2026 and one-year 2023/24 Operational Plan sets the strategic and financial objectives of the year. The Plans also detail the goals and strategies for Council's six pillars which underpin Council's planning, their relevant performance measures and the projects Council plans to deliver.

PROGRESS AGAINST DELIVERY PROGRAM AND OPERATIONAL PLAN

5. Attachment 1 includes details for each of the six pillars and the 22 goals, detailing the targets adopted by Council and the performance to date in achieving these targets by 30 June 2024.
6. All Directorates are progressing towards delivering their Operational Plan actions with 85% of items either complete, ongoing or on track.
7. 15% of actions are cancelled, not started or on hold.

8. There are currently zero actions that are behind schedule or carried over.

FINANCIAL IMPLICATIONS

9. Financial results were reported to Council in February 2024 within the Quarterly Budget Review Report for period ending 31 December 2023.

RISK IMPLICATIONS

10. Enterprise risk identified and management process applied.

COMMUNITY ENGAGEMENT

11. No community consultation is required as a result of this report.

FILE REFERENCE

D24/67502

ATTACHMENTS

Attachment [↓](#)1 Half Year Progress Reports



Item: **FIN014-24 Enhance the Reporting and Logging of Community Requests**

Author: Chief Information Officer

Directorate: Business and Corporate Services

Matter Type: Committee Reports

<Summary Section>

RECOMMENDATION:

- (a) That Council continue the use and promotion of 'Log It / Fix It' system as the primary method to lodge service requests with Council, incorporating customer feedback to:
- (i) Develop additional user guides to be added to the 'Log It / Fix It' portal to improve customer ease in lodgement of enquiries.
 - (ii) Review placement of the 'Log It / Fix It' on Council websites to increase usage of this primary method by customers.
 - (iii) Better manage customer expectations in reporting issues to Council, in reviewing the current terminology and branding of the 'Log It / Fix It' to 'Report It' or similar.
- (b) That Council evaluate the benefits and efficiencies associated with a customer response management system as part of the Enterprise System Review.

EXECUTIVE SUMMARY

1. At the Council meeting held on the 24 July 2023, Council resolved through NM039-23 that a comprehensive report be undertaken to investigate the feasibility to expand the usage and promotion of 'Log It / Fix It' and 'Snap Send Solve':
 - (a) *That the General Manager prepares a comprehensive report on the feasibility of:*
 - (i) *The promotion of "Log It / Fix It" and "Snap Send Solve" applications on Council's regular communications channels as a crucial service to residents;*
 - (ii) *The provision of simple user guidelines to cover "Log It / Fix It" and "Snap Send Solve" applications;*
 - (iii) *Encouraging increased use of both "Log It / Fix It" and "Snap Send Solve" applications across the wider community, through translation into commonly used foreign languages;*
 - (iv) *The integration of both "Log It / Fix It" and "Snap Send Solve" applications into the Council's IT system.*
2. Council currently has multiple channels for the community to lodge service requests, the corporate online service request tool used by the community is 'Log It / Fix It' but requests are also received through alternate channels such as 'Snap Send Solve', "Neat Streets" and other online platforms.
3. The review of the 'Log It / Fix It' and the "Snap Send Solve" applications has been conducted in line with Council's adopted Customer Experience Strategy, particularly the experience of customers to lodge service requests with Council which ultimately reflect the commitments enshrined under Council's Customer Experience Charter to:
 - Ensure information, resources and services are accessible to all; and
 - Actively strive to continuously improve based on customer feedback.

4. Currently 'Log It / Fix It', a fully integrated service request system, is promoted through Council's website, social media channels and outgoing communications to the community, this is the primary portal to log incidents and service requests with Council.
5. A review of the 'Snap Send Solve' solution has been conducted and the information gathered is presented in detail within this report.
6. Concerns have been raised in promotion of both the 'Log It / Fix It' and the 'Snap Send Solve' solutions as this would create confusion in the community to efficiently log a problem.
7. To utilise the 'Snap Send Solve' solution there is a significant investment in integration and configuration to establish an integrated platform that would provide the automated solution already offered by the 'Log It / Fix It' portal.
8. Based on the number of service requests received by Council through both portals, financial viability of an enterprise subscription for Snap Send Solve does not align with Council's current budget.

BACKGROUND

9. The 'Log It / Fix It' system is fully integrated with Council's core enterprise system "Technology One" and incorporates two-way communication through SMS and email to update and inform the requestor of updates on their matter as it is progressed.
10. In 2023 Council received 30,212 requests through the 'Log It / Fix It' solution, this demonstrates the community is leveraging this service as the primary source for requests within the Local Government Area (LGA).
11. Council currently accepts cases logged through 'Snap Send Solve' via email. This data is manually transferred into the 'Log It / Fix It' system, to ensure all requests are handled in the same manner, in 2023 Council received 4,623 cases from 'Snap Send Solve'.
12. Council has reached out to 'Snap Send Solve' to understand the capabilities of their enterprise solution in relation to the Notice of Motion and to gain a better understanding of what benefits the product has to offer.
13. This review was conducted in consultation with the core teams that would be impacted by changes in this area including the Customer Experience team, Environmental Health and Regulatory Services team and the Information Management Technology team.

Promotion of 'Log It / Fix It' and 'Snap Send Solve'.

14. Promotion of the current 'Log It / Fix It' is already in place across Council correspondence, Website and social media channels. This has been a consistent approach since the inception of the 'Log It / Fix It' solution in 2019. The usage of this solution to lodge service requests is reflected in the high usage of this solution.
15. By expanding the promotion to include 'Snap Send Solve' there is the risk of creating confusion within the community on the correct way to lodge a request. An enterprise subscription with 'Snap Send Solve' would be required if this were to be considered as there is currently no controls in place on how these cases are lodged through 'Snap Send Solve', and manual processing of these cases is required. Financial implications associated with this are outlined below and are currently unfunded.
16. It is recommended that Council continue the use and promotion of 'Log It / Fix It' system as the primary method to lodge service requests with Council, and to promote it as such.
17. To fulfil the commitments enshrined under Council's Customer Experience Charter to ensure information, resources and services are accessible to all; and actively strive to continuously improve based on customer feedback, Council officers recommend:

- The review of the 'Log It / Fix It' links and logos on Council websites to increase usage of this primary method by customers.
- Better manage customer expectations in reporting issues to Council, in reviewing the current terminology and branding of the 'Log It / Fix It' to 'Report It' or similar.

Provision Of Simple User Guides

18. Council staff have created a basic user guide to the 'Log It / Fix It' solution; this guide can be used by the requestor when processing a request to support the ability to lodge a request.
19. Council staff will develop additional user guides to be added to the 'Log It / Fix It' portal to improve customer ease in lodgement of enquiries.
20. 'Snap Send Solve' guides are available through help buttons within the app and the web portal, it is not advised that Council generate user guides for this solution as changes could occur at any time rendering the guides redundant.

Translation Into Commonly Used Foreign Languages

21. By leveraging translation services through the web browser, 'Log It / Fix It' can be translated into common foreign languages, while this is not native to the application it does allow a broader range of access throughout the community to lodge service requests.
22. While the same can be done using the web version of 'Snap Send Solve' solution the mobile App is limited to English and Simplified Chinese only. This limit would impact the ability for any community member to lodge a request using the mobile app if an alternate language is required.

Integration with Councils Enterprise System

23. 'Log It / Fix It' is built natively within the Council Enterprise System Technology One, this system allows seamless integration and provides immediate updates when action is taken, or information is entered into the system. This integration already utilises SMS and email notifications to provide real time updates to the requester.
24. 'Snap Send Solve' can be integrated with Council's Technology One, however an enterprise subscription is required, in addition to this Council would require significant additional development work to gain the most benefit from integrating between Technology One and 'Snap Send Solve'.

Additional considerations

25. While the 'Snap Send Solve' option streamlines certain processes for the community to lodge requests, it does require the user to register their personal details with the service, this brings with it the complexities of user data being used for purposes other than intended, their privacy collection notice advises:
 - (a) *"We may disclose your personal information to recipients that are located outside of Australia"*
 - and*
 - (b) *"The information you provide will be collected by or on behalf of us and may be disclosed to third parties that help us deliver our services (including information technology suppliers, communication suppliers and our business partners)"*
26. The disclosure of information through the Snap Send Solve Portal could raise concerns surrounding data sharing, usage, and security in the community, this could result in an increase of alternate lodgement methods putting additional strain on Council staff resources.

27. The enforcement of registration reduces the ability to lodge an anonymous request, the community can currently lodge anonymous requests through 'Log It / Fix It. To lodge' a request through 'Snap Send Solve' the minimum requirement is, First Name, Surname, Email address.
28. Any portal needs to also take into consideration Misuse or False Reporting. Without proper verification mechanisms, there's a risk of misuse or false reporting on these platforms. This could lead to wasted resources to investigate or increased fees through 'Snap Send Solve' due to the limits in place under the enterprise subscription.
29. Internal processes currently manage these requests from 'Snap Send Solve' and other reporting tools and incorporate the requests into the 'Log It / Fix It' solution to ensure Council staff are only managing one set of requests.
30. As part of the Enterprise Review this critical customer facing service will be reviewed and prioritised as an important feature to ensure the most suitable solution is chosen as part of the final enterprise solution.

FINANCIAL IMPLICATIONS

31. 'Snap Send Solve' has multiple pricing structures based on the number of requests received through the solution (Attachment 1).
32. The cost of the 'Log It / Fix It' solution is incorporated into the Technology One costs as part of the overall Technology One solution and is built as part of the CIA platform.
33. In 2023 Council received 30,212 requests through 'Log It / Fix It' and 4,623 through 'Snap Send Solve', a total of 34,835 requests were received through online service request systems in 2023.
34. At present without promotion the cost to implement based on the number of requests received through 'Snap Send Solve' only in 2023 would be in line with the "intermediate" subscription model (Attachment 1), plus integration costs.
35. Through promotion of this service via Council and 'Snap Send Solve' we expect this to increase in the vicinity of 46% (based on advice from Snap Send Solve). The increase would change the subscription forecast to Premium or Unlimited (Attachment 1).
36. If the enterprise subscription structure is taken on and the current 'Log It / Fix It' solution is no longer promoted (in favour of the 'Snap Send Solve' solution) it is predicted that the subscription would immediately increase to "Unlimited" Plus integration costs
37. The above figures do not take into account the integration into Council's Technology One solution and configuration of the system to ensure the correct categories and workflows are applied, this would require significant Council and Technology One vendor support to ensure the correct configuration is achieved.
38. The pricing provided only allows a scaling up to the number of requests we are expecting, if we exceed this (unless the unlimited option is selected) 'Snap Send Solve' would charge per request at that current subscription level based on an individual request rate (Attachment 1).
39. There is no current budget allocated for 'Snap Send Solve' or integration.
40. The cost of the 'Log It / Fix It' solution is incorporated into the Technology One costs as part of the overall Technology One solution.

RISK IMPLICATIONS

41. To streamline service delivery and minimise duplication, it is imperative to focus on utilising a single reporting system. Relying on various vendors, can lead to manual

processing or compel Council to subscribe to costly alternate and duplicate solutions. This not only affects our budget but also necessitates additional resources for integration.

42. Marketing efforts by 'Snap Send Solve' have led to a significant 46% uptick in case lodgements, potentially overburdening our system with incidents. This could jeopardize our service level agreements (SLAs) or force us to incur extra costs to maintain existing service standards.
43. Additional risks have been identified that should be assessed as part of the overall report (Attachment 2).

COMMUNITY ENGAGEMENT

44. Community engagement would be required if a budget was proposed to be allocated.
45. Community engagement was conducted as part of the development of Council's adopted Customer Experience Strategy.

FILE REFERENCE

D24/36746

ATTACHMENTS

- Attachment 1 Snap Send Solve Pricing (Confidential)
Attachment 2 Snap Send Solve Enquiry (Confidential)

CONFIDENTIAL ITEMS (CLOSED MEETING)

Council's Code of Meeting Practice allows members of the public present to indicate whether they wish to make representations to the meeting, before it is closed to the public, as to whether that part of the meeting dealing with any or all of the matters listed should or should not be considered in closed session.

RECOMMENDATION

That in accordance with the provisions of Part 1 of Chapter 4 of the Local Government Act 1993, the following matters be considered in closed Meeting at which the press and public are excluded.

That in accordance with the provisions of Section 11(2) of the Act, the reports and correspondence relating to these matters be withheld from the press and public.