

ANNEXURE 11

20
2.018Ha

Greater Hume Council
Development Consent No: 10.2024.42.1
Approved subject to the conditions contained
In the Development Consent
Authorised Officer: GSW
Date: 28/12/2024

LAYOUT PLAN
SCALE 1:1000

LEGEND - EXISTING


--SW--SW-- STORMWATER

LEGEND - PROPOSED

- 1/1 0.1748ha STORMWATER CATCHMENT NUMBER AND AREA
- SW STORMWATER
- 12.0 FINISHED MAJOR CONTOURS (0.50m)
- FINISHED MINOR CONTOURS (0.25m)

NOTE:
FINAL ROAD PROFILE AND GRADING SUBJECT TO
DETAIL DESIGN & ACCEPTANCE BY ROADS AUTHORITY


PRELIMINARY - NOT FOR CONSTRUCTION				
DATE	REV	DESCRIPTION	REVISIONS	
04/12/2024	3	RESUBMISSION FOR DA APPROVAL		
15/08/2024	2	ISSUED FOR DEVELOPMENT APPLICATION APPROVAL		
29/03/2024	1	PRELIMINARY - NOT FOR CONSTRUCTION		



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DESIGNED D. DAKIN
CHECKED
PROJECT MANAGER D. DAKIN
ENGINEERING CERTIFICATION

SCALE

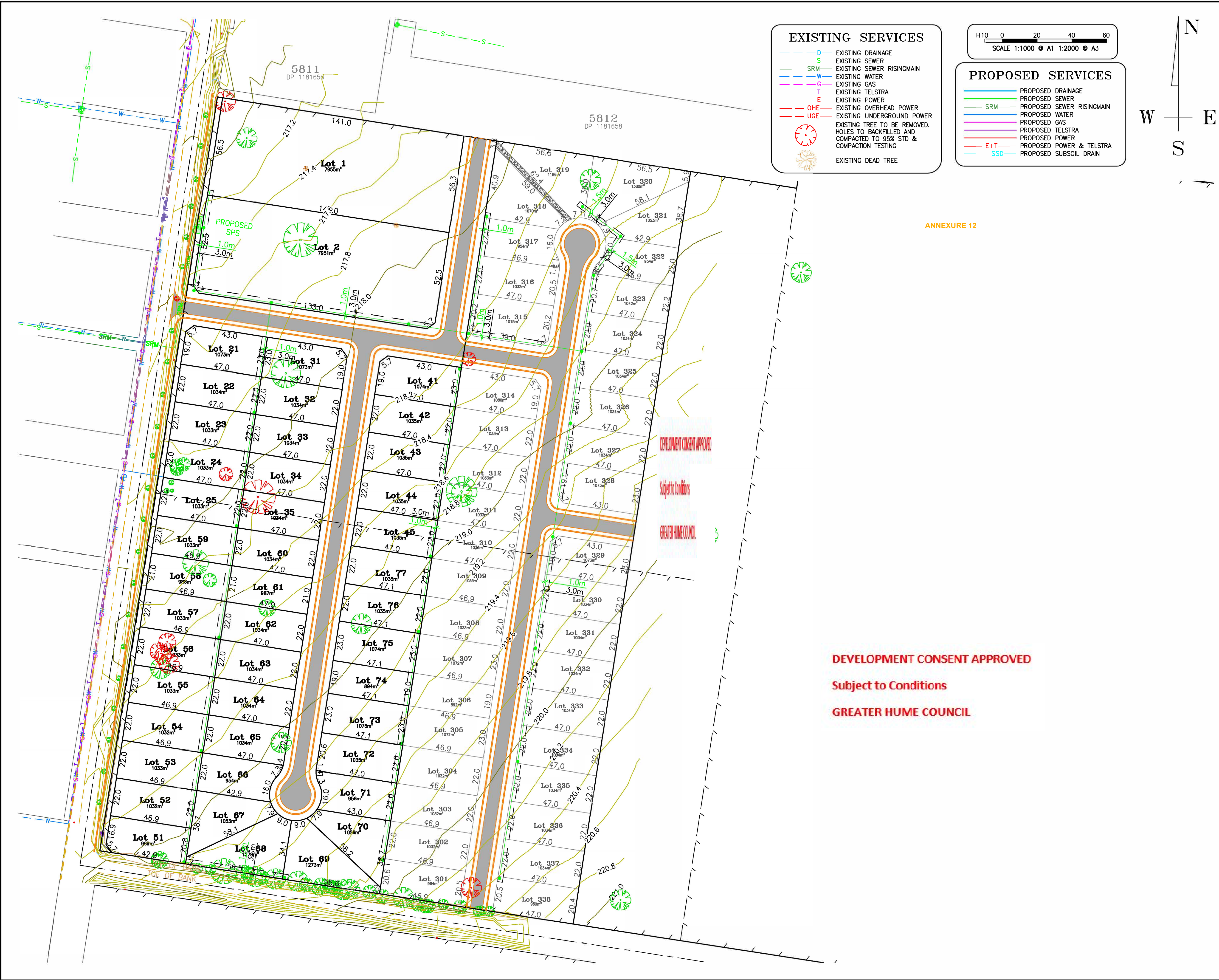


SCALE 1:750(A1)

ORIGINAL SHEET SIZE A1

CLIENT	JINDERA LUTHERAN CHURCH
PROJECT	LUTHERAN CHURCH JINDERA ST SUBDIVISION
LOCATION	JINDERA ST, JINDERA, NSW 2642
SHEET TITLE	PROPOSED SUBDIVISION

JOB CODE	P001238
SHEET NUMBER	C400P
REV	3



ANNEXURE 12

EXISTING SERVICES

- EXISTING DRAINAGE
- EXISTING SEWER
- EXISTING SEWER RISINGMAIN
- EXISTING WATER
- EXISTING GAS
- EXISTING TELSTRA
- EXISTING POWER
- EXISTING OVERHEAD POWER
- EXISTING UNDERGROUND POWER
- EXISTING TREE TO BE REMOVED. HOLES TO BACKFILLED AND COMPACTED TO 95% STD & COMPACTION TESTING
- EXISTING DEAD TREE

H10 0 20 40 60
SCALE 1:1000 @ A1 1:2000 @ A3

PROPOSED SERVICES

- PROPOSED DRAINAGE
- PROPOSED SEWER
- PROPOSED SEWER RISINGMAIN
- PROPOSED WATER
- PROPOSED GAS
- PROPOSED TELSTRA
- PROPOSED POWER
- PROPOSED POWER & TELSTRA
- PROPOSED SUBSOIL DRAIN

29 WALLA WALLA ROAD
WALLA WALLA

PROPOSED SEWER PLAN



SURVEYORS CIVIL ENGINEERS
DEVELOPMENT CONSULTANTS

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AMENDMENTS/ACTIONS:-	DATE:
A. FOR DISCUSSION	18/10/22
B. FOR INTERNAL REVIEW	14/11/22
C. FOR DISCUSSION	08/12/22
D. FOR DISCUSSION	30/03/23
E. FOR DA	31/03/23
F.	

PLEASE NOTE :

IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO LIAISE WITH ALL SERVICING AUTHORITIES TO DETERMINE THE LOCATION OF ANY SERVICES PRIOR TO ANY EXCAVATION ON THE SITE. THE POSITION OF SERVICES ARE APPROX ONLY. NO GUARANTEE IS GIVEN THAT ALL EXISTING SERVICES ARE SHOWN.

THE CONTRACTOR IS TO ENSURE THAT ALL WORKS ARE EXECUTED IN A SAFE MANNER AND IN ACCORDANCE WITH THAT STATES "OCCUPATIONAL HEALTH AND SAFETY ACT". OTHER SAFETY REQUIREMENTS OF RELEVANT AUTHORITIES MUST BE FOLLOWED.

THE CONTRACTOR IS TO LIAISE WITH THE RELEVANT AUTHORITIES REGARDING SEDIMENT CONTROL MEASURES. NO CONSTRUCTION WORK IS TO BEGIN ON SITE UNTIL SUCH MEASURES ARE IN PLACE. ANY DEVIATION FROM THE APPROVED SOIL & WATER MANAGEMENT PLAN MAY INCUR A FINE.

ONLY THOSE TREES & SHRUBS THAT ARE MARKED FOR REMOVAL SHALL BE REMOVED.

ALL TRENCHES IN LOTS/NATURE STRIPS ARE TO BE RESTORED WITH A MINIMUM OF 100mm THICK TOPSOIL.

THE FACE OF KERBS ABOVE CONDUIT LOCATIONS ARE TO BE MARKED WITH A NEAT 'E' 'W' 'G' AND 'T' AS APPROPRIATE.

THE CONTRACTOR IS TO NOTIFY,
-LOCAL WATER AUTHORITY 48HRS PRIOR TO COMMENCEMENT.
-MUNICIPAL AUTHORITY 1WEEK PRIOR TO COMMENCEMENT.
-SUPERINTENDENT 1WEEK PRIOR TO COMMENCEMENT.

THE PRINCIPAL CONTRACTOR IS RESPONSIBLE FOR CO-ORDINATION WITH SERVICE AUTHORITIES IN RELATION TO INSTALLATION OF THEIR SERVICES. THIS INCLUDES SETTING FINISHED LEVELS OF PITS AND STRUCTURES

ONLY SPECIFIC PLANS TO BE USED FOR CONSTRUCTION OF SPECIFIC SERVICES.



FOR DA

DATE:- 31/03/2023

ESLER CHECKED:
IAN BIGNELL 31/03/23

AUTHORITY APPROVED:

DATUM: A.H.D. DRAWN: A.VARGHESE DATE: NOV-2022

PROJECT No: 00032742 REV: E

SHEET 3 OF 11 A1

To: Greater Hume Shire Council
From: The Killalea Family
Subject: Proposal to Name the Wantagong Creek Bridge **Oliver Killalea Bridge**

We respectfully submit this proposal to the Greater Hume Shire Council. The proposal is for consideration to name the new bridge over Wantagong Creek on Jingellic Road **Oliver Killalea Bridge** in honour of the late Mr Oliver Killalea and in recognition of his Military Service and extraordinary service to the Holbrook community and the Greater Hume region. Our submission is in accordance with Council's Bridge Naming Policy.

Mr Killalea passed away on 27 February 2025 at the age of 101. He was a long-standing and highly respected member of the Holbrook community, where he resided and owned property for 67 years. His contributions span military service, emergency volunteering, agricultural excellence, and civic involvement.

Background and Service

- Military Service: Mr. Killalea served in the Australian Army from 1945 to 1947. He was stationed in New Guinea (Bougainville and Morotai) and later volunteered as a member of the British Commonwealth Occupation Force in Japan. He was the last surviving World War II veteran in the Greater Hume Region as reported in the Albury Border Mail on 4th March 2025.

Community Involvement

- A lifetime member of the Rural Fire Service (RFS), Mr. Killalea dedicated over 75 years of volunteer service. He served as Captain of the Lankeys Creek, Four Mile and Wantagong brigades.
- An active member of the Holbrook RSL, Golf Club and Swimming Club.

- A life member and Patron of the Holbrook Show Society, and President of the Regional Show Society (Albury and Aria Park) and a member of the Agricultural Societies Council.

Agricultural Contributions


- A respected Poll Dorset sheep producer and well-regarded judge at the Sydney Royal Easter Show and numerous regional agricultural shows.
- Owned several properties along Jingellic Road, including "Canungra", "Annandayle" (1967-1976) and "Killandayle" (1976-2025), after initially settling in Lankeys Creek in 1958.

Proposal

With the current roadworks and bridge construction underway on Jingellic Road, we believe this is a fitting and timely opportunity to formally honour Mr Killalea's enduring legacy. To our knowledge the bridge over Wantagong Creek is presently unnamed. Naming it **Oliver Killalea Bridge** would provide a lasting tribute to a man whose lifetime of service, dedication and community spirit has left an indelible mark on Holbrook and its surrounds.

We respectfully ask the Council to consider and approve this naming proposal to ensure that Mr Killalea's legacy is permanently recognized in the area he loved, served and called home.

Yours sincerely



Robyn Waite (Daughter)

(on behalf of the Killalea Family)

Date: 25 March 2025

Mobile : 0418 295 300

Email : waitetr8@bigpond.com

Project-based Grants as at March 2025							
Grant Program	Funding Body	Status of Grant Project	Completion Due Date	% Complete	% Spent	Total Grant Funding	Comments
Environment & Planning							
West Jindera Land Precinct	NSW Department of Planning, Housing & Infrastructure	In Progress	31/08/2025	35	23	\$165,000	
Environment & Planning Sub Total						\$165,000	
Corporate Services							
Good Things Foundation - Get Online Week	Good Things Foundation	Yet to start	30/06/2025	0	0	\$4,000	
Good Things Foundation - Building Digital Skills	Good Things Foundation	Yet to start	30/06/2025	0	0	\$4,554	\$3000 additional Grant Received - 28/3/25
Libraries - Tech Savvy Seniors	State Library - NSW	In Progress	30/06/2025	100	75	\$3,036	
Libraries - Local Priority Grant	Library Council of NSW	In Progress	30/06/2025	20	20	\$19,500	
Australia Day Function	National Australia Day Council	Complete	30/04/2025	100	100	\$10,000	Final Payment Received 14/3- Acquittal Completed
Culcairn Childcare - Start Stronger	NSW Dept of Education & Training	In Progress	30/06/2025	80	80	\$51,000	

Holbrook Childcare - Start Stronger	NSW Dept of Education & Training	In Progress	30/06/2025	80	80	\$195,000	
Walla Walla Childcare - Start Stronger	NSW Dept of Education & Training	In Progress	30/06/2025	80	80	\$25,370	
Henty Childcare - Start Stronger	NSW Dept of Education & Training	In Progress	30/06/2025	80	80	\$27,025	
Walla Walla Childcare - Sustainability Grant	Commonwealth Department of Education, Skills and Employment	In Progress	30/06/2025	80	80	\$268,259	Funding Extended - 2 Years 26/27 & 27/28
Henty Childcare - Sustainability Grant	Commonwealth Department of Education, Skills and Employment	In Progress	30/06/2025	80	80	\$457,164	Funding Extended - 2 Years 26/27 & 27/28
Emergency Service Grant	Revenue NSW	In Progress	30/06/2025	100	58	\$30,445	
Public Library Infrastructure Grant	State Library - NSW	In Progress	31/12/2025	5	0	\$192,464	Due to start works May.
Corporate Services Sub total						\$1,287,817	

Project-based Grants as at March 2025 (cont'd)							
Grant Program	Funding Body	Status of Grant Project	Completion Due Date	% Complete	% Spent	Total Grant Funding	Comments
Engineering/Works (Roads)							
Natural Disaster Event Local Roads AGRN 1034	Transport of NSW	In Progress	30/06/2025	95	90	\$8,572,606	
Restart NSW Fixing Country Roads - Round 6 — FCR00088 - Wantagong 5 Bridges	Transport for NSW	In Progress	31/08/2026	90	90	\$1,800,000	
Regional Emergency Road Repair Fund	Transport for NSW	In Progress	31/10/2027	80	80	\$9,130,569	
Fixing Local Roads Round 4 — FLR400093 Brocklesby Balldale Road Reconstruction - Stage 2	Transport for NSW	In Progress	1/03/2025	90	58	\$2,337,262	Extension submitted to 30 April 2025

LRCIP Phase 4 - General - PART A - NSW Department of Planning, Housing and Infrastructure							
National Flood Mitigation - NFMIP-0005	National Emergency Management Agency	In Progress	30/04/2025	90	70	\$4,580,000	
LRCIP Phase 4 - General	Whitebox Woodlands Rehabilitation Project	In Progress	30/06/2025	20	0	\$50,000	
LRCIP Phase 4 - General	Wallace Street Footpath: Albury to Peel Street	Complete	30/06/2025	100	100	\$85,000	
LRCIP Phase 4 - General	Jindera Netball Facility Toilets	In Progress	30/06/2025	25	25	\$150,000	
LRCIP Phase 4 - General	Brocklesby Tennis Club Upgrade Court Surface	In Progress	30/06/2025	75	75	\$35,000	
LRCIP Phase 4 - General	Playground – Henty Showgrounds	Complete	30/06/2025	100	100	\$50,000	Joint funded LSCA Funding Source 1 of 2
LRCIP Phase 4 - General	Brocklesby Recreational Ground - resealing	In Progress	30/06/2025	5	0	\$230,000	
LRCIP Phase 4 - General	Culcairn Council Office & Memorial Hall	In Progress	30/06/2025	20	20	\$100,000	
LRCIP Phase 4 - General	Burrumbuttock Walking Track	In Progress	30/06/2025	95	95	\$225,190	

LRCIP Phase 4 - General	Jindera Rec Ground – Inclusive Swing	In Progress	30/06/2025	30	0	\$80,000	
LRCIP Phase 4 - General	Blacksmith Park Brocklesby Septic System	In Progress	30/06/2025	30	0	\$50,000	
LRCIP Phase 4 - General	Culcairn Rec Ground Shade Sail/Park Furniture	Complete	30/06/2025	100	100	\$50,000	
LRCIP Phase 4 - General	Culcairn Jubilee Park Shade Sail	Complete	30/06/2025	100	100	\$50,000	
LRCIP Phase 4 - General	Jindera Adventure Playground Ramp & Shade	In Progress	30/06/2025	30	0	\$30,000	
LRCIP Phase 4 - General	Balfour Street Footpath - Culcairn	In Progress	30/06/2025	10	0	\$80,000	
LRCIP Phase 4 - General	Woomargama Park Upgrade	In Progress	30/06/2025	50	50	\$50,000	
LRCIP Phase 4 - General - PART B - NSW Department of Planning, Housing and Infrastructure							
LRCIP Phase 4 - General	Clifton Ring Road Re-sheeting	Complete	30/06/2025	100	100	\$216,517	
LRCIP Phase 4 - General	Schoff Road Re-sheeting	Complete	30/06/2025	100	90	\$130,000	
LRCIP Phase 4 - General	Reapers Road Re-sheeting	Complete	30/06/2025	100	90	\$200,000	
LRCIP Phase 4 - General	Sherwyn Road Re-sheeting	Complete	30/06/2025	100	90	\$200,000	
LSCA Program - Albury	Playground Henty Showgrounds	Complete	30/06/2025	100	100	\$52,000	Joint Funded LRCIP 4 Funding Source 2

Stronger Country Communities Fund - Round 5	Holbrook Dog Park	In Progress	30/06/2025	90	40	\$100,000	
Jindera Sewerage – Business Case	Restart NSW	Complete	30/06/2025	100	100	\$360,000	*Revision in progress
Engineering/Works (Roads) Sub Total						\$28,994,144	
Total Project-based Grants						\$30,446,961	
Recurrent Grant & Subsidy Funding as at March 2025							
Grant Program	Funding Body	Status of Grant Project	Completion Due Date	% Complete	% Spent	Funding Amount	Comments
Financial Assistance Grant	Office of Local Government	In Progress	30/06/2025	N/A	N/A	\$7,286,936	
Roads to Recovery	Transport of NSW	In Progress	30/06/2025	30	30	\$1,685,452	\$1,685,452 allocated to 2024/25 and \$11,388,908 over 5 years. This grant is used for a combination of capital and operational expenses.

ANNEXURE 14

Libraries - Subsidy	Library Council of NSW	Complete	30/06/2025	100	100	\$73,543	Total funding for 2024-2025
RFS Annual Maintenance & repair Grant	NSW Rural Fire Service	In Progress	30/06/2025	n/a	n/a	\$348,517	RFS administer this funding.
Regional Roads Block Grant	Transport for NSW	In Progress	30/06/2025	85	85	\$2,422,000	
Street Light Subsidy	Transport for NSW	In Progress	30/06/2025	100	100	\$26,000	
2022 -2023 New Weed Incursion - Alligator Weed Response	Local Land Services	In Progress	30/06/2025	0	0	\$22,607	
CCS - Henty Childcare Subsidies	Commonwealth Department of Education, Skills and Employment	In Progress	30/06/2025	100	100	\$455,282	Reimbursement
CCS - Culcairn Childcare Subsidies	Commonwealth Department of Education, Skills and Employment	In Progress	30/06/2025	100	100	\$159,161	Reimbursement
Holbrook Childcare - Employment Subsidies	DETRCWS	In Progress	30/06/2025	100	100	\$838	Wages Subsidy
Walla Walla Childcare	DETRCWS	In Progress	30/06/2025	100	100	\$4,664	Wages Subsidy

ANNEXURE 14

Henty Childcare	DETRCWS	In Progress	30/06/2025	100	100	\$2,982	Wages Subsidy
CCS - Holbrook Childcare Subsidies	Commonwealth Department of Education, Skills and Employment	In Progress	30/06/2025	100	100	\$378,641	Reimbursement
CCS - Walla Walla Childcare Subsidies	Commonwealth Department of Education, Skills and Employment	In Progress	30/06/2025	100	100	\$410,735	Reimbursement
Road Safety Officer - Subsidy	Transport for NSW	In Progress	30/06/2025	100	100	\$85,976	Reimbursement
Total Recurrent Grants & Subsidy Funding						\$13,363,335	



GREATER HUME COUNCIL

CUSTOMER SERVICE REVIEW

THE CUSTOMER IS AT THE HEART OF EVERYTHING WE DO

CUSTOMER SERVICE VISION AND MISSION

Vision:

Greater Hume Council's vision is to be a leader in regional excellence by:

- Fostering vibrant community growth and development through collaboration, innovation, and inclusivity.
- Championing the responsible and sustainable stewardship of our environment, community, and economy to enhance the quality of life, now and for generations to come.

To support this vision, Council is committed to delivering timely, efficient, and consistently high-quality customer service, with knowledgeable and approachable staff who strive to exceed our community's expectations.

Mission:

Our mission is to provide exceptional customer service that aligns with and drives the achievement of Council's vision. We expect all staff to pursue excellence in their roles, acting as responsible and accountable representatives of Greater Hume Council.

Louise Frichot | Director Corporate and Community Services

Greater Hume Council

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ACKNOWLEDGEMENTS

CUSTOMER RELATIONS OFFICERS	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
IT Coordinator	
[REDACTED]	
MANAGEMENT TEAM and SPONSORS	
Evelyn Arnold General Manager	Louise Frichot Director Corporate and Community Services
Events Officer	
[REDACTED]	
GREATER HUME COUNCIL CSR PROJECT LIAISON	
Bernadette Anderson – Manager Risk and Governance	

Acknowledgments or Disclaimers

We acknowledge the contributions of the Customer Relations Officers, and the Technology Coordinator, who provided data and insights for this report.

It is important to note that a planned validation workshop to review and verify the findings was not conducted, as per the Council's decision. As such, the findings and recommendations are based on the data provided and the professional expertise applied during the review process.

SCOPE

Objective: Deliver a Comprehensive Customer Service Review to enhance service delivery

To conduct a collaborative and thorough evaluation of Greater Hume Council's customer service function, examining people, processes, technology, and policies. This review aims to enhance service delivery by identifying strengths, addressing gaps, and developing practical, actionable recommendations that align with the council's strategic goals and community expectations. It does not include detailed task analysis, which may be conducted based on recommendations outlined herein.

Additional Areas covered include:

- Event Services
- Library Services (In relation to Customer Service)

Library Services: Context with the Customer Service Review

Due to the amalgamation of library services and customer service functions, this review includes information on library processes and data sourced from RRL annual reports. However, it is not intended to be a comprehensive library services review. Instead, this report is focused on the most salient information for Customer Service (CS) and has additional context in the appendices. This includes considerations for transforming library services into a community hub, a model successfully adopted by many libraries globally.

Methodology

The findings in this report are based on data collected through the following methods:

- **Internal Interviews:** Conducted with the Customer Relations Officers (CROs).
- **Technology Meeting:** A discussion held with the Technology Coordinator to gather technical insights.
- **The Taverner Report:** Reviewed as a substitute for external stakeholder interviews, which the Council decided to exclude from this review.
- **Library Data:** Analyzed based on the Riverside Regional Libraries (RRL) Annual Reports.

It is important to note that the exclusion of traditional internal and external stakeholder interviews may limit some perspectives in this review. However, additional recommendations have been informed by professional observations and expertise to ensure a comprehensive and balanced evaluation.

Assumptions or Limitations

The analysis assumes that the data provided is complete and accurate. Gaps in the data may affect the comprehensiveness of the findings.

Limitations include:

- **Data Gaps:** Any missing or incomplete data may affect the comprehensiveness of the findings.
- **Scope Restrictions:** The Council's decision to veto external stakeholder interviews may limit external perspectives in this review.
- **Time Frame:** The analysis reflects the conditions and data available at the time of the review and may not account for recent changes or developments.

Outcome:

This review will establish a solid foundation for strengthening the customer service function, ensuring it meets the evolving needs of the organisation and its customers while aligning with Greater Hume's strategic objectives.

Exclusions:

The implementation of review recommendations is outside the scope of this project.

Lead Consultant:

INSYGH SERVICES Principal Consultant: Jacqueline Liyan

Contact: jliyan@insyght.com.au

This document contains proprietary information and is intended for authorised personnel only.

EXECUTIVE SUMMARY

The Greater Hume Council (GHC) is dedicated to delivering Customer Excellence by reviewing and refining its approaches, standards, and processes. This Customer Service Review evaluates service delivery across people, processes, technology, and policies, identifying strengths, addressing weaknesses, and providing actionable recommendations to enhance operational efficiency, empower staff, and align with GHC's strategic objectives.

Although the amalgamation of library and customer service functions has been ongoing since 2003, the merger has revealed operational inefficiencies, training gaps, and cultural barriers. These challenges must be addressed to foster a unified, customer-focused culture and improve service delivery. CRO staff require adequate training to manage dual roles effectively, with additional responsibilities and workloads factored into training design.

The review focuses on five key objectives:

- **Enhancing the Customer Experience:** Delivering seamless, user-friendly interactions across all customer touchpoints.
- **Providing Proactive Communication:** Keeping customers informed of updates and changes to enhance transparency.
- **Encouraging a Customer-Focused Culture:** Empowering staff to take ownership of customer interactions.
- **Promoting Sustainable Service Delivery:** Optimising resources to reduce costs and staff intervention.
- **Maintaining Uniform Service Standards:** Establishing clear expectations for staff and customers.

Challenges and key findings:

Key challenges include under-utilised tools like Status View, training gaps, and inefficient workflows. CROs face stress from manual tracking, delays, and communication gaps, while the absence of feedback loops and an IVR system reduces call efficiency. The image below highlights declining satisfaction with customer service and communication, prompting a closer look at workflows, tools, and engagement strategies.

COMMUNITY SATISFACTION SURVEY: REF 6885, SEPTEMBER 2024

4. COUNCIL SERVICES & FACILITIES

As shown by arrows in **Table 14** below, all five measures had significantly lower means in 2024 than in 2019. With 80% of the Customer Service & Communication measures having a mean score below a neutral 3.0, this group of measures was the lowest performing in 2024 (compared to Community & Lifestyle Services, and Infrastructure & Basic Services).

Table 14 Customer Service & Communication Satisfaction – Internal Benchmarks

	2012	2016	2019	2024	Significant change since 2019
Customer service provided to residents by Council staff	3.8	3.9	3.8	3.5	↓
Consulting with the community	3.4	3.4	3.2	2.7	↓
Council responsiveness to community needs	3.3	3.3	3.3	2.8	↓
Informing the community of Council decisions	3.5	3.6	3.2	2.7	↓
Council leadership and advocacy	3.5	3.5	3.3	2.7	↓

Image 1: Decline in Customer Satisfaction Metrics (2024 vs. 2019) Table 14 from the Taverner Research Group Report P26.

Recommendations:

Proposed Recommendations include:

- Implementing voicemail functionality, task automation, and follow-up protocols with SLAs.
- Providing regular training, cross-departmental knowledge sharing, and optimised tools like Live Pro.
- Enhancing technology through CRM-telephony integration, streamlined classification systems, and the transition to Altitude.
- Establishing robust customer service standards and accountability frameworks to align teams and promote a culture of excellence.

Please see **Appendix 6 – Recommendations**.

Proposed Implementation Roadmap (Complimentary Option)

While implementation planning is outside the scope of this review, these strategies offer a foundation for lasting improvements. Developing an implementation roadmap, including timelines and resources, is recommended as the next step to prioritise actions and ensure a structured rollout. The organisation opted not to take up the offer.

Conclusion

The Greater Hume Council's commitment to customer service excellence is evident through its modernisation initiatives, including the adoption of updated technologies and streamlined processes. By leveraging these advancements, GHC aims to address inefficiencies, empower staff, and deliver more seamless and intuitive customer experiences.

This comprehensive review highlights the importance of aligning service delivery with strategic objectives while fostering a customer-focused culture across the organisation. Through the integration of innovative tools, enhanced workflows, and targeted training, GHC is well-positioned to optimise resource use, reduce costs, and strengthen trust within the community.

The actionable recommendations outlined in this review provide a clear pathway to sustainable improvements, ensuring GHC remains agile and responsive to the evolving needs of its residents and stakeholders. These efforts will solidify the Council's reputation as a leader in delivering exceptional customer service while embracing the opportunities offered by modern technology.

Appendices

- Appendix 1 – Community Satisfaction Survey 2024
- Appendix 2 – General Trends across the Greater Hume Libraries
- Appendix 3 – Transitioning from a traditional library to a Community Hub
- Appendix 4 – Customer Service Culture Behaviours
- Appendix 5 – Greater Hume Supporting Technologies
- Appendix 6 – Recommendations

○



Image - Greater Hume Council Building

GENERAL LOCAL GOVERNMENT BACKGROUND AND CHALLENGES

Rural councils play a vital role in supporting their communities, often under unique and challenging circumstances. From managing limited resources to addressing infrastructure needs and engaging diverse populations, these councils face complex issues that require innovative solutions and strong leadership. Below are some of the key challenges typically encountered by rural councils.

Financial Constraints

- Limited revenue streams due to smaller ratepayer bases.
- High costs for maintaining infrastructure spread across large geographic areas.
- Dependence on government grants, which may be inconsistent or insufficient.

Infrastructure and Asset Management

- Aging infrastructure requiring costly repairs or upgrades.
- Limited resources for maintaining roads, bridges, water supply, and sewerage systems.
- Difficulty in securing funding for new projects to meet community needs.

Workforce and Skills Shortages

- Difficulty attracting and retaining skilled staff due to remote locations.
- Limited access to training and professional development opportunities.
- Overreliance on a small workforce, leading to burnout and inefficiencies.

Community Expectations

- High community expectations for services despite resource constraints.
- Balancing diverse community needs across large and often dispersed populations.
- Engaging with communities that may have lower digital literacy or access.

Service Delivery Challenges

- Limited access to technology and broadband in rural areas, hindering service delivery.
- High costs and logistical challenges for delivering waste management, public transport, and other essential services.
- Difficulty in providing equitable access to services for remote or isolated communities.

Economic Development

- Limited opportunities for economic growth and job creation.
- Declining populations in some rural areas, leading to reduced economic activity.
- Dependence on industries like agriculture, which are vulnerable to external shocks (e.g., climate change, market fluctuations).

Environmental Challenges

- Managing the impacts of climate change, such as droughts, floods, and bushfires.
- Balancing environmental conservation with development and agriculture needs.
- Limited resources for disaster preparedness and recovery.

Governance and Compliance

- Navigating complex regulatory requirements with limited administrative capacity.
- Ensuring transparency and accountability in decision-making.
- Managing conflicts of interest in small communities where roles often overlap.

Technology and Digital Transformation

- Limited budgets to invest in modern IT systems and digital tools.
- Difficulty integrating legacy systems with new technologies.
- Ensuring cybersecurity and data protection with constrained resources.

Transport and Connectivity

- Poor road networks and transport options, leading to isolation.
- Limited public transport availability, particularly for vulnerable populations.
- Challenges in maintaining connectivity for goods, services, and residents.

Addressing these challenges often requires innovative thinking, collaboration with other levels of government, and a focus on building resilient and adaptable communities.

BACKGROUND TO GREATER HUME LGA

Understanding Trends and Opportunities for Community Engagement

Home to circa 11,445 people, Greater Hume Council (GHC) covers a vast area of 5,929 km², shaped in a roughly rectangular form spanning 110 km from east to west and 60 km from north to south. Major towns include Culcairn, Henty, Holbrook, Jindera, and Walla Walla, alongside smaller villages such as Brocklesby, Burrumbuttock, Gerogery, and Woomargama.

Strategically located within the southern NSW transport corridor, the region benefits from fertile soils, consistent rainfall, and a productive rural economy. Agriculture, Forestry, and Fishing dominate the local economy, contributing \$583.5 million annually (35.03% of total output) and employing 1,125 people (32.03% of total employment).

In addition to agriculture, Greater Hume has a growing manufacturing sector, supported by the Holbrook and Jindera Industrial Estates. The area's transport connectivity, including the Hume Freeway, Olympic Highway, regional airports, and the Ettamogah International Rail Hub, positions it as an ideal location for logistics, business development, and industrial growth.

Balancing Growth, Diversity, and Accessibility

Greater Hume Council faces the dual challenge of serving a growing and diverse population across a vast rural area. This combination significantly affects service delivery costs, requiring innovative approaches to meet community needs.

Technology modernisation plays a key role, with initiatives such as online zoning applications, real-time service updates, and mobile-friendly platforms improving accessibility for residents and businesses alike. However, the Council recognises that many residents continue to value face-to-face interactions. Balancing digital services with personal engagement ensures inclusivity and equitable access, regardless of location.

THE GREATER HUME COUNCIL CUSTOMER SERVICE FUNCTION

Customer Service Delivery Model at Greater Hume Council (GHC)

Customer service is often seen as the face of the council because it directly interacts with the public and represents the organisation. Those working in customer service roles are typically the first point of contact for residents, businesses, and other stakeholders, making them integral to shaping the community's perception of the council. Their actions, communication style, and approach to resolving issues can significantly influence how the council is viewed in terms of responsiveness, professionalism, and care. As such, effective customer service can foster trust, satisfaction, and engagement within the community.

- The Greater Hume Council provides its communities with a combined Customer Service Centre and library service at four central locations. This convenient, decentralised approach allows customers to make initial contact with the organisation while leveraging the expertise of staff whose roles integrate library and customer service functions. These combined roles, called Customer Relations Officers (CROs), ensure greater accessibility, streamline services, and enhance the overall customer experience within key community hubs. **(See Appendix 3 – Transitioning from a traditional library to a Community Hub)**

Holbrook Library	Henty Library	Culcairn Library	Jindera Library
			
			
Address: Library Ln, Holbrook NSW 2644	Address: 30 Sladen St, Henty NSW 2658	Address: 40 Balfour Street, Culcairn 2660	Address: 83 Urana Street, Jindera 2642
Mon-Fri 8:30 am to 5 pm	Tues-Fri 12 – 5 pm	Mon-Fri 8:30 am – 5 pm	Mon – Fri 8:30 – 5 pm
CROs X 2	CROs x 0.7	CROs 1.7	CROs x 1
Demographics: 1,724 – predominant age group 60- 69 years of age	Demographics: 1,238 – Predominant age group over 60 years of age	Demographics: 1,483 - couples	Demographics: 2,721 - young families

CRO details provided by Council.

CUSTOMER SERVICE OBJECTIVES

Greater Hume Council

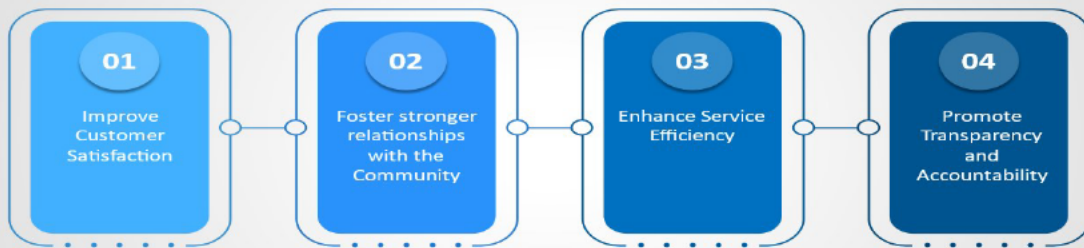


Image – Customer Service Objectives Customer Service Organisational Structure

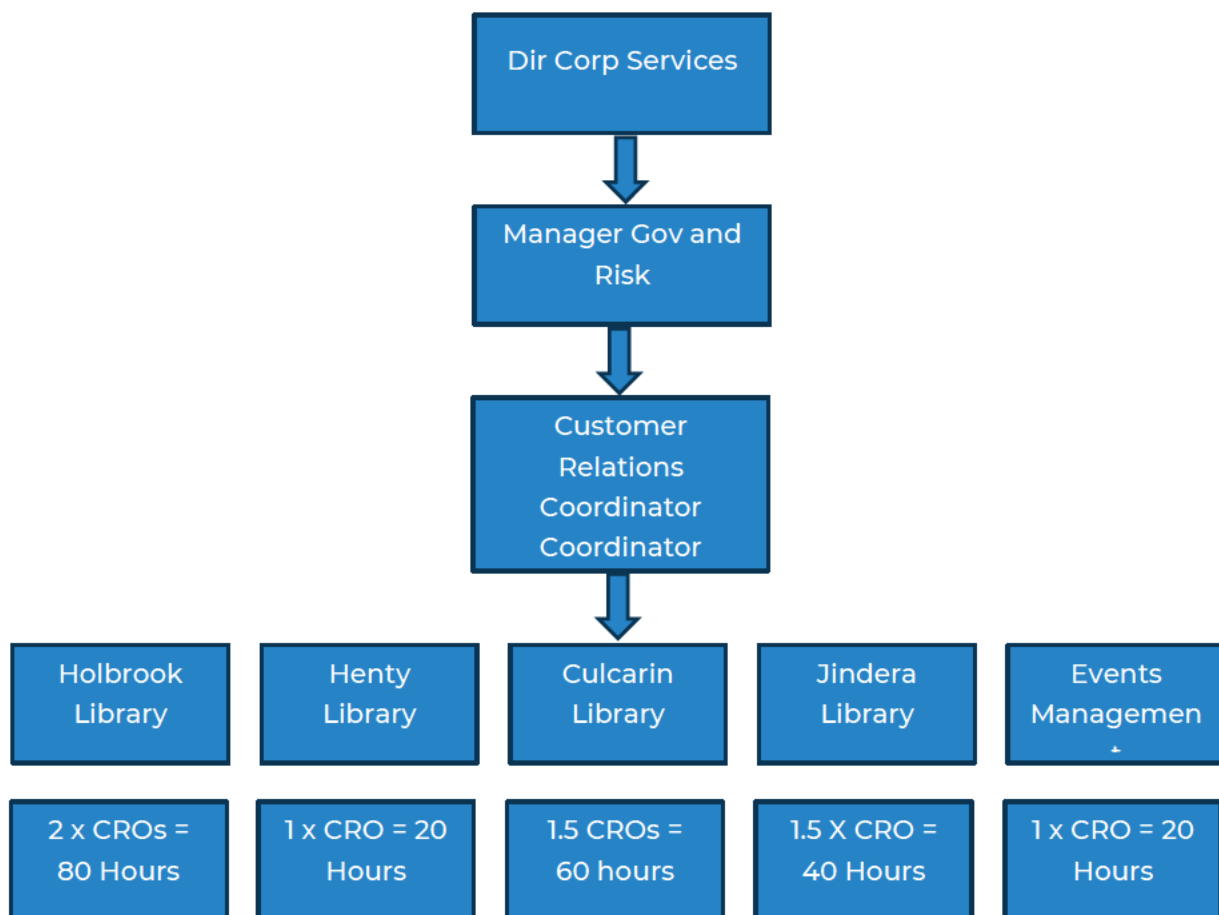


Image – CS Organisational Structure Diagram

Reporting Lines and Organisational Structure for Customer Service and Library Staff

The current reporting structure integrates Customer Service Representatives (CROs) and library staff under a unified framework:

- **Director of Corporate Services:**
Oversees the strategic and operational performance of corporate services, including customer service and libraries. The Risk and Governance Manager reports to the Director.
- **Risk and Governance Manager:**
Responsible for overseeing risk management, compliance, and governance across the organisation. The Coordinator Customer Service/Coordinator CRO reports to this role.
- **Customer Relations Coordinator:**
Directly manages the combined Customer Relations Team in the Customer Relations Officer (CRO) role. This role ensures seamless day-to-day service delivery, oversees workflows, addresses operational challenges, and maintains consistent service standards across customer service and library functions.
- **CROs:**
Frontline staff responsible for delivering high-quality customer service to the community. CROs handle general inquiries, issue resolution, and support functions, along with programs like Story Time, book loans, and community engagement initiatives. Both groups report directly to the Coordinator Customer Service/Coordinator CRO, ensuring a unified approach to service delivery.

Future considerations may include assessing whether this structure supports optimal collaboration and service outcomes.

Improving Organisational Structure and Addressing Service Satisfaction

To determine the most suitable structure for this function, it's important to start by engaging with staff and stakeholders to gather their feedback on what's working and what could be improved. Performance data can offer valuable insights into areas that may need attention, and looking at how similar organisations structure their teams could spark ideas for improvement. Any proposed changes could then be trialed to gauge their impact before committing fully.

For Consideration

- **Evaluate the Coordinator Role:** Assess whether the role has sufficient capacity and expertise to effectively oversee CROs and library staff.
- **Create Specialist Sub-Groups:** Consider having team leads within the library and CROs for more focused management while maintaining a unified reporting line to the Coordinator.
- **Introduce Feedback Mechanisms:** Implement regular feedback loops between staff, the Coordinator, and upper management to improve responsiveness and identify bottlenecks.

- **Examples could include:** Anonymous Feedback Channels: Introduce suggestion boxes, anonymous surveys, or online platforms where staff can freely share feedback without fear of repercussions.
- Real-time Digital Polling: Use tools like Slido or Mentimeter to gather instant feedback during or after meetings.
- Feedback Committees: Establish small, rotating committees of staff to focus on specific issues and provide targeted feedback to management.
- Pulse Surveys: Conduct short, frequent pulse surveys (e.g., every two weeks) to monitor ongoing concerns or gauge the effectiveness of implemented changes.
- **Review Alignment with Customer Needs:** Ensure the structure priorities improving customer service satisfaction, as highlighted by the Taverner Report, alongside compliance and risk management.

INTEGRATION OF FUNCTIONS

Combining the Customer Service Function and the Library Functions

Public libraries are vital institutions that serve informational, educational, cultural, and social functions within their communities. In Greater Hume, libraries in Henty, Culcairn, Jindera, and Holbrook also operate as customer service centres, enabling residents to handle council-related business conveniently at these accessible locations.

In addition to acting as drop-off points for council documentation, these libraries serve as hubs for a wide range of council services. Customer Service Representatives (CSRs) or Customer Relations Officers (CROs) assist with inquiries and processes such as rates, permits, and registrations. They help residents navigate online and in-person council services, process payments, and provide guidance on community programs and events. Furthermore, they support library patrons with accessing digital services and booking facilities, addressing local concerns, and ensuring community members can connect with council services close to home.

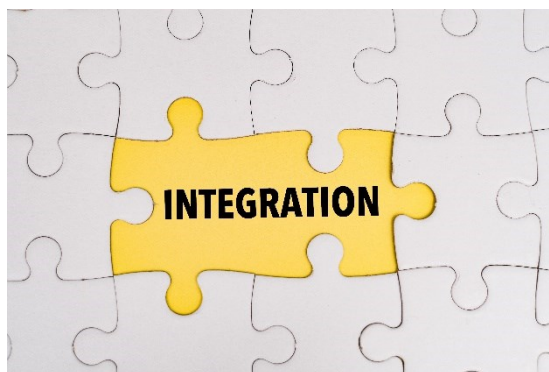


Image : This image symbolises the integration of Customer Service and Library functions within the organisation. While these roles are not traditionally seen as a natural fit due to their distinct skill sets and focus areas, they share a common foundation of community engagement. By amalgamating these functions, the organisation leverages the libraries' established role as accessible community hubs, ensuring residents can conveniently access both library and customer services in one location. This strategic integration enhances service delivery, streamlines operations, and fosters a more holistic approach to meeting community needs.

Decentralisation

Decentralisation in Greater Hume Council

Greater Hume Council has adopted a decentralised model for customer service, integrating it with its library network to provide residents with accessible, multi-purpose service points.

Key highlights:

- **Integration Timeline:**
 - **Culcairn:** Integrated customer service and library roles in 2003 (post-merger).
 - **Henty:** Longstanding dual service provision by the Customer Relations Officer (CRO).
 - **Holbrook:** Integrated services since 2022.
- **Locations Covered:**

The decentralised model spans **Henty, Culcairn, Jindera, and Holbrook**, combining library and council services in each location.

Benefits of the decentralised approach:

- **Increased Accessibility for the Community:** Centrally located within communities, the four libraries offer convenient access to council services for residents, minimising the need to travel to the main council office.
- **Enhanced Community Engagement:** Placing council services within and alongside libraries integrates them into familiar, trusted community spaces, fostering positive interactions and encouraging residents to seek assistance in a comfortable environment.
- **Cost Efficiency:** By utilising existing library infrastructure, the council reduces the costs associated with establishing and maintaining separate customer service locations. *However, this model requires careful coordination to address potential delays caused by staff not being in the same building.*
- **Improved Responsiveness:** Decentralised customer service points allow staff to better understand and respond to the unique needs of each community, enabling more tailored, responsive support.
- **Resource Sharing:** Libraries are already community information hubs, and adding council services enhances the resource-sharing culture, allowing residents to access both council and library services in one visit.
- **Reduced Congestion in Central Offices:** The decentralised model helps alleviate pressure on central offices by distributing customer service functions across multiple locations. This reduces foot traffic and call volumes at central offices, leading to shorter customer wait times and more personalised service at each location. However, the effectiveness of this benefit depends on seamless coordination between the decentralised points and the central office (39 Young St, Holbrook) to maintain consistent service quality.

“Public libraries in NSW are managed by local authorities (councils) that have adopted the *Library Act 1939*.

The *Library Act* was passed on 3 November 1939. This landmark law encouraged local governments to establish free public libraries for their citizens through the provision of financial subsidies and assistance from the State.

The *Library Act 1939* and the *Library Regulation 2018* are the key pieces of legislation that govern the provision of public library services in NSW.”¹

By leveraging the state library subsidy provided to Greater Hume libraries, Council can save significantly on operational costs associated with providing customer service. With the state subsidy—amounting to \$93,043 based on Greater Hume’s population of 11,445—the Council efficiently utilises library infrastructure to offer decentralised customer service, reducing the need for additional dedicated facilities and staffing costs. This approach maximises the value of state funding while enhancing community access to council services.

		Loans	Library Visits	Collection Items	Library Memberships
2019/20	Henty	7,215	11,973	4,736	706
2020/21		4,918	11,880	5,072	622
2022/23		3,091	9,033	4,140	485
2019/20	Culcairn	5,363	16,273	3,561	632
2020/21		4,569	15,068	3,996	542
2022/23		2,866	16,121	3,173	462
2019/20	Holbrook	8,715	11,586	5,051	749
2020/21		6,911	12,906	5,376	690
2022/23		5,723	18,603	4,652	601
2019/20	Jindera	2,219		1,251	108
2020/21		1,682		1,279	148
2022/23		1,314	2,636	1,280	180

This section has focused on the integration of the Library Services and Customer Service functions. For detailed data on library services, please refer to **Appendix 2 - General Trends across the Greater Hume Libraries**, which includes information from the RRL annual reports. This data highlights trends in borrowing habits, service usage, and a notable decline in library memberships. The decision to

<https://pls.sl.nsw.gov.au/about/library-act-and-regulation#:~:text=services%20in%20NSW.,Library%20Act%201939,be%20provided%20by%20local%20libraries.>

integrate library services with customer service has been influenced by several factors, including the need to optimise costs, address declining engagement with library services, and adapt service delivery models to better meet evolving community needs. Understanding these trends is critical for ensuring that the integration of both functions is effective, resource-efficient, and responsive to changing demands.



Image – Community Engagement Greater Hume

BACKGROUND, CHALLENGES, AND OPPORTUNITIES FOR THE GH CUSTOMER SERVICE FUNCTION (CSF)

This amalgamation process of the GH libraries and customer service, initiated in 2003 and finalised two years ago, has experienced its share of growing pains. The distinct skill sets required for each role have created a steep learning curve for staff, further compounded by recent retirements, resignations, and health-related absences. These factors have temporarily disrupted teams and impacted service quality but also present opportunities for growth and improvement.

This section outlines the key challenges, opportunities, and strategies to enhance service delivery, support staff, and leverage the evolving roles of libraries and customer service functions.

Key Challenges

Staffing and Training Gaps

- **Staff Shortages:** Reduced staffing levels and overlapping responsibilities have led to inefficiencies, particularly in call handling and customer resolutions.
- **Skill Gaps:** Customer Relationship Officers (CROs) often lack the expertise to resolve issues at the first point of contact, impacting service quality.
- **Onboarding Deficiencies:** New CROs receive limited onboarding, slowing their adaptation to council services.
- **Training Needs:** Comprehensive training is required to bridge knowledge gaps between customer service and library functions.

Role Integration and Clarity

- **CRO Dual Roles:** Staff are doubling as customer service representatives for council services, providing library services and customer services that require a broader skill set to handle diverse inquiries.
- **Expanded Roles:** The CRO coordinator has transitioned from being the Library Coordinator and has taken on additional responsibilities as the CRO Coordinator without receiving transitional assistance or structural adjustments.
- **Role Clarity Issues:** CROs often refer to the Acting CRO Coordinator and the Risk and Governance Manager interchangeably, which affects accountability and communication.

Process Inefficiencies

- **Communication Bottlenecks:** If the intended recipient is unavailable, CROs must take detailed notes, including the caller's message, name, contact information, and reason for the call, and then send a comprehensive email. While this ensures the recipient has useful information, it significantly increases administrative burdens and time spent on each unresolved call. Revisiting this policy or implementing voicemail functionality for non-critical roles could improve efficiency.
- **Administrative Overload:** Outdated systems and manual workarounds add to CRO workloads, reducing efficiency.
- **Accountability Gaps:** Inconsistent responses from departments delay issue resolution and create inefficiencies.
- **Limited First-Call Resolution:** CROs lack the tools and knowledge to resolve customer issues during the initial interaction.

Technology Limitations

- **Outdated Systems:** Tools like LivePro and Status View are underutilised, while outdated technology limits automation and increases reliance on manual processes.
- **Inconsistent Document Management:** Duplicate storage and inefficient categorisation of documents in Magiq create retrieval challenges.
- **CRM Gaps:** Lack of integration between telephone systems and CRM platforms increases errors and administrative workloads.
- **Self-Service Limitations:** The current website does not adequately support self-service functionality, which could reduce staff workload and improve customer satisfaction.

Operational Challenges

- **Peak-Time Pressure:** Staff face heightened stress during busy periods without additional resources.
- **Inconsistent Coverage:** While recent adjustments have improved coverage, robust contingency planning is needed.
- **Expanded Roles:** The dual responsibilities of library and customer service functions stretch resources thin.

Community Impact

- **Decline in Satisfaction:** As shown in the Customer Service and Community Satisfaction Table 14 from the Taverner Research Group Report P26, the 2024 Community Satisfaction Survey highlights a decline in satisfaction across key metrics, including customer service provided by

council staff, consulting with the community, and council responsiveness to community needs. These scores reflect significant challenges in meeting community expectations.

- **Customer Burden:** Siloed operations force customers to follow up on unresolved issues, reducing satisfaction and trust in services.

Opportunities and Strategies

Staff Development and Training

- **Bridge Knowledge Gaps:**
 - Equip library staff with customer service skills and CROs with library knowledge to ensure consistent and confident service delivery.
 - Leverage experienced staff, such as Holbrook library staff, to lead structured training sessions.
- **Specialised Programs:**
 - Conduct targeted training on specific processes and systems like Spydus, Wufoo, and council services.
 - Develop short, on-demand training videos and audio guides to enhance accessibility and learning flexibility.
- **Job Shadowing and Mentorship:**
 - Implement rotational training to provide hands-on exposure across branches.
 - Assign mentors to guide less experienced staff and foster practical learning.

Technology and Process Improvements — Council is focused on modernisation and some of these activities are in play.

- **Invest in Automation and System Upgrades:**
 - Fully utilise tools like LivePro and Status View to streamline workflows.
 - Transition to a new system, such as Civica Authority to Altitude, to address operational and technical issues.
- **Enhance Self-Service Options:**
 - Improve the website's user-friendliness and automation capabilities to promote customer independence.
 - Introduce automated solutions for routine tasks, freeing staff to focus on complex issues.
- **Improve Communication Systems:**
 - Enable voicemail functionality for non-critical roles to reduce administrative burdens.
 - Integrate telephone systems with CRM platforms for seamless call logging and tracking.

Operational Enhancements

- **Optimise Staffing and Scheduling:**
 - Analyse peak times and common inquiries to allocate resources effectively.
 - Ensure robust contingency planning for consistent coverage during busy periods.
 - **Community Engagement and Data Collection:**
 - Use libraries as community hubs ([see appendix 3](#)) to promote council services and gather feedback.
 - Track customer service metrics, such as inquiry types and peak times, to tailor training and resources.
-

Conclusion

Greater Hume Council can enhance its customer service function by addressing staffing, training, technology, and process inefficiencies. Comprehensive training, improved technology, and a dual focus on community engagement will enable staff to effectively manage the combined responsibilities of libraries and customer service. To further explore opportunities for improving community satisfaction, the Council could conduct a survey to gauge interest in the community hub concept and what that might entail for residents. These strategies will ensure high-quality service delivery, foster stronger community connections, and improve staff and community satisfaction.

RISK MANAGEMENT

Key Risks and Mitigation Strategies in Integrating Customer Service and Library Functions

The amalgamation of customer service and library functions, which has evolved over two decades, has resulted in several risks and their associated impacts becoming evident. These include inconsistent service levels, staff workload concerns, and a gradual dilution of the library's unique role as a knowledge hub. While these impacts have already been addressed to varying degrees through existing measures and the recommendations in this review, it remains critical to:

1. Consolidate and enhance current practices to mitigate remaining impacts.
2. Anticipate and proactively address potential future risks as service demands and customer expectations evolve.

The recommendations outlined in this review are specifically designed to manage these challenges and strengthen the resilience and efficiency of the combined functions moving forward.

Key Risks to Consider

1. Service Quality and Consistency

Risk: CROs managing both council and library duties may struggle with competing priorities or differing knowledge requirements, leading to inconsistent service quality.

Impact: Customers may experience uneven service, which can reduce overall satisfaction and trust.

Mitigation Strategy: Crosstrain CROs in both functions and develop balanced performance metrics to ensure consistency.

2. Role Overload and Employee Burnout

Risk: CROs handling a wide range of tasks may face role overload, resulting in stress and potential burnout.

Impact: Burnout can decrease productivity, increase turnover, and harm both customer service and library operations.

Mitigation Strategy: Introduce flexible staffing models and establish clear role boundaries to balance workloads.

3. Knowledge and Skill Gaps

Risk: CROs may lack expertise in specific council or library areas due to the dual nature of their roles.

Impact: Knowledge gaps can slow response times, increase referrals, and frustrate customers.

Mitigation Strategy: Provide ongoing training and skill development tailored to the dual requirements of the role.

4. **Competing Service Priorities**

Risk: Peak demand periods for council or library services may lead to prioritisation of one over the other.

Impact: Delayed responses or reduced assistance in one area can lower service quality.

Mitigation Strategy: Define task prioritisation guidelines and deploy on-call or part-time support during peak times.

5. **Operational Complexity**

Risk: Integrating two distinct functions with different workflows and customer expectations increases operational complexity.

Impact: Inefficiencies and process errors can diminish service quality and staff productivity.

Mitigation Strategy: Streamline workflows and invest in technology to support operational alignment.

6. **Customer Experience Confusion**

Risk: Customers may not understand the integration of services, leading to uncertainty about where to seek help.

Impact: Confusion can frustrate customers and erode confidence in the services provided.

Mitigation Strategy: Implement clear communication strategies, such as signage and digital guides, to manage customer expectations.

7. **Resource Allocation Challenges**

Risk: Balancing resources across library and council services may lead to under-resourcing during high-demand periods.

Impact: Insufficient staffing can result in long wait times and decreased service availability.

Mitigation Strategy: Use data to forecast demand and allocate resources flexibly to meet customer needs.

8. **Difficulty in Performance Evaluation**

Risk: Measuring CRO performance becomes challenging due to differing metrics and criteria for library and council services.

Impact: Inadequate performance evaluation can obscure training needs and service gaps.

Mitigation Strategy: Develop integrated performance metrics that reflect both functions' objectives.

9. **Impact on Specialised Services and Programs**

Risk: Library programs or council initiatives may be deprioritised due to resource constraints or conflicting demands.

Impact: Reduced focus on programs could harm community engagement and lower participation.

Mitigation Strategy: Schedule programs strategically and allocate dedicated resources to maintain program quality.

Outcome

By addressing the identified risks and implementing mitigation strategies, the combined customer service and library functions can operate more efficiently, ensuring consistent service delivery across both roles. This integration preserves the library's role as a knowledge hub while enhancing customer service responsiveness, ultimately improving community satisfaction and operational resilience.

CUSTOMER SERVICE ACTIVITIES

The Customer Relations Officers (CROs) play a pivotal role in ensuring a seamless customer experience by managing a wide range of inquiries and interactions. Their responsibilities include handling inbound and outbound calls, collaborating with internal departments, and facilitating resolutions for both routine and complex issues. While Customer Service Representatives (CROs) also perform critical library functions—such as running programs like Story Time and Book Nooks, processing book loans and returns, and managing the rotation of books—this section focuses on their customer service activities. It outlines the scope of their contributions to service delivery at Greater Hume Council, emphasising their pivotal role in supporting both library-specific and broader community services.



Image – Customer Service Activities

Multi-Channel Customer Service Approach

The customer service continuum spans multiple channels, including email, phone, website, customer service centers, and social media platforms. Each touchpoint offers customers different ways to interact with the organisation, providing flexibility and accessibility to meet their needs across various communication preferences.

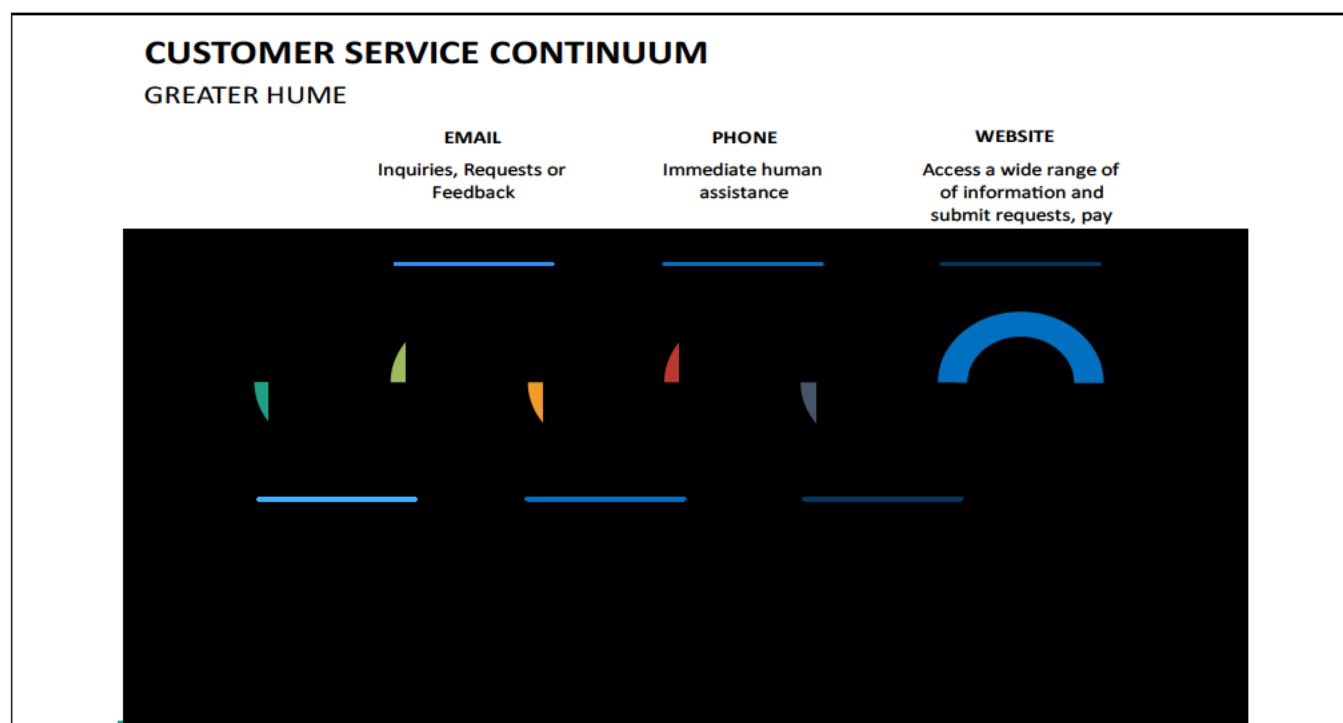


Image – Customer Service Continuum

Inbound Calls:

Customer Relations Officers (CROs) answer simple and complex queries.

Examples of simple queries that often require providing information, directing customers or assisting with routine matters that are typically quicker and less involved and include the following topics, such as:

- Abandoned cars.
- Potholes.
- Dogs on the street.
- Long grass on the footpath.

- Council-owned services (e.g., waste facilities, pools, library facilities), including opening hours and locations.
- General information on roadworks, water main bursts, waste collection, etc.
- Payment for certificates (e.g., 603, 149 planning certificates, drainage diagrams).
- Query related to charges on water usage.
- Animal requests (lost, found, microchipping, registration inquiries).
- Water and sewage complaints (call transfers).
- Waste collection bookings (direct customers to the online form).
- Council events and programs.
- Parking and traffic regulations.
- Recycling services.
- Public facility maintenance (e.g., parks, playgrounds, sports fields).
- Library services (membership, borrowing policies, book/resource availability).
- Rates payment or the call is transferred to the person in charge of rates.
- Water payment.
- Customer requests/complaints. Example: Pothole in the road.

Outbound Calls:

The CROs and other departments follow up on any number of issues, including:

- Halve Waste – external waste collection agency – very frequently – e.g., multiple times per day.
- Customers – re. payment of applications, further information for Customer requests, re. response to / enquiries.
- Customers, solicitors, conveyancers & businesses etc. for payment of different things e.g. Development Applications, Certificate Applications, Animal registration, Water meter applications etc.
- External business/government departments/businesses like WIRES, Local Land Services, RMS etc. to report on behalf of a customer
- Companion Animal Registry (rarely) if required for instruction/advise in special circumstances
- Local Police – for assistance, for information, re. road closures & to return calls etc.

Interactions with other Departments

Integrating Customer Service: with the Key Service Delivery functions at Greater Hume Council

Customer service acts as the central point of contact, connecting the community with multiple departments that deliver essential services. Frontline services such as roads, infrastructure, and waste management work alongside support teams like HR, IT, and finance to ensure customer needs are met effectively and efficiently. Customer Service staff serve as the face of these functions, representing the organisation and facilitating communication between departments and the community. Through collaboration, these departments enhance and uphold customer service standards, contributing to a unified and seamless approach to service delivery across the organisation.

GREATER HUME DEPARTMENTS THAT INTERSECT WITH CUSTOMER SERVICE

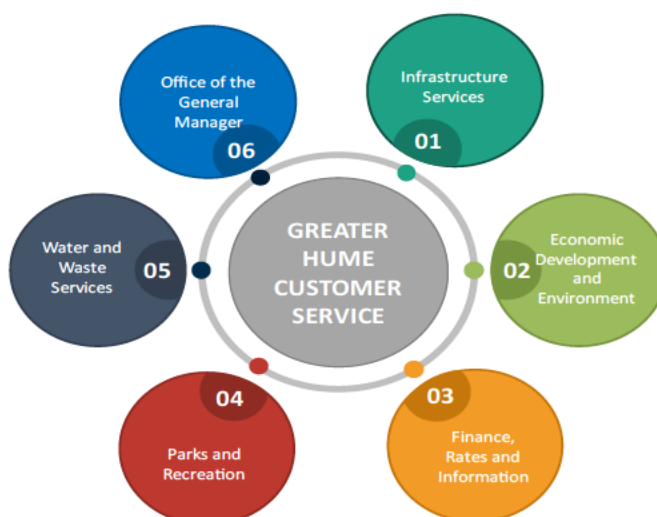


Image 11 – Greater Hume Departments that Intersect with Customer Service

Subject areas typically cover the following:

- Infrastructure construction and management, including roads, footpaths, bridges, parks, reserves, sporting grounds, recreational grounds, pools, and halls.
- Planning and development assistance and supervision, including planning, building, and plumbing.
- Environmental health and public safety monitoring, including food premises registration, immunisations, fire hazard abatements, animal control and emergency management; and
- Promotion and support for economic, community and tourism development.
- Rate payments for general rates, rubbish and water and wastewater, including when and how much.

- Grant applications and community funding requests – follow-ups or collaboration with finance or community development teams.
- Community engagement and public consultations – outbound calls to gather feedback or inform the community about upcoming projects, meetings, or changes in service.
- Complaints handling and escalation – working with internal departments to resolve complex complaints or inquiries.

The Customer Service function triages calls to relevant council departments when issues cannot be resolved directly.

Common internal transfers include:

- Finance for rates, water, and general financial inquiries.
- Water Department for specific water-related issues.
- Environment & Planning Administration for Development Applications and Planning inquiries, environmental concerns, companion animals...
- Engineering for road-related inquiries, Water & Sewer, project updates, and maintenance requests.
- Individual Officers when customers need to follow up on previous communications.

Collaboration with Riverina Regional Library - <https://rrl.nsw.gov.au/>

The Customer Relations Officers (CROs) at Greater Hume Council play a key role in supporting library functions through their interaction with the Riverina Regional Library (RRL). As part of the largest regional library service in New South Wales, RRL provides resources and support to enhance library operations across its network, including Greater Hume Council's libraries in Culcairn, Henty, Holbrook, and Jindera. CROs utilise RRL's Spydus library management system to manage book loans, returns, and inter-library loans, and they leverage the Woofu platform to streamline library event registrations and community engagement. While Greater Hume Council will discontinue the RRL Mobile Library Service from 1 July 2024, static libraries will continue to operate and collaborate with RRL to deliver high-quality library services to the community.

Discontinuation of Mobile Library Service: Financial and Usage Considerations

<https://www.greaterhume.nsw.gov.au/Newsroom/Current-News/Discontinuation-of-Mobile-Library-Service-From-1-July-2024>

The decision to discontinue the mobile library service from 1 July 2024 was influenced by an increased financial contribution required from the Council and a decline in service usage, making the service no longer viable. This decision has significant implications for library services, particularly in terms of accessibility for remote or underserved communities. Customer Relations Officers (CROs) may face an increased workload as they take on additional responsibilities to address service gaps and support affected communities through alternative solutions.

Greater Hume Organisation Chart

Services Overview

The services chart provides a comprehensive overview of the functions and services delivered by Greater Hume Council. It highlights the key areas of responsibility across departments, including Corporate and Community Services, Governance, Engineering, and Environment & Planning. This structure ensures that the Council delivers a wide range of services, from customer service, libraries, and aged care programs to asset management, regulatory services, and environmental planning. The chart reflects the Council's commitment to meeting community needs through organised and specialised service delivery.

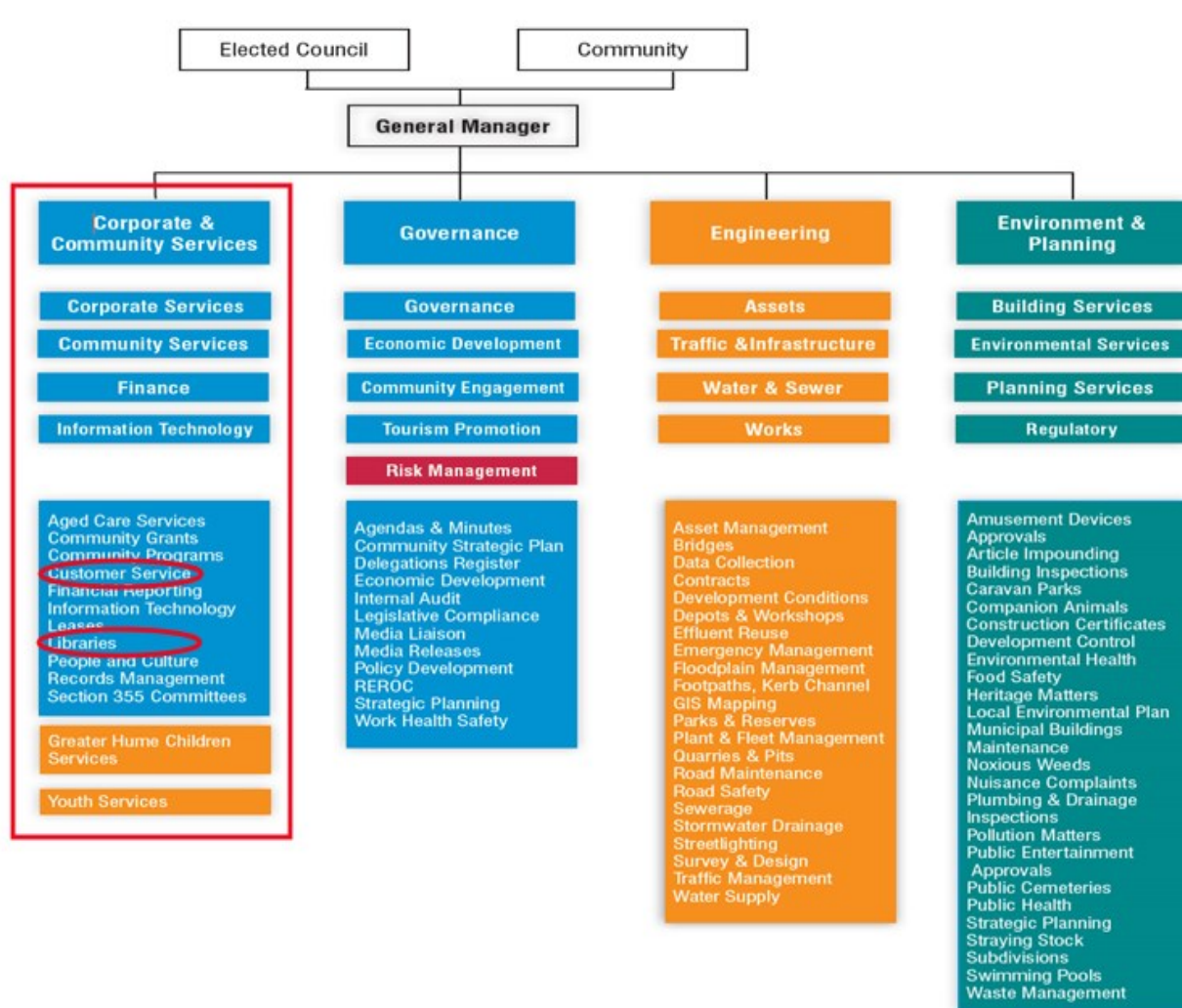


Image – Greater Hume Organisation Chart

SERVICE UTILISATION ANALYSIS

Comprehensive Insights for Decision-Making

The analysis of call activity and library visits highlights the need for a more robust approach to understanding service utilisation across Greater Hume Council's Customer Relations (CR) locations. Current data, such as library visits and ZOOM call metrics, provide valuable insights but fail to capture the full spectrum of user interactions, such as in-person visits for council business, website activity (forms that the CRO's need to action), and email requests. This gap limits the Council's ability to allocate resources effectively and optimise service delivery.

Understanding Service Engagement Across Channels

To truly understand how residents engage with Council services, it is essential to track interactions across all channels. This includes:

- **In-person visits:** Counting the number of residents visiting Council offices to perform Council-related tasks.
- **Email requests:** Monitoring the volume of service requests submitted via email.
- **Online forms:** Tracking the use of website forms for service requests.

Key Insights:

- **Library Visits:** Total visits across all locations in 2022/23 amounted to 46,393, with Holbrook recording the highest engagement (18,603) and Jindera the lowest (2,636).
- **Call Activity:** From January to November 2024, 15,746 calls were logged across CR locations.
- **Call Handling Performance:**
 - 94.76% of calls were answered successfully.
 - 2.65% of calls were abandoned, highlighting potential staffing or response time gaps.
 - 2.58% of calls were forwarded to voicemail, suggesting room for process improvements.

Trends and Challenges

- **Volume Disparities:** Culcairn handles consistently high call volumes, while Henty, limited by its operating hours (12:00 pm–5:00 pm), shows minimal activity.
- **Monthly Peaks:** October emerged as a peak month, reflecting potential seasonal or operational factors.
- **Data Gaps:** Limited data on other engagement channels (e.g., email, website) leaves blind spots in understanding overall service demand.

Strategic Opportunities

- **Optimising Call Management:** Maintain the high call answer rate while addressing abandoned calls and voicemail forwarding through improved processes, such as **staffing during peak hours** or leveraging IVR technology.
- **Improving Data Collection:** Introduce robust tracking systems for in-person visits, email requests, and online form submissions to create a full spectrum view of engagement.
- **Enhancing Resource Allocation:** Allocate resources proportionately to reflect actual service demand, ensuring library visits, phone calls, and digital requests are all adequately supported.
- **Technology Upgrades:** Explore advanced call-tracking tools and IVR systems to enhance efficiency and reduce abandoned calls or voicemail forwarding.

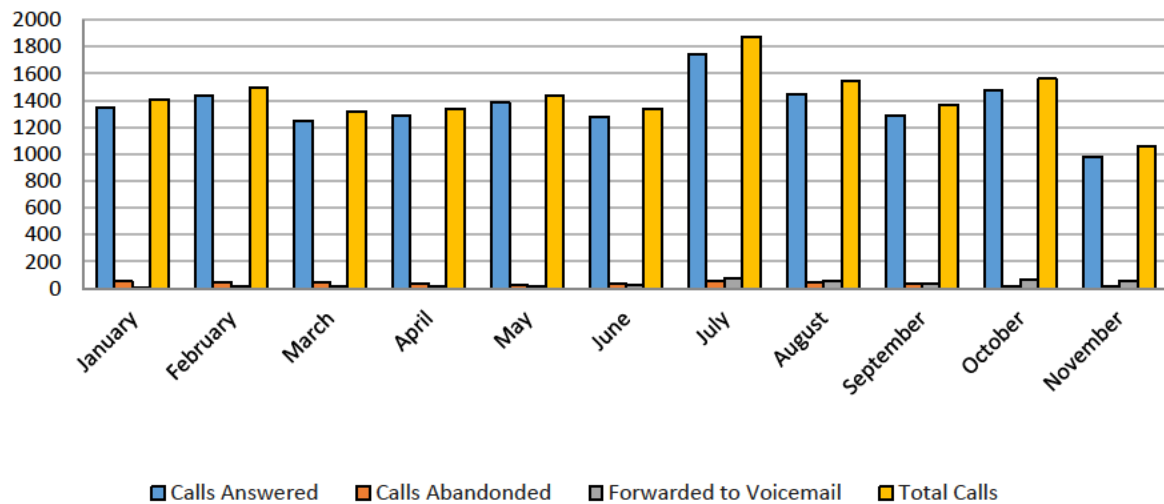
		Library Visits
2022/23	Henty	9,033
2022/23	Culcairn	16,121
2022/23	Holbrook	18,603
2022/23	Jindera	2,636
	Total	46,393

Introduction: Analysis of Call Activity and Service Utilisation

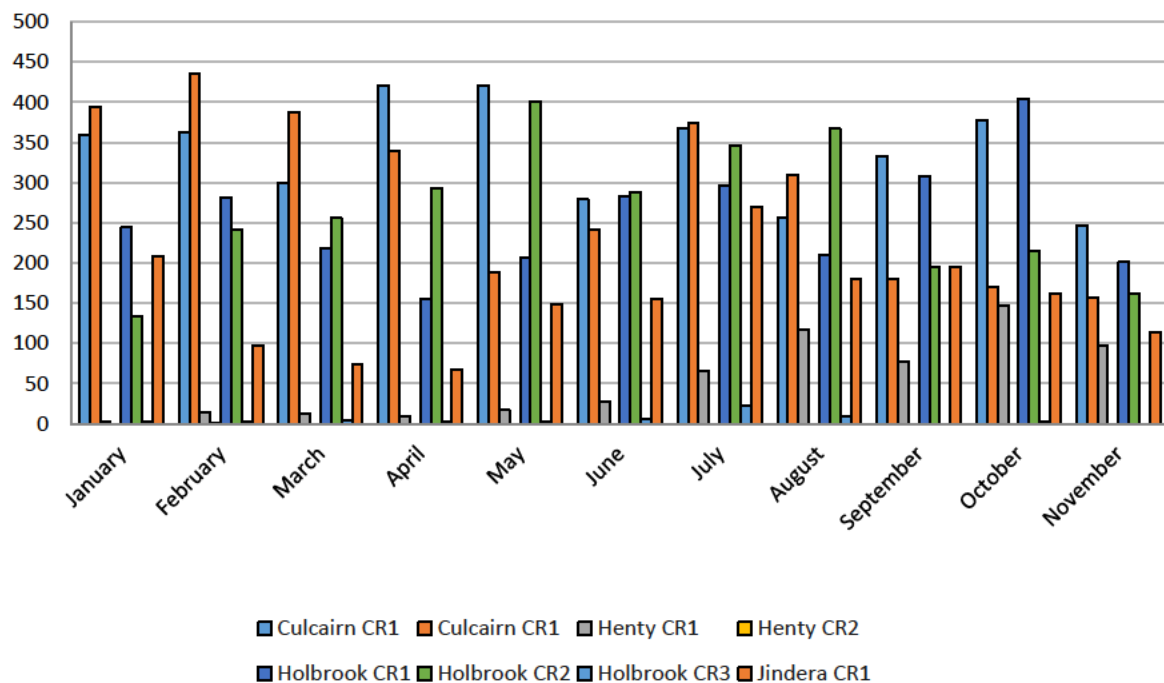
Customer Relations (CR) calls operate on a shared loop system, where incoming calls are simultaneously routed to all four locations until answered by an available staff member. This setup may be a critical operational dynamic where a walk-in customer may be inconvenienced while the incoming call is answered. While this ensures timely phone service, it can result in longer wait times for in-person interactions, particularly during peak call periods. Striking a balance between these service channels is essential to maintaining a high-quality customer experience across all touchpoints.

Operational metrics, such as answer rates, abandoned calls, and voicemail-forwarded calls, reveal areas for improvement. A comparison of call volumes to library visit data also indicates parallels in engagement levels, emphasising the importance of efficient resource allocation and strategic service planning. Optimising call management processes—such as implementing location-based call routing or an IVR system that allows clients to direct their calls—alongside addressing gaps in staffing coverage, could significantly enhance user experience and overall service efficiency.

Total Calls Numbers by Result



Calls Answered January 1st to November 25th by CR Phone



In summary, while the similarity in call and visit numbers is interesting, it is not enough to draw meaningful conclusions about overall service engagement. Comprehensive data collection across all channels is essential for making informed, effective decisions.

Customer Relations Phone	January	February	March	April	May	June	July	August	September	October	November	December
Culcairn CR1	360	362	300	421	421	279	368	257	333	377	247	
Culcairn CR1	395	435	388	339	189	242	375	310	180	170	157	
Henty CR1	3	14	12	9	17	28	65	117	78	147	97	
Henty CR2	0	1	0	0	0	0	0	0	0	0	0	
Holbrook CR1	244	281	218	156	206	283	296	210	308	404	201	
Holbrook CR2	133	242	256	293	401	288	346	367	195	215	162	
Holbrook CR3	3	2	4	2	2	5	22	9	0	2	0	
Jindera CR1	209	97	74	68	148	155	270	180	195	162	114	

Call Result Calls	January	February	March	April	May	June	July	August	September	October	November	December
Answered	1347	1434	1252	1288	1384	1280	1742	1450	1289	1477	978	0
Abandoned	51	49	49	32	29	32	58	43	40	19	16	
Forwarded to Voicemail	10	13	19	17	19	29	76	57	40	66	61	
Total Calls	1408	1496	1320	1337	1432	1341	1876	1550	1369	1562	1055	0

Call Volume and Handling Overview

- Total Calls: 15,746 calls were handled from January to November 2024.
- Percentage Answered: 94.76% of calls were successfully answered.
- Percentage Abandoned: 2.65% of calls were abandoned.
- Percentage Forwarded to Voicemail: 2.58% of calls were forwarded to voicemail.

This high call answer rate indicates effective handling of call volumes, though the small percentages of abandoned and voicemail-forwarded calls may highlight opportunities for further optimisation, such as improved response times or additional resources during peak periods.

Strategies for Optimising Call Management and Service Delivery

User Behavior

- Analyse the causes of abandoned calls and implement strategies, such as IVR systems, to minimise them.
- Investigate months with high voicemail forwarding (e.g., July, October) to identify potential staffing or process issues and address response times.

Performance

- Track and monitor call answer rates, abandoned calls, and voicemail volumes monthly to identify trends and opportunities for improvement.
- Assess how call outcomes (answered, abandoned, voicemail) impact customer satisfaction and resolution times to refine service delivery.

Comparative Analysis and Insights

Comparative Analysis

- Examine CR locations to identify overlaps or inefficiencies in call patterns and adjust workflows accordingly.
- Evaluate Jindera CR1's fluctuating call volumes and their impact on service delivery to ensure consistency.

Strategic Insights

- Reassess call distribution methods to balance workloads across locations, considering peak demand periods.
- Explore technology upgrades, such as IVR systems and advanced call-tracking tools, to enhance efficiency and reduce abandoned calls or voicemail forwarding.

SUPPORTING TECHNOLOGIES

The Role of Technology in Local Government Customer Service

Effective customer service in local government relies on a range of supporting technologies to streamline operations, enhance communication, and improve service delivery. Tools such as phone systems, customer request management (CRM) software, online self-service platforms, booking systems, and integrated information databases enable staff to manage workflows efficiently, track customer interactions, and respond promptly to community needs.

At Greater Hume Council, various technologies support customer service functions, but the level of utilisation and integration varies across departments. For instance, Greater Hume Council currently uses ZOOM to track the volume of calls received, but Customer Relations Officers (CROs) must manually record the outcomes of these interactions. This gap in data tracking limits the Council's ability to analyse service effectiveness and identify areas for improvement. Integrating the ZOOM telephone system with the CRM system could address these challenges by automating call tracking, reducing reliance on manual notetaking, and centralising customer interaction management. These enhancements would save staff time, ensure consistent and accurate record-keeping, and ultimately improve customer service outcomes.

- Detailed information about the technologies used by Greater Hume Council is available in [Appendix 5 - Greater Hume Supporting Technologies](#)

Advanced Technologies Used by Local Councils

In addition to core tools, local councils increasingly leverage advanced technologies to enhance service delivery, streamline operations, and engage effectively with their communities. These include:

- **Geographic Information Systems (GIS):** Supports urban planning, infrastructure management, and environmental monitoring through spatial data analysis and mapping.
- **Internet of Things (IoT) Devices:** Monitors and manages assets such as street lighting, waste management, and environmental conditions for smarter city management.
- **Artificial Intelligence (AI) Applications:** Enables predictive analysis, automates routine tasks, and enhances decision-making processes.
- **Data Analytics Platforms:** Provides insights from large datasets to inform policymaking, improve service delivery, and identify community trends.
- **Drone Technology:** Facilitates cost-effective surveying, infrastructure inspection, and environmental monitoring.

By leveraging these technologies, councils can enhance operational efficiency, provide more accessible and reliable services, and better meet the evolving needs of their communities. At Greater Hume Council, addressing gaps in technology utilisation and integration—such as the link between the phone system and CRM—offers an opportunity to significantly improve service delivery.

FINANCIAL ANALYSIS: ENSURING COST-EFFECTIVE AND SUSTAINABLE SOLUTIONS

Budget Allocation and Customer Service Costs

The **Delivery Plan Budget for Greater Hume Council (2024/25 to 2027/28)** provides aggregated financial information, but it lacks specific detail for cost centre's such as **Customer Service**.

While there is a defined budget for Library Services, it is unclear:

- What percentage of this budget is allocated to customer service functions?
- If and how other council functions (e.g., Waste Management, Water Supplies, Community Services) contribute to customer service costs, given the support provided to these areas.

Without clear and specific budget details for Customer Service, it is not possible to:

- **Evaluate the current investment** in customer service operations.
- **Justify future spending** on essential improvements, such as:
 - **Training** to increase efficiency and reduce staff costs per interaction.
 - **Technology upgrades** to automate routine tasks, reduce abandoned calls, and manage peak demand without increasing staffing costs.

Corporate overheads for cost centers like customer service are typically managed within a budget that encompasses the following components:

Staffing Costs	Operational Costs	Technology and Infrastructure
Salaries and wages	Office supplies and equipment	CRM systems and maintenance
Overtime and allowances	Communication expenses (e.g., phones, internet, software licenses)	Website management and online service platforms
Training and professional development	Utilities (e.g., electricity, water, heating)	IT support and cybersecurity
Employee benefits (e.g., superannuation, health insurance, leave entitlements)	Travel and transport allowances	Hardware upgrades and replacements

Training and Professional Development	Community feedback tools and surveys	
Facility Management	Miscellaneous	Compliance and Governance
Rent or leasing costs	Contingency funds	Reporting and auditing costs
Cleaning and maintenance services	Partnerships and collaborations with external organisations	Legal fees and consultancy services
Security and safety measures		

Staff Metrics to look at include:

Average Calls Handled Per Hour	Average Time Per Inquiry (minutes)	First-Resolution Rate (%)
Why It Matters Financially:	Why It Matters Financially:	Why It Matters Financially:
Helps measure staff productivity and ensure salaries align with output.	Longer inquiry times increase staff costs per interaction .	Higher first-resolution rates save money by reducing:
Low calls per hour → indicates inefficiency or overstaffing → potential for reallocation.	Faster resolutions → reduced per-call cost → greater budget efficiency.	Follow-up calls.
High calls per hour → risk of burnout → budget for additional resources.	Identifies areas where processes, training, or automation can reduce time and cost.	Staff time spent on repeated issues.
Staff Utilisation Rate (%)	Total Call Volume Per CRO	Combined Inquiries Per CRO (Calls + Visits)
Why It Matters Financially:	Why It Matters Financially:	Why It Matters Financially:
Measures how effectively paid staff time is used.	Tracks workload distribution across locations.	Combines call volumes and library visits to calculate total workload.
Low utilisation → idle or unproductive time → opportunity to reallocate or adjust staff numbers.	Uneven call volumes may justify:	Directly informs how much of the customer service budget each location should receive.
High utilisation → justifies current staffing costs or need for budget increases.	Reallocation of staff to higher-need locations.	Helps identify overburdened or under-utilised staff.
Cost Per Interaction (\$)	Library Task Cost	Certificate Processing Cost
Why It Matters Financially:	Why It Matters Financially:	Why It Matters Financially:
Measures the efficiency of spending on customer service and library tasks. Formula: Total Salary Costs / Total Interactions (calls and visits)	Allows separation of library-specific tasks from general customer service costs.	Provides clarity on the cost to process certificates, ensuring fees align with actual effort.
High cost per interaction → need to optimise staffing or invest in automation.	Ensures resources are allocated appropriately for library operations.	Helps avoid undercharging, which could create budget shortfalls.
	Example: Details: Annual Task Hours: 300 hours. Hourly Rate: \$36.50. Total Annual Cost: \$10,950.00.	Example: Details Annual Task Hours: 300 hours. Hourly Rate: \$36.50. Total Annual Cost: \$10,950.00

Priority Ranking

- **Staff Realignment:** Immediate savings by reallocating under-utilised staff.
- **Technology Investments:** Long-term efficiency improvements.
- **Workload-Based Allocations:** Ensures equitable resource distribution.
- **Performance Monitoring and Training:** Enhances long-term productivity.
- **Seasonal Adjustments:** Prepares for demand surges.
- **Cost Visibility:** Supports future budget planning.

Function: Recreation & Culture	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
Public Libraries				
Operating Revenue				
User Charges & Fees	40,000	41,800	43,682	45,648
Grants & Subsidies Recurrent	118,287	117,007	121,486	126,106
Other Revenue	0	0	0	0
Total Operating Revenue	158,287	158,807	165,168	171,754
Capital Revenue				
Capital Grants	199,000	0	0	0
Capital Contributions	0	0	0	0
Total Capital Revenue	199,000	0	0	0
Expenditure				
Library Maintenance	9,270	9,687	10,122	10,578
Library Operating Expenditure				
Administration - Salaries & Wages	303,154	313,764	324,746	336,112
Administration - Other Expenses	12,067	12,610	13,178	13,771
Cleaning	28,384	29,531	30,725	31,968
Insurance	13,955	14,653	15,385	16,154
Overhead Distribution	38,742	40,485	42,307	44,211
Programs & Events	7,000	7,315	7,644	7,988
Security	1,088	1,137	1,188	1,241
Subscriptions	11,200	11,506	11,997	12,510
Training	3,000	1,500	2,793	2,849
Utilities	21,579	22,336	23,119	23,931
Total Library Operating Expenditure	440,169	454,837	473,082	490,735
Library Donations & Contributions Expenditure	0	0	0	0
Contribution to Riverina Regional Library	287,303	243,049	247,910	252,868
Library Programs & Events				
Local Priority Grant Funding Expenditure	19,467	20,051	20,953	21,896
Seniors Week	16,000	16,000	16,000	16,000
Total Library Programs & Events	48,527	49,111	50,013	50,956
Depreciation	47,468	48,655	49,871	51,118
Total Library Expenditure	832,737	805,339	830,998	856,255

Image - Delivery Plan Budget for Greater Hume Council (2024/25 to 2027/28) – Library Services

COMMUNITY AND STAKEHOLDER INSIGHTS

Community Satisfaction Survey — salient areas: Customer Service and Communication
Information from the Community Satisfaction Survey by Taverner Research 2024 was used in lieu of external stakeholder input/interviews as per the client's request.

*Please see screenshots on the Community Satisfaction Survey Greater Hume Council September 2024
— by Taverner Research Group — Appendix 1*

The communication of Council Services plays a critical role in shaping the Customer Service function. When councils effectively communicate their services to the community—through clear, accessible, and proactive messaging—it reduces confusion, sets realistic expectations, and fosters trust. However, when communication is unclear, incomplete, or ineffective, it often results in a surge of calls and inquiries to Customer Service. Residents seek clarification, express frustration, or raise concerns, creating additional strain on staff and prolonging resolution times.

Aligning Customer Service teams with council communication strategies ensures consistency and accuracy in messaging. Additionally, Customer Service teams can provide real-time updates and insights, helping refine council communication to address community needs.

A unified approach that combines public-facing communication (e.g., websites, social media, letterbox drops, etc.) with direct support from Customer Service ensures inclusivity and responsiveness. Feedback loops between the two functions improve the quality of information shared and will further lighten the load on support teams.

This close collaboration and alignment between Customer Service and Marketing and Communications enhances both the efficiency of Customer Service and the overall satisfaction of the community, fostering trust and confidence in council services.

Analysis of the information provided by the Taverner Research Group in relation to Customer Service and Communication results GH 2024

Key Insights from the Data

Top Drivers of Customer Satisfaction (2024): (Pg 30)

- Leadership, Advocacy and Responsiveness to Community Needs ranked highest as drivers of satisfaction.
- Customer Service Provided by Council Staff (0.617 correlation) is a strong driver, highlighting the need for quality staff interactions.
- Consulting with the community is also a significant driver (0.613 correlation), reinforcing the importance of two-way communication.

Resident Engagement with Council Staff:

- **Contact Frequency:** (pg31)
 - A significant portion of residents (28%) interacted with Council staff more than six months ago, and 7% reported never having contact.
 - Opportunity: Build proactive communication channels to engage less-involved residents (e.g., renters or newer community members).
- **Preferred Contact Methods:** (pg31)
 - Telephone (65%) remains dominant, followed by visit council office (41%) and email/letters (29%).
 - Opportunity: Improve staff training for telephone interactions while investing in email responsiveness to align with preferences.
 - Visits to council offices are more popular among residents aged 65+ and those living in towns, suggesting age and location-specific preferences.
- **Satisfaction with Staff:** (p32)
 - Average satisfaction: 3.65/5.
 - 38% gave a rating of 4, indicating a strong but improvable foundation for staff performance.

Communication Methods and Satisfaction:

- **Information Channels Used:** (pg40)
 - **Community newsletters** (64%) and social media (58%) are top sources.

- Social media has grown significantly since 2019 (+14%), while print media and radio declined sharply.
 - **Opportunity:** Capitalise on social media as a growing communication tool while continuing to leverage newsletters for the older demographics.
- **Channel Preferences for Specific Services: (pg42)**
 - **Online Platforms dominate for:**
 - Making payments (66%)
 - Lodging applications/forms (41%).
 - Phone (40%) is still preferred for reporting issues, like fixing potholes.
 - SMS and social media are used for urgent updates (e.g., natural disasters), indicating a growing need for multi-channel communication.
- **Satisfaction with Information Received: (pg43)**
 - Overall satisfaction dropped to 3.29/5 in 2024 (from 3.65 in 2019).
 - Older residents (65+) reported higher satisfaction than younger ones (35-49), indicating the need for tailored communication approaches.

Challenges Identified:

- **Declining Satisfaction:**
 - Satisfaction with communication-related metrics, such as information received about services/events, has decreased.
 - Younger residents are less satisfied, suggesting that traditional methods like newsletters may not resonate as effectively with them.
- **Accessibility Issues:**
 - Email and in-person visits show demographic disparities (e.g., rural residents favor email, while urban residents prefer in-person interactions).
 - **Challenge:** Providing equitable access to customer service across all demographics.
- **Customer Service Responsiveness:**
 - While customer service is a key strength, there's room for improvement in staff training, particularly for renters and less frequent users of council services.

Opportunities for Improvement:

- **Customer-Centric Approach:**
 - Evaluate and enhance existing staff training programs to ensure they focus on active listening, empathy, and responsiveness, aligning with the top drivers of satisfaction.
 - Assess the effectiveness of current customer feedback mechanisms and, if necessary, develop or refine feedback loops to ensure residents—especially renters and newer residents—feel heard and valued.
 - **Multi-Channel Communication:**
 - **Expand digital capabilities:**
 - Strengthen social media presence for engagement with younger demographics.
 - Ensure online platforms are intuitive and efficient for payments and form submissions.
 - **Enhance phone/email services:**
 - Improve email responsiveness and resolution rates to meet rural residents' preferences.
 - Train staff on best practices for telephone service delivery.
 - **Community Outreach:**
 - Build on the importance of consulting with the community by organising regular town halls or virtual meetings.
 - Target renters and less-involved groups with campaigns promoting council services and opportunities to connect.
 - **Proactive Communication Strategies:**
 - Use data-driven insights to address dissatisfaction among younger residents, renters, and those with minimal contact with Council.
 - Leverage social media and SMS for real-time updates, particularly during emergencies or service disruptions.
-

Recommendations for Customer Service and Communication:

- **Improve Staff Performance:**
 - Continue to train staff to provide consistent, high-quality service, focusing on empathy and effective problem-solving. Evaluate the outcomes of current training programs and identify areas for further refinement or additional focus to align with emerging community needs.
 - Increase accessibility by aligning communication preferences (e.g., email, phone) with demographic needs.
- **Modernise Communication Channels:**
 - Expand online self-service options and social media campaigns to enhance convenience and reach.
 - Invest in SMS and social media for timely and critical updates during emergencies.
- **Engage the Community:**
 - Foster two-way communication through surveys, workshops, and open forums to make residents feel involved.
 - Personalise communication strategies for different demographics (e.g., older residents, rural households).

By focusing on these areas, the council can strengthen its customer service culture, boost satisfaction levels, and improve communication with residents.

Please see relevant source data in Appendix 1 - Community Satisfaction Survey 2024

Customer service and community engagement are deeply interconnected, working together to build trust, satisfaction, and strong relationships with the community.

While community engagement focuses on listening to the community's needs through participation, communication, collaboration, and empowerment, customer service ensures these needs are met effectively. By delivering on promises and fostering responsiveness, customer service reinforces the trust established through engagement, creating an inclusive and cohesive environment where the community feels valued and heard.

SAMPLE PROCESS FLOWS

Sample Process Set

The following section includes a sample set of processes provided as a tool for gaining clarity and understanding of workflows. It offers a visual representation of tasks, making it easier to identify inefficiencies, standardise procedures, and uncover opportunities for optimisation. By aligning processes with organisational goals and customer needs, this approach ensures consistency, improves resource allocation, and mitigates risks. Furthermore, process mapping supports stakeholder engagement and serves as a practical reference for training and onboarding, fostering a shared understanding among all involved.

Interviews and Data Validation

The data presented in this section was primarily gathered through interviews with Customer Relations Officers (CROs). Additionally, it is important to note that only two stakeholders validated the information collected during these interviews. This limitation may affect the findings' comprehensiveness and should be considered when interpreting the results.

Internal Stakeholders such as: Finance, HR, and Records departments were not included in the interviews, following advice from Council.

Document Handling Processes

When documents are received—whether digital or hardcopy, financial, legal, or administrative—they are promptly scanned and entered into the Records Management System. This ensures immediate availability for processing and allocation to the relevant departments, facilitating quick access and efficient task handling while minimising delays.

In addition to the scanned copy, a hard copy of the document is also provided to the Records Management team. The hard copy serves as both a backup and a quality control measure, allowing Records staff to perform a secondary verification. This double-check ensures accuracy and completeness while safeguarding against potential discrepancies or errors in the scanned data.

This dual process—scanning for immediate access and providing a hard copy for verification—combines speed with accuracy, ensuring that records are readily available and thoroughly vetted before further use.

Handling Calls

Incoming Calls: Customer Relations Officers (CROs) respond and if the intended recipient is unavailable, the CRO sends an email notification to ensure follow-up. Depending on the nature of the inquiry, the CRO may use systems such as Authority ([See Appendix 5-Greater Hume Supporting Technologies](#)), the library system, or other platforms to manage tasks and provide assistance.

Walk-In Requests

- For walk-in inquiries, the CRO strives to resolve issues using available systems and applications.
- These may include the library system, customer service platforms like Companion Animals or Planning, or broader systems such as Authority, depending on the request.

Specialist Tasks Across Locations

- **Holbrook:** Records 603 Ratings Certificates on a spreadsheet for invoicing.
- **Culcairn:** Records S10.7 Certificates on a spreadsheet for invoicing.
- **Culcairn and Henty:** Handle train ticket purchases.
- **Jindera:**
 - Oversees events.
 - Manages stationery orders and purchase requests for all Council offices on a monthly basis.
 - Coordinates the annual diary order for the Council.
 - Handles all online CRM requests.
 - Serves as the building warden, overseeing facility safety and operations, including the Hume Bank, The Opportunity Shop, Rural Carelink, and other offices.
 - Addresses tenant issues, resolving them directly or escalating to the appropriate personnel via the CRM System.
- **Pool Bookings:** Managed by the Environment and Planning department and can be placed at any Council location.
- Other tasks are similarly distributed among the locations.

SAMPLE PROCESS 1-PLANNING CERTIFICATE S10.7

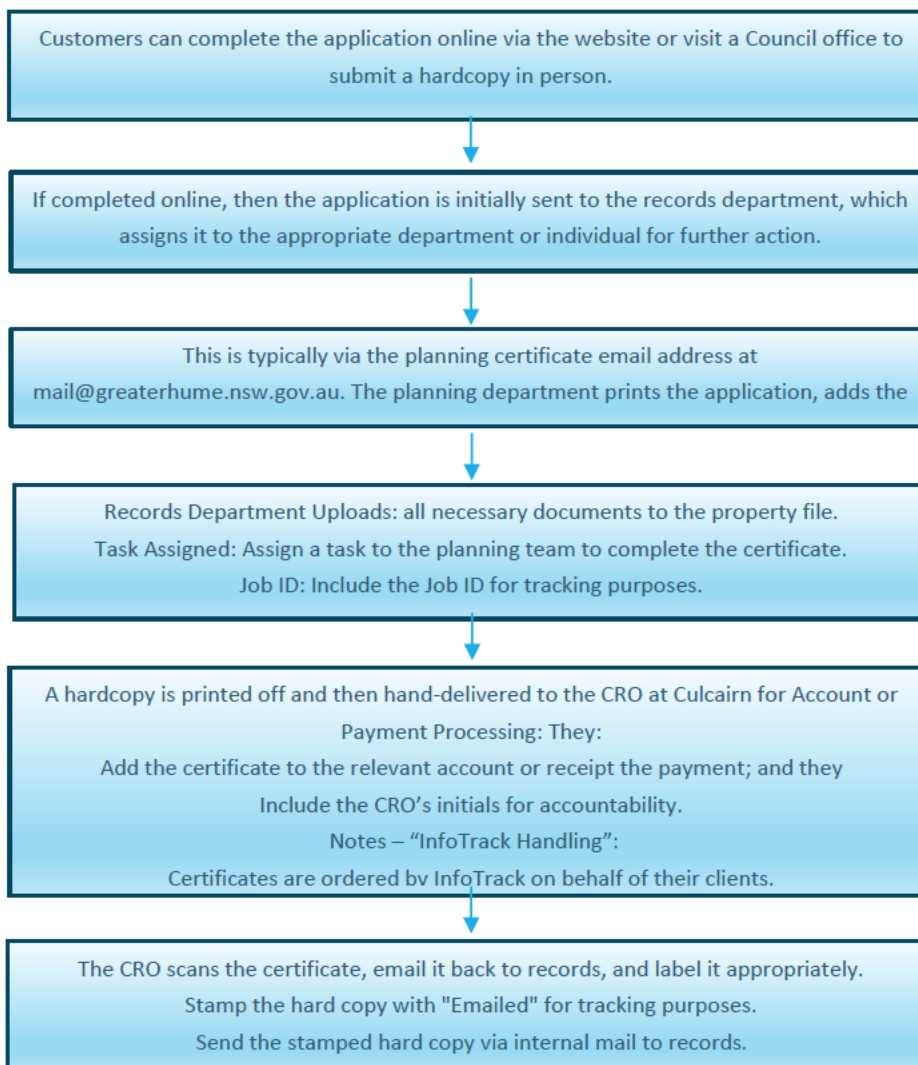
These certificates are processed at Culcairn

This legal document provides information on the zoning of the property which assists in identifying all applicable rules. Planning certificate S10.7 is also known as zoning certificate (formerly section 149).

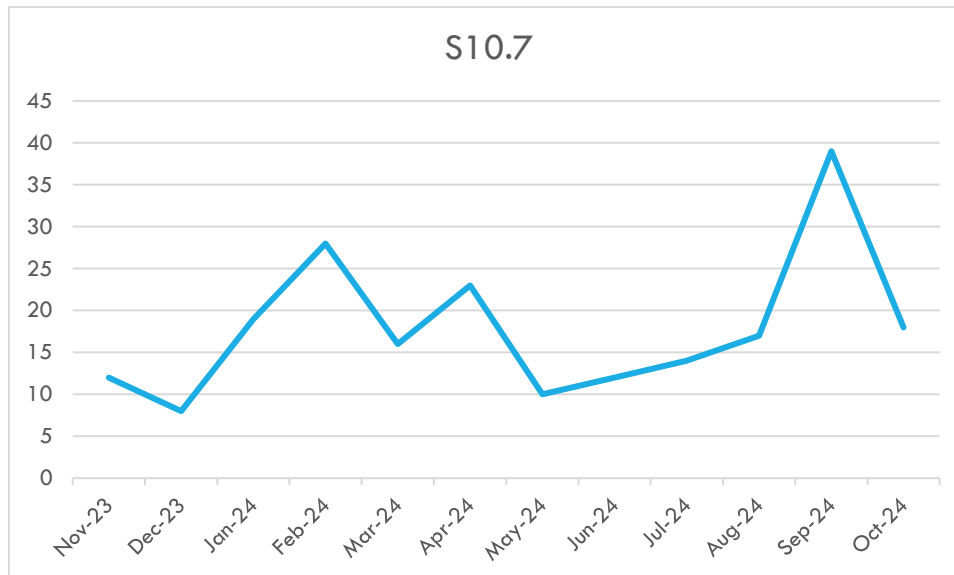
There are 2 types of Section 10.7 Planning Certificates.

A **Section 10.7(2) certificate** shows the zoning of the property, its relevant state, regional and local planning controls and other property constraints such as land contamination, level of flooding and bushfire prone land.

A **Section 10.7(2) and 10.7(5) certificate** provides the same and it also includes advice from *other authorities* and certain information a Council holds on a property that is relevant to the land but is not disclosed in a Section 10.7(2) certificate.



Fluctuating Trends in S10.7: Key Peaks and Insights Over a Year



- **Trend Overview:** The chart shows a fluctuating trend for "S10.7" over a year.
- **Key Peaks:** The values peak in February 2024 and again in September 2024.
- **Lowest Point:** The lowest value occurs in May 2024.
- **Trend Observations and Hypotheses - Possible Insights:**
 - If this represents performance, there could be external factors or seasonality affecting the peaks and troughs.
 - If it's related to customer behaviour or demand, February and September could correspond to key activity periods.
 - The sharp decline after peaks might indicate a cyclical or reactionary trend.

Recommendations

Ensuring staff are adequately trained and informed about statutory requirements and common process risks.

Resource Allocation: Adjusting staffing and systems to meet low-demand periods in months like May while maintaining readiness for peak periods.

SAMPLE PROCESS 2 - 603 RATING CERTIFICATE

A section 603 Certificate outlines any outstanding rates, charges and debts payable to Council in relation to a property.

This is processed by CRO's at Holbrook.

https://www5.austlii.edu.au/au/legis/nsw/consol_act/lga1993182/s603.html

Section 603 Certificate (NSW Rates Search)

A Section 603 Certificate details the amount payable to council on the lot of land. It provides the following details relating to the property:

- Description of the property
- Current owner's name
- Property address
- Outstanding rates and charges
- Rates and charges levied in the current year
- Outstanding water usage charges.

This Section 603 Certificate is commonly needed when a property is being sold.

The online certificate is submitted with payment details and account information (if applicable) and is then forwarded to the records Department.



Records assigns the task to the appropriate department (e.g., Finance or Planning), which verifies property details and adds an assessment number.

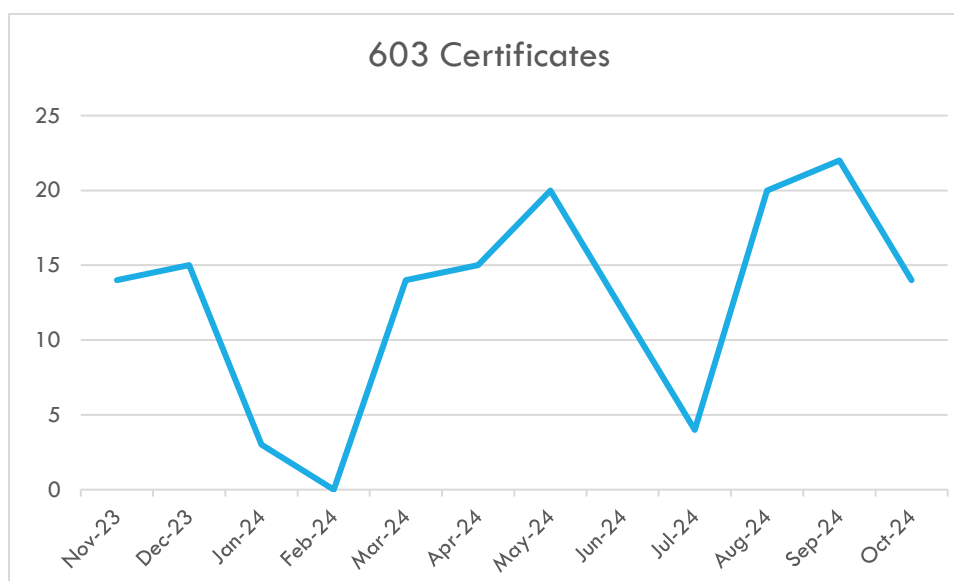


They then assign it to the CRO at Holbrook Library, who links it to an account or processes it for printing and payment receipting

The CRO initials and dates the document, scans and saves it as a PDF, and emails it back to Records with the assigned document ID.

Additionally, a hard copy is sent to Records in an internal envelope, accompanied by the document ID.

Dynamic Trends in 603 Certificates: Peaks, Declines, and Seasonal Variations



Trend Overview: The chart shows a highly variable trend, with significant drops and rises over the year.

Key Patterns:

- A sharp decline occurs from December 2023 to February 2024, reaching the lowest point.
- A rapid recovery follows, peaking in May 2024 and again in September 2024.
- A steep drop occurs in July 2024, with another decline after the September peak.

Insights:

- The dramatic fluctuations could indicate seasonality or irregular activity patterns in the issuance of certificates.
- Peaks in May and September might align with specific events, deadlines, or increased demand during those periods.
- The drop in early 2024 suggests a potential slowdown or lower activity during that time.

Planning portal: (mandatory use since the 1st of July 2021)

Run by DPIE. <https://www.planningportal.nsw.gov.au/>

<https://www.greaterhume.nsw.gov.au/Your-Greater-Hume-Council/Building-and-Development>

The Planning Portal is a NSW Government-mandated system that allows planning applications to be lodged online.

All applications listed below must be lodged through the NSW Planning Portal from 1 July 2021:

- Development Applications
- Modifications
- Complying Development Applications
- Constructions Certificates
- Appointment of Principal Certifier
- Occupation Certificates
- Building Information Certificates
- Subdivision Works Certificates
- Subdivision Certificate registration.
- Section 68 Applications
- Section 138 Applications
- Tree Permit Applications.

Additional Details

- **User Access:** Registered users can manage their applications and track their progress online.
- **Supporting Documents:** Applicants may need to submit supporting documentation as part of their application process.
- **Fees:** Relevant fees apply for each application type, and these can also be managed through the portal.
- **Integration:** The portal integrates with local councils and other government agencies for streamlined processing.

In time to come we expect that the planning portal will link -

<https://www.planningportal.nsw.gov.au/spatialviewer/#/find-a-property/address>

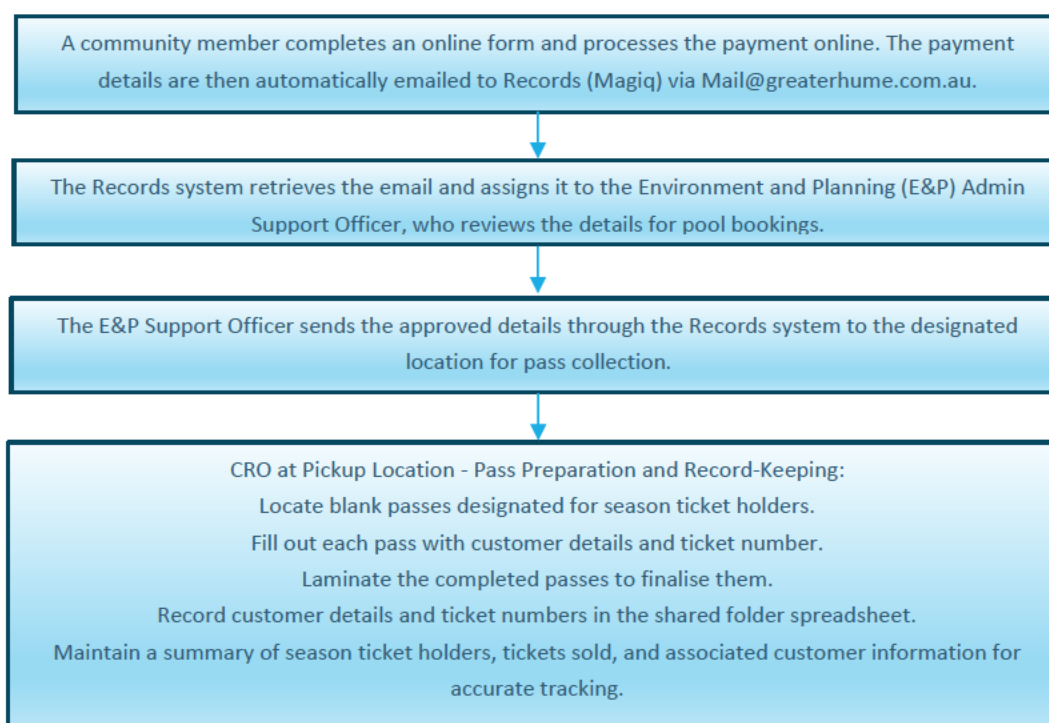
- Land valuations – (*Lane Registry Services*)
- Land Tax – (*Revenue NSW*)
- Council rates (Set by Council)

- Fully link Council DAs and have compatible systems
- More standard DA conditions - for Council staff use

SAMPLE PROCESS 3 – POOL PASSES

Greater Hume Pool passes grant access to swimming facilities and are available in different formats based on usage and membership preferences. Below is a breakdown of the types of passes and their availability:

- **Daily Pass:** Single-day access; general admission only.
- **Seasonal Pass:** Available; covers the swimming season.
- **Annual Pass:** Not available; pools operate seasonally.
- **Family Pass:** Available as a seasonal ticket.
- **Guest Pass:** Not available; visitors pay daily general admission.
- **Membership Pass:** Not applicable for pools



Challenges

1. **Multiple Handoffs:** The process involves several manual handoffs (from online submission and payment to records, pools person, and pick-up office), increasing the chances of delays or errors.
2. **Disconnected Workflow:** The steps are not well-integrated, with limited automation or seamless transitions between tasks..
3. **Lack of Real-Time Updates:** The customer may not receive real-time updates on the status of their pass, leading to uncertainty.
4. **Delays in Processing:** Passing through multiple departments or individuals could cause bottlenecks.
5. **Limited Accessibility:** The need for the customer to physically pick up the pass is inconvenient and may not suit everyone's needs.

Recommendations

1. **Automation of Workflow:**
 - Use an integrated system to route the form and payment directly to relevant staff without manual intervention.
 - Automate notifications to relevant parties (e.g., pool staff, pick-up office).
2. **Centralised Digital Records:**
 - Have an automated system update the records and notify the pool staff in real time without manual entry.
3. **Digital Pass Option:**
 - Provide an e-pass option that customers can store on their phones or print, eliminating the need for physical pick-up.
 - Use QR codes for digital verification at the pool.
4. **Streamlined Communication:**
 - Send automated status updates (e.g., "Your pass is ready for pick-up") to the customer via email or SMS.
5. **Pick-Up Streamlining:**
 - If physical passes are necessary, consider offering a delivery service or setting up lockers for contactless pick-up.
 - Ensure the pick-up office is notified of new passes in bulk, reducing preparation time.
6. **Integration of Payment and Records:**
 - Link payment processing directly to record creation, avoiding the need for a separate step.
7. **Tracking and Reporting:**
 - Implement a tracking system that allows all parties (customer, pool staff, pick-up office) to see the status of the request in real-time.

SAMPLE PROCESS 4 – COMPANION ANIMALS

(Companion Animals Act 1998 No 87)

<https://legislation.nsw.gov.au/view/whole/html/inforce/current/act-1998-087>

Example: Dog Registration

The customer submits the completed form to the front counter for input into the Companion Animals data base and payment. The payment receipt and details will be entered into Authority.

Companion Animal Register

<https://www.petregistry.nsw.gov.au/#/login>

<https://www.olg.nsw.gov.au/councils/responsible-pet-ownership/nsw-pet-registry/the-cat-and-dog-register/>

Once the details have been filled out then print the document and provide the receipt to the customer

The original paperwork is sent to the rangers, either by email or hand-delivered if the submission was made at Culcairn.
This ensures the rangers remain compliant with record-keeping and regulatory requirements.

Challenges

Issues can arise when payment is taken and receipted without the forms being completed correctly, leading to workarounds and inefficiencies. Note compliance officers, the rangers bear responsibility for any oversights so they need to be notified which becomes an additional step.

Example of a break in the process includes:

- A late payment fee may go uncollected.
- Verification of whether the animal is from interstate might be missed.
- Incorrect or incomplete data entry could lead to missing critical details like microchip numbers, vaccination records, or ownership information, complicating follow-up and enforcement.
- Failure to flag dangerous or restricted breeds due to incomplete forms could result in improper registrations without necessary precautions.
- Miscommunication between departments may delay resolving discrepancies or identifying compliance issues.
- Uncollected transfer fees for ownership changes might occur due to incomplete documentation.
- Residency verification may be overlooked, potentially causing misallocated registrations.

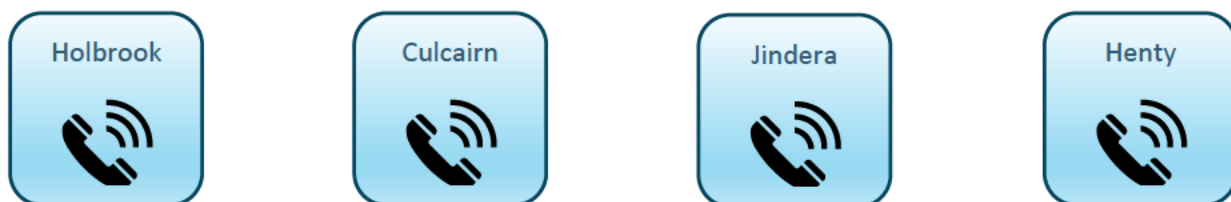
Recommendations

To ensure comprehensive and effective training, we propose the following:

- **Face-to-Face Training**
 - Delivered by staff with specialist knowledge.
 - Allocate particular processes to specific CROs to share expertise and strengthen process ownership.
- **Bite-Sized Video Modules**
 - Develop **3–5-minute training videos** focusing on key concepts and practical steps.
 - These videos will be easily accessible for on-demand learning and ongoing support.
- **LivePro Updates**
 - Add these training resources and process updates to **LivePro** to maintain a single source of truth for procedures and guidance.
- **Interactive Workshops**
 - Facilitate workshops for collaborative learning and problem-solving on complex or cross-functional topics.
- **Job Shadowing or Mentorship**
 - Pair newer team members with experienced staff for hands-on learning and deeper understanding perhaps on a rotational basis.

SAMPLE PROCESS 5 – THE PHONE

The telephone remains the preferred mode of contact for 65% of residents, as highlighted in the Taverner research (pg. 31). To align with this preference, all incoming calls are currently routed to a shared loop across the four facilities, ensuring prompt responses. Staff are encouraged to prioritise answering calls, to minimise wait times and maintain high service standards.



CRO answers the call and checks Microsoft Status View if they need to transfer the call. If transferred the call could take two minutes.

If the person is unavailable, then the CRO's takes a message which is emailed to the person. This activity could take circa 5 mins.

Where the call can be handled by the CRO and the activity involves the CRM system, the call could take up to 10 minutes.

Challenges

Status View is not kept up to date by all employees
The current phone system, where calls ring across all four locations, creates inefficiencies, leads to missed calls, and increases stress on CROs, especially during high call volumes.

Recommendation

1: Updating Status View for Effective Communication

- All staff must regularly update Status View to ensure accurate, up-to-date information is available.
- This enables quick call transfers, enhances customer responses, and fosters accountability across the team.

2: Implementing an Interactive Voice Response (IVR) System

- **Improved Call Routing:** Directs callers to the appropriate department or team, reducing delays.
- **Reduced Stress:** Alleviates the burden on staff by efficiently managing call volume.
- **Enhanced Customer Experience:** Avoids location-to-location transfers, ensuring customers connect with the right person faster.
- **Time Efficiency:** Saves CROs time by automating call direction, allowing more focus on resolving issues.
- **Scalability:** Handles higher call volumes without overloading staff.
- **Professional Image:** Demonstrates a structured and modern approach, reflecting well on the organisation

SAMPLE PROCESS 6 - EVENT BOOKING

Event bookings for council refers to the process through which individuals, groups, or organisations reserve council-owned facilities or public spaces for various events. These events can include community gatherings, private celebrations, corporate functions, or cultural activities.

Key Elements of Event Bookings for Councils:

Venue Options: Councils often offer spaces such as town halls, community centers, parks, and/or recreational facilities.

Booking Process:

- Application submission (usually online or via forms).
- Approval based on availability, purpose, and compliance with council regulations.

Fees and Permits:

- May involve venue hire fees, bonds, or additional permits for activities like food stalls or live entertainment.

Rules and Regulations:

- Guidelines regarding noise, alcohol, parking, and use of public resources.
- Environmental considerations and safety compliance (e.g., crowd limits, first aid, or security).

Support Services:

- Some councils may provide event coordination assistance, cleaning, or equipment hire.

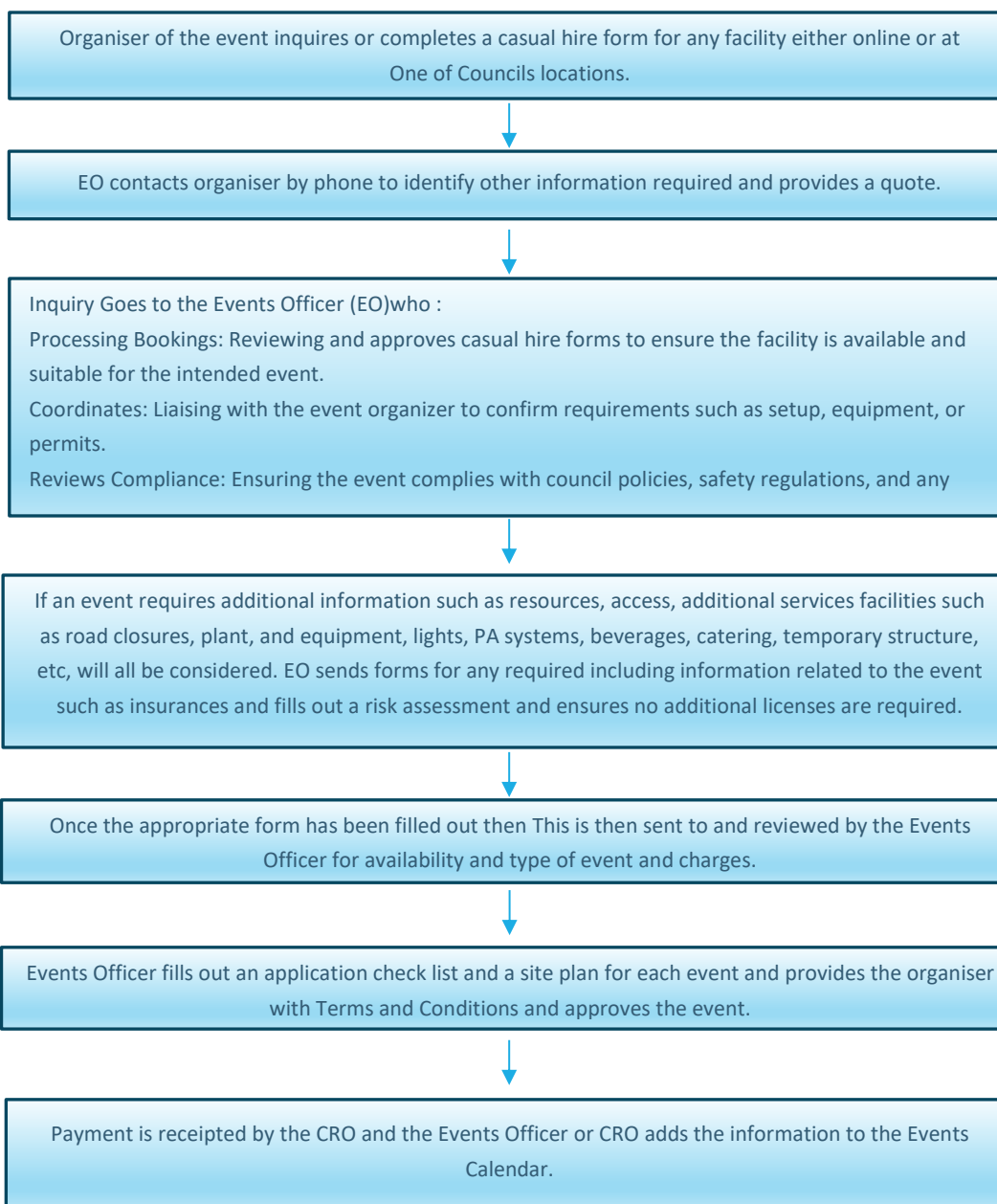
To date, Greater Hume Council has managed ninety-three (93) approved/booked events. Councils engage in community events to strengthen community connections, foster inclusivity, and promote civic pride. These events also support the local economy, promote well-being, and showcase council services and achievements. As landowners and regulators, councils ensure events meet safety, accessibility, and environmental standards while leveraging their facilities to facilitate and host events.

The **Events Officer** is responsible for approving each event, ensuring all considerations and risks are addressed. Their role includes maintaining policies, procedures, forms, and website information related to the Council's event compliance framework. Additionally, the Events Officer oversees the reporting of event information and provides educational support to event hosts as required.

The **Customer Relations Officer (CRO)**, typically based in Jindera, dedicates two days per week to managing event processing and compliance tasks for the Council.

Importance of Managing Risks for Events

- **Safety Assurance:** Ensures the safety of attendees, staff, and vendors by identifying and mitigating potential hazards.
- **Legal Compliance:** Helps comply with laws and regulations to avoid fines, legal actions, or shutdowns.
- **Reputation Protection:** Minimises the risk of negative publicity or reputational damage due to mishaps or accidents.
- **Financial Security:** Prevents financial losses caused by lawsuits, cancellations, or property damage.
- **Contingency Planning:** Prepares for unexpected situations, ensuring events can proceed smoothly or be appropriately managed in case of disruption.
- **Stakeholder Confidence:** Demonstrates professionalism and reliability, fostering trust with stakeholders, including sponsors, participants, and vendors.
- **Insurance Compliance:** Facilitates obtaining and adhering to insurance requirements, reducing liability.



Challenges

- **Single Point of Contact:** Dependency on one individual and email communication causes bottlenecks and delays.
- **Short Lead Times:** A 30-day lead time is insufficient, leading to rushed, last-minute arrangements.
- **Communication Delays:** Inefficient processes and reliance on email slow responses during peak times or absences.
- **Manual Processes:** Lack of automation or backup personnel increases errors and inefficiency.
- **Lengthy and Redundant Forms:** Requiring multiple, repetitive forms frustrates participants and discourages early bookings.

Streamline the Booking Process

- **Automated Booking System:** Implement an online booking system where clients can view available dates and book events directly.
- **Event Calendars:** Share a centralized calendar accessible to all stakeholders, ensuring visibility of bookings and availability.

2. Delegate Responsibilities

- **Backup Contact:** Assign a secondary contact person or team to handle bookings when the primary contact is unavailable.
- **Shared Email Inbox:** Use a shared inbox for event inquiries to ensure that someone is always available to respond.

3. Advance Planning

- **Lead Time Policy:** Set a clear policy requiring bookings to be made a certain number of weeks or months in advance.
- **Proactive Outreach:** Send reminders to regular clients about booking deadlines for peak periods.

4. Improve Communication Channels

- **Templates for CROs:** Provide Customer Relations Officers (CROs) with pre-drafted email templates to respond quickly to common booking inquiries.
- **Real-time Communication Tools:** Use instant messaging tools (e.g., Teams, Slack) for faster coordination.

5. Increase Staffing or Automation During Peak Times

- **Temporary Staff:** Hire additional personnel or volunteers during busy seasons to manage inquiries and bookings.
- **AI Chatbot:** Use an AI assistant to handle simple booking inquiries and FAQs, freeing up staff for more complex tasks.

Event Management Analysis and Resource Allocation

To calculate the number of events managed per year:

1. Assume a standard work year has 46 weeks.
2. Working 2 days per week, you work $2 \times 46 = 92$ days per year on events.

If 93 events were managed over one year, that would be: $93/92 \approx 1.010$ events per day worked.
Multiplied by 2 working days per week: $1.010 \times 2 \approx 2.021$ events per week.

Out of the 93 events listed, categorising them into groups such as community events, private bookings, sports, and educational events could provide clarity and help prioritise resources. Large-scale events like ANZAC Day may require greater oversight and risk management compared to smaller private bookings, ensuring all necessary considerations are addressed efficiently.

It would be useful to gather information to determine if the current workload for event bookings and compliance management is appropriate for the two days per week allocated to this role. Understanding trends in booking volume, task complexity, and peak activity periods will help assess if resources are sufficient or need adjustment.

Key Focus Areas:

- **Track Workload Volume:**
 - Monitor the number of events booked per week, broken down by type (e.g., community, private, sports) to assess task distribution.
- **Analyse Time Allocation:**
 - Log time spent on key responsibilities, such as booking approvals, risk assessments, and compliance checks, to identify high-demand activities.
- **Identify Peaks and Lulls:**
 - Review data for trends in peak booking periods or complex events that may require additional time or resources.
- **Compare to Role Capacity:**
 - Assess whether the volume and complexity of work fit within the two-day allocation or if adjustments are needed (e.g., extending hours during busy periods).
- **Gather Feedback:**
 - Discuss with the staff member to understand their perspective on workload challenges, time pressures, and areas where support may be beneficial.

Additionally, tracking metrics such as attendance numbers, feedback ratings, and economic impact can provide valuable insights into each event's success and community value. These data points can guide future planning and support continuous improvement, aligning the event risk management process with council objectives.

For context, if 93 events are managed annually and the Events Officer dedicates two days per week to these tasks, this equates to approximately 1.78 events managed per week. Understanding these figures can further aid in resource allocation and process optimisation.

SAMPLE PROCESS 7 – 3 BIN PROJECT



Image 15 - The three-bin project, a key initiative aimed at improving waste management and sustainability, faced significant implementation challenges. Due to gaps in the process from Greater Hume Council, Halve Waste, or both, the rollout caused considerable confusion among residents. This resulted in an extraordinary volume of inquiries and complaints directed at Customer Relations Officers (CROs), highlighting the importance of clear communication and effective oversight for successful community initiatives.

Most councils provide residents with a three-bin system to support waste management and promote recycling. This typically includes:

- **A general waste bin** (usually with a red lid) for non-recyclable household waste.
- **A recycling bin** (yellow lid) for materials like paper, cardboard, plastics, and glass.
- **An organics or green waste bin** (green lid) for garden clippings and, in some areas, food waste.

This system helps reduce landfill, supports sustainability, and aligns with council initiatives to minimise environmental impact.

3 Bin Project – Greater Hume

It was advertised on the local TV channel, Banner located at the Bypass, in the Greater Hume Newsletter no 65, in Holbrook Happenings, Brochure. (Was there a letter box drop? Was there a map to show who would get these new bins?)



Customer Inquiry Management

Initial Information Collection:

Obtain the residential address and any relevant details from the caller to ensure accurate categorization of the inquiry.

Determine the Inquiry Type:

Quickly identify the nature of the issue (e.g., planning approval, environmental concerns) to direct the call to the appropriate person.

Call Transfer Protocol:

Transfer the call to one of three designated contacts in Environment and Planning, based on:

Inquiry type.

Area of responsibility (e.g., zoning, permits, environmental issues).

Minimize Caller Redirection:

Ensure the first transfer is correct by using clear guidelines or a quick-reference directory for CROs.

Track and Follow-Up:

Log the inquiry details in the system to monitor resolution and reduce repeated calls about the same issue.

Challenges for the Community

Partial Delivery of Bins: Some households received only some of the new bins (e.g., red and yellow but not green), while others received all three.

Non-Delivery of Bins: Some households did not receive any new bins, and their old bins were also not collected.

Unclear Distribution Criteria: It was unclear who was eligible to receive new bins and which areas were excluded.

Community Confusion: Many community members were unsure about:

- Receiving new bins.
- Collection timelines for old bins.
- Continued use of old bins.

General Challenges for the CROs

- **Lack of Timely and Concrete Information:**
 - CROs were not provided with comprehensive details, leaving them unable to offer accurate timelines or definitive answers to residents.
 - This lack of information caused confusion and dissatisfaction among the community, significantly increasing the volume of inquiries and complaints.
- **Shift in Responsibility:**
 - The decision to shift responsibility for disposing of old bins to the community created frustration, leading to an increase in calls to CROs from residents seeking clarification and expressing dissatisfaction.
- **Incomplete Distribution of Caddies and Liners:**
 - Many properties did not receive the promised kitchen caddies and liners, resulting in residents repeatedly contacting CROs for updates.
 - Insufficient supply planning/allocation for caddy liners further exacerbated the situation, placing additional strain on CROs to manage community expectations.
- **Inadequate Resource Planning:**
 - The shortfall in liner supplies led to increased complaints and requests for assistance, overwhelming CROs who were left to manage community concerns without a clear resolution plan.

These issues significantly impacted the workload and effectiveness of CROs, highlighting the critical need for better communication, resource planning, and project oversight in future initiatives.

Recommendations to Support CROs

- **Improve Communication**
 - Provide CROs with clear project details, regular updates, and a centralized information hub.
- **Streamline Inquiry Management**
 - Use protocols, FAQs, and escalation processes to ensure consistent responses and timely follow-ups.
- **Enhance Resource Planning**
 - CRO's are informed as to supplies and allocation (e.g., caddies, liners) and allocate temporary staff (CROs) during high-demand periods.
- **Provide Training and Tools**
 - Offer scenario-based training and equip CROs with tools like a CRM system for efficient inquiry tracking.
- **Strengthen Inter-Departmental Collaboration**
 - Assign liaisons to support CROs with escalated issues and foster better cross-department communication.
- **Improve Community Communication**
 - Use proactive strategies (e.g., SMS alerts, newsletters) to reduce confusion and inquiry volumes.
- **Conduct Post-Project Reviews**
 - Gather CRO feedback to refine processes and improve support for future initiatives.

General Recommendations for consideration by Council.

- **Project Planning and Oversight**
 - The council should review the adoption process for the rollout of the bins.
- **Improved Communication**
 - Provide CROs with comprehensive project details and timelines upfront.
 - Use diverse communication channels (e.g., social media, SMS alerts, maps) to ensure consistent updates to the community.
 - Implement a feedback loop to track and address resident concerns during rollout.
- **Accountability and Follow-Up**
 - Create a feedback loop for CROs to track and resolve escalated calls.
 - Clearly communicate decisions, such as the shift in old bin responsibility, before implementation.
 - Conduct a post-implementation review to identify lessons learned and ensure improvements for future projects.

SAMPLE PROCESS 8 – LIBRARY STOCK ROTATION

Library stock rotation is an essential practice for ensuring that resources are effectively utilised, widely accessible, and aligned with community needs. By periodically moving books and materials between library branches, this process helps maintain a fresh and diverse collection at each location, reducing stagnation and ensuring high-demand items reach a broader audience. Stock rotation not only maximises the value of the library's collection but also supports the equitable distribution of resources across the region. For a library system as geographically dispersed as Greater Hume, stock rotation plays a crucial role in fostering engagement, optimising shelf space, and meeting the evolving interests of diverse user groups.

step 1: Access Spreadsheets

Navigate to Magiq:

Magiq > User workspace > Customer Relations > Shared Folder > Library > Transfers > Current Year.

Locate the month-specific spreadsheets:

Spreadsheets are named with the month number and a transfer designation (e.g., "9a" for first transfer in September).

Example: 9a Sept 22 1st trans and 9b March 22 2nd trans.

Open the required spreadsheets for books:

First transfer: Books purchased 6 months ago.

Second transfer: Books that were transferred 6 months ago.



Step 2: Process Book Transfers

Holbrook to Henty:

Use the spreadsheet to identify books highlighted in blue.

Change the owner branch to Henty in Spydus: **Circulation > Item > Bulk Item Maintenance > Select "Henty" > Scan or type accession numbers.**

Place books in a labeled tub: "Henty Stock Rotation (from HBK)".

Henty to Culcairn:

Update the spreadsheet for books moving from Henty to Culcairn.

Change the owner branch to Culcairn in Spydus.

Culcairn to Holbrook:



Step 3: Update and Share Spreadsheets

Mark status on spreadsheets (e.g., "sent" or "ch loc").

Email updated spreadsheets to Henty and Culcairn staff.

Print spreadsheets in color:

Culcairn staff: Highlight books to send to Holbrook in blue.

Henty staff: Highlight books to send to Culcairn in blue.



Step 4: Verify Received Stock

Keep a printed copy of both spreadsheets on the Holbrook circulation desk.

Tick off books received from Culcairn.

Contact Culcairn or Henty if books are missing:

Track down books listed as sent to Holbrook but not received.

Challenges

- **Delayed Stock Rotation:**
 - Books may not be promptly moved, resulting in tracking issues.
- **Misplaced Books:**
 - Books marked as transferred but not physically sent can confuse borrowers and staff.
- **Duplicate or Damaged Books:**
 - Books already in the receiving branch's collection or damaged books might be mistakenly rotated.
- **Spreadsheet Errors:**
 - Inaccurate updates or omissions in the spreadsheets cause disruptions.
- **Staff Availability:**
 - Delays in preparing or transferring stock due to staff workload or absences.

Recommendations

- **Improve Adherence to Schedule:**
 - Establish strict deadlines for completing stock rotation each month.
 - Send reminders using Outlook calendar events.
- **Enhance Communication:**
 - Set up a centralised log for tracking missing or delayed books.
 - Use regular staff check-ins to address any outstanding issues.
- **Ensure Spreadsheet Accuracy:**
 - Assign a specific staff member to verify and finalise spreadsheet updates.
 - Provide training to minimise errors when marking transfers.
- **Introduce Quality Checks:**
 - Check for duplicates or damaged books before rotation.
 - Implement a checklist to ensure correct and complete rotation.
- **Implement Monitoring Tools:**
 - Utilise Magiq to automate alerts for delayed transfers.
 - Regularly review system reports to identify anomalies.
- **Staff Training and Support:**
 - Provide refresher training on using Spydus and Magiq effectively.
 - Create a reference guide for the stock rotation process.

SAMPLE PROCESS 9 – STORY TIME

HOLBROOK EXAMPLE

Story Time (Held at each library on varying dates and times; any dates and times mentioned here are for illustrative purposes only.) is an engaging and interactive library program designed for young children and their families to foster early literacy skills and a love for books. During Story Time, children participate in activities such as listening to stories, singing songs, moving to music, learning basic concepts like colours and directions, and enjoying simple crafts. It provides an opportunity for children to develop social skills, learn to be part of a group, and explore the joy of reading in a fun and supportive environment. Story Time sessions are often tailored to suit different age groups, from babies and toddlers to older preschool children.

Step 1: Preparation

Check the Schedule:

Story Time is held every second and fourth Thursday of the month (excluding school holidays) The dates vary at each library.
Verify the date and time in the Outlook Holbrook Library calendar.

Gather Resources:

Locate the Story Time tub in the library storeroom
Review the month's theme and select books and craft materials or plan your own session.
Additional resources are available in the Story Time storeroom.

Set-Up:

Set up in library or meeting room
Arrange books, craft supplies, and seating to create a welcoming environment



Step 2: Session Start

Welcome Families:

Greet families as they arrive and encourage parents/carers to sit with their children and read a book while waiting.
Begin the session at five minutes past the hour to accommodate late arrivals.

Transition to the Story Time Room:

Guide families to walk quietly into the room and sit together.
Ensure toddlers are seated with their parents/carers.



Step 3: Conduct Story Time

Engage Babies and Toddlers:

Start with age-appropriate songs, movements, colors, and concepts.
Read a short board book or simple story.

Transition to Older Children's Activities:

Introduce stories, activities, and discussions tailored for older children.
Families with only babies or toddlers may leave at this point if they wish.

Craft Activity:



Step 4: Wrap Up

Session End:

Ask families to exit the Story Time room promptly after the session.
Encourage borrowing books from the library before heading home.

Fill Out the Wufoo Survey:

Navigate to Confluence > Programs > Program & Event Promotion and Statistics (Wufoo) > Post Event.
Complete the survey (no photo upload required).

Challenges

- **Managing Disruptions:**
 - Children who are noisy or restless can disrupt the session and impact the group experience.
 - Parents may struggle to manage their child's behavior in the group setting.
- **Resource Selection:**
 - Choosing age-appropriate materials and balancing themes for babies, toddlers, and older children.
- **Attendance Variability:**
 - Ensure Storytime is promoted so it is well attended.

Recommendations

Managing Disruptions

- Arrange child-friendly spaces with activity corners.
- Provide parents with tips for managing behaviour during sessions.
- Use interactive activities to engage children and reduce restlessness.

Resource Selection

- Develop an age-appropriate, rotating collection of materials.
- Gather feedback from parents on preferred themes.
- Train staff on selecting inclusive, developmentally suitable resources.

Attendance Variability

- Promote sessions via social media, newsletters, and community boards.
- Partner with childcare centres and schools to boost participation.
- Use incentives like loyalty cards or themed events to encourage attendance.

SAMPLE PROCESS 10 – MONTHLY LIBRARY PROGRAMS REPORT PROCEEDURE

The Monthly Library Programs Report Procedure is a systematic process for documenting and reviewing all library programs conducted within a given month. This report includes details such as program names, attendance numbers, key highlights, and additional statistics like door counts and Book Nook usage. It ensures consistent and accurate reporting, enabling libraries to track program success, share insights with stakeholders, and contribute to broader organisational reporting, such as council updates. The procedure also involves organising and uploading event photos, making it easier to showcase library activities and achievements.

Step 1: Preparation

Check the Schedule:

Refer to the Outlook Holbrook Library calendar to confirm the scheduled day for completing the report.
If the report isn't completed on the scheduled day, leave a note in the diary to inform the next staff person.

Locate the Previous Report:

Navigate to Magiq > Customer Relations > Library > Monthly Reporting > 2024 > Month > Holbrook.
Copy and paste the previous month's report, rename it to the current month.



Step 2: Update Report Details

Document Programs:

List all programs conducted during the month, including names, dates, participation numbers, and highlights.

Include Statistics:

Add the monthly door count and Book Nook usage.



Step 3: Upload Photos

Organise Photos:

Gather all photos taken during library programs for the month.

Upload to Magiq:

Navigate to Magiq > Customer Relations > Library > Events > Type of Event > Year.

Upload photos to the correct folder for easy access.



Step 4: Finalize and Record Completion

Save the Final Report:

Double-check all details and save the report in the appropriate Magiq folder.

Mark as Completed:

Write DONE in the Outlook calendar and include the date of completion.

Issues/Challenges

- **Delays in Completion:**
 - Not all Staff may have had to to complete the report on the designated day, which may be causing delays currently.
 - Lack of communication about pending tasks can lead to gaps in reporting.
- **Ensure staff are uploading photos of their library program:**
 - Photos or statistics (e.g., door counts or Book Nook numbers) might be overlooked or unavailable. CRO s are uploading photos along with their reports.

Recommendations

- **Delays in Completion**
 - Establish a clear timeline with reminders for report submission.
 - Use a shared task management tool to track pending tasks and improve communication.
 - Provide flexibility for staff facing time constraints by allowing staggered submissions or delegating tasks.
- **Uploading Photos and Statistics**
 - Introduce a checklist to ensure photos and statistics (e.g., door counts, Book Nook numbers) are included with reports.
 - Provide a brief training session or guidelines for CROs on the importance and process of uploading photos.
 - Set up automatic prompts or reminders within the reporting system to upload required materials.

SAMPLE PROCESS 11 – ACCESSING AND NAVIGATING CONFLUENCE

In the context of the RRL (Riverina Regional Library) network, **Confluence** is an online knowledge-sharing and collaboration platform that serves as a centralised resource for library staff. It provides access to detailed procedures, guidelines, and resources to assist staff in efficiently managing library operations. Key features include:

- **Programs:** Step-by-step instructions for running programs like Story Time, holiday events, and other library initiatives.
- **Spydus Resources:** Detailed guides for using the library's management system, including member registration, stock rotation, interlibrary loans, and item maintenance.
- **General Information:** Contact details, policies, and forms relevant to library operations.
- **Searchable Database:** A comprehensive and user-friendly interface for finding answers to a wide range of library-related questions.

Confluence is an essential tool for ensuring consistency and accuracy in library processes across the RRL network, empowering staff with immediate access to the information they need.

Step 1: Setting Up Access

Open Confluence:

In Google, enter the URL: <https://riverina.atlassian.net/wiki/spaces/OP/overview>.

Log in using:

Email: enquiries@rrl.nsw.gov.au

Password: RRLstaffdocs.

Create a Desktop Shortcut:

Click the three vertical dots in the top right corner of the Google browser.

Select **Save and Share** > **Save to Desktop** to create a Confluence shortcut for easy access.



Step 2: Navigating Confluence

Explore the Sidebar:

On the left-hand side of the Confluence homepage, you'll find key sections such as:

Programs:

Information on Story Time sessions, holiday programs, and related resources.

Spydus:

Step-by-step guides for member management, book reservations, bulk stock rotations, interlibrary loans, and more.

General:

Branch and RRL contacts, policies, forms, and miscellaneous helpful documents.

Locate Specific Procedures:

Use the headings and search bar to find answers to specific tasks. Examples:

Check-in a magazine:

Navigate to Confluence > Spydus > Item Maintenance > Check in magazines.

Submit a Wufoo report:

Go to Confluence > Programs > Program Event and Promotion and Statistics (Wufoo) > Post Event.



Step 3: Utilise the Resource

Familiarise Yourself with Content:

Spend time exploring the various sections and sub-sections to understand the range of resources available.

Bookmark Frequently Used Pages:

Add commonly referenced guides or sections to your browser bookmarks for quicker access.

Challenges

- **Access to Confluence**
 - Some staff may not have a login or access link to Confluence, limiting their ability to use the platform effectively.
- **Training and Familiarity**
 - Staff may lack adequate training on how to navigate and use Confluence efficiently.
 - Infrequent users may struggle with platform features due to limited familiarity or lack of refresher resources.

Recommendations

- **Access Issues**
 - Verify all staff have active Confluence logins and access links.
 - Set up a simple onboarding process to assist new users in gaining access quickly.
- **Training and Introduction**
 - Offer initial training sessions on navigating and using Confluence effectively.
 - Create a library of short video tutorials and quick reference guides for ongoing support.
 - Schedule periodic refresher sessions for infrequent users to maintain familiarity.

STAFF DEVELOPMENT

Customer Relations officer

Training

Staff training and development are essential to improving skills and abilities, especially for customer-facing roles. A targeted customer service training program for frontline staff will enhance their engagement, understanding of service standards, and ability to meet community expectations. To complement this, awareness sessions for support staff can provide insights into their link in the value chain and the role they play in sustaining improved service delivery. This approach balances the need for skill development with resource efficiency, fostering a culture of customer service across the organisation.

Customer Service Representatives are typically hired for their customer service skills, which include:

- **Core Competencies:** Problem-solving, cultural awareness and sensitivity, empathy, adaptability, and attention to detail.
- **Interpersonal Skills:** Patience, team collaboration, a positive attitude, conflict resolution, and emotional intelligence.
- **Communication Skills:** Telephone and virtual communication, proactive engagement, and handling complex interactions.
- **Organisational Skills:** Time management and a focus on delivering accurate, timely responses.

Recommended Training Programs

In addition to these inherent skills, we recommend offering training programs focused on:

- **Conflict resolution and handling complaints.**
- **Dealing with difficult customers and communication styles.**
- **Technology proficiency to ensure effective use of customer service tools.**

Induction and Council-Specific Knowledge

Over the course of this review, it has been observed that new CROs may not initially have the experience and the background knowledge required to respond to Council-specific questions. Therefore, we would also recommend the inclusion of a council operations and functionality induction. This could be delivered in the form of pre-recorded video training sessions to introduce new CROs to the activities associated with each of the functional areas within Council, and the types of queries a customer may raise in relation to these areas.

These training sessions could be developed by the Senior Relation Officer's working with the functional leads from the other areas of Council.

Council Internal Training topics could include...

Key information on the various divisions within Council, along with the roles responsible for delivering the different activities undertaken by departments within that division. Examples could include:

- Infrastructure Services: Includes construction and management of roads, footpaths, bridges, parks, reserves, sporting grounds, recreational grounds, swimming pools and halls.
- Planning and development assistance and supervision: includes planning; building; and plumbing.
- Environmental health and public safety monitoring including: food premises; registrations; and immunisations.
- Fire hazard abatements, animal control and emergency management.
- Promotion and support for economic, community and tourism development.
- Purpose of Certificates.

Recommendation: Implement a Mystery Shopper Program

To further enhance customer service delivery, you may want to consider adding a **Mystery Shopper Program** to your training and evaluation strategies. This program involves engaging anonymous individuals to act as regular customers and assess interactions with staff across key areas, including:

- Telephone Calls: Evaluating clarity, professionalism, and responsiveness during phone inquiries.
- Walk-In Enquiries: Assessing face-to-face interactions for approachability, problem-solving, and overall customer experience.
- General Customer Service: Measuring adherence to customer service standards and identifying opportunities for improvement.

A Mystery Shopper Program provides valuable, unbiased feedback on real-world service performance, enabling the organisation to:

- Identify specific strengths and weaknesses in staff interactions.
- Benchmark service quality against organisational standards.
- Develop targeted training initiatives to address identified gaps.
- Continuously refine and enhance the overall customer experience.

Incorporating a mystery shopper approach into your customer service strategy supports ongoing development and ensures consistent, high-quality service delivery.

COLLABORATION AND SUPPORT

Strong Internal Partnerships

To deliver a strong customer-focused culture throughout the organisation, it is essential to understand the relationships between people, systems, technology, and governance. These elements must work seamlessly together to ensure strong internal collaboration and effective service delivery.

Given the diversity and complexity of many Council services, multiple departments or teams are often involved in delivering an outcome for a single customer request. This interdependence can lead to delays, misunderstandings, or inconsistent service if not managed effectively. To address these challenges and promote accountability, Council may wish to develop internal Service Level Agreements (SLAs) between various internal council service providers.

These SLAs can help establish clear expectations and foster a shared sense of responsibility for maintaining a consistent, high-quality customer focus across the organisation.

These SLAs typically cover the following:

- Details of the services provided.
- Reliability expectations for the services.
- Standards for punctuality, responsiveness, and servicing frequency.
- Specific, measurable service levels.
- Problem reporting procedures.
- Methods for monitoring service levels and identifying responsible parties.
- Penalties for failing to meet agreed performance standards.
- Exceptions where penalties will not be applied.

By implementing SLAs, Council can strengthen internal coordination, set clear benchmarks for service quality, and ensure a unified approach to customer service delivery across all departments.

TECHNOLOGY SUPPORT

Civica Altitude — Request Management Solution for Business Improvement

(This upgrade is awaiting implementation, and this information has been provided for completeness and to illustrate Council's commitment to modernisation)

Expected Outcomes:

Civica's Authority Altitude is a cloud-based enterprise management system tailored to local government operations. Key benefits include:

- **Increased Accountability:**
 - Customer Request Management module records all customer interactions with details (date, time, method).
 - Real-time monitoring and analysis enhance oversight.
- **Improved Communication:**
 - Tracks request statuses for progress and resolution transparency.
 - Facilitates timely customer updates, especially for complex issues.
- **Consistency of Response:**
 - Standardised workflows guide staff through established processes.
 - Identifies when deviations are necessary for custom handling.
- **Defined Process Protocols:**
 - Implements best practices and prompts appropriate actions.
 - Ensures protocol adherence, improving service delivery.
- **KPI Reporting Against Deliverables:**
 - Analytics and reporting tools provide performance insights against KPIs.
 - Informed decision-making is supported by measurable outcomes.
- ---

Key Features of the Request Management Functional Group:

- **Customer Request Creation:**
 - Initiates requests by type and location for accurate processing.
- **Spatial Mark-Up of Requests:**
 - Precisely marks locations on integrated maps for visual context.
- **Workflow Management:**
 - Automated workflows guide requests through timely responses and protocol adherence.
- **Cross-Module Integration:**
 - Seamlessly manages requests across modules for unified service delivery.

- **Query and Analysis Tools:**
 - Textual and mapping-based query options enable data-driven decisions.
 - **Automated Correspondence:**
 - Generates confirmations, progress updates, and completion notices to enhance customer satisfaction.
-

Recommendations for Implementation:

- **Discovery and Requirements Definition:**
 - Clearly document business needs during the discovery phase.
- **Workflow Optimisation:**
 - Map workflows from complexity to simplicity, avoiding oversimplification.
- **Testing and UI Design:**
 - Conduct regression testing with user groups to ensure outcomes meet expectations.
 - Design and test navigation for user-friendly UI before implementation.
- **Governance Structure:**
 - Engage an active sponsor and enable change champions.
- **Change Management:**
 - Develop an engagement strategy at the business requirements phase.
 - Provide training and support to stakeholders for smooth transitions.

By addressing these areas, Civica Authority Altitude can significantly improve operational efficiency, enhance customer satisfaction, and deliver measurable outcomes for local governments.

APPENDIX

- Appendices 1 – Community Satisfaction Survey 2024
- Appendices 2 – General Trends across the Greater Hume Libraries
- Appendices 3 – Transitioning from a traditional library to a Community Hub
- Appendices 4 – Customer Service Culture Behaviours
- Appendices 5 – Greater Hume Supporting Technologies
- Appendices 6 - Recommendations

Appendix 1: Community Satisfaction Survey Results — Customer Service and Communication Insights

Produced by the Taverner Research Group for GH.

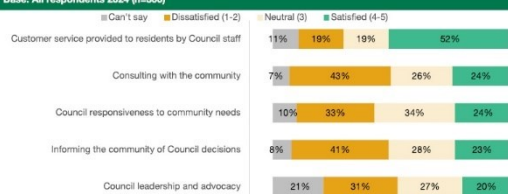
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4.3. CUSTOMER SERVICE & COMMUNICATION

Residents were asked to rate their satisfaction with five measures within this category using a 1 to 5 scale. Figure 14 below displays the satisfaction results for Customer Service & Communication.

Figure 14 Customer Service & Communication Satisfaction

Q1c. Please rate your satisfaction with the following Council services and facilities using a 5-point scale where 1 means you are 'very dissatisfied' and 5 means you are 'very satisfied'. If you are unsure or do not use the service, just say so and we'll move onto the next one.
Base: All respondents 2024 (n=300)



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4. COUNCIL SERVICES & FACILITIES

As shown by arrows in Table 14 below, all five measures had significantly lower means in 2024 than in 2019. With 80% of the Customer Service & Communication measures having a mean score below a neutral 3.0, this group of measures was the lowest performing in 2024 (compared to Community & Lifestyle Services, and Infrastructure & Basic Services).

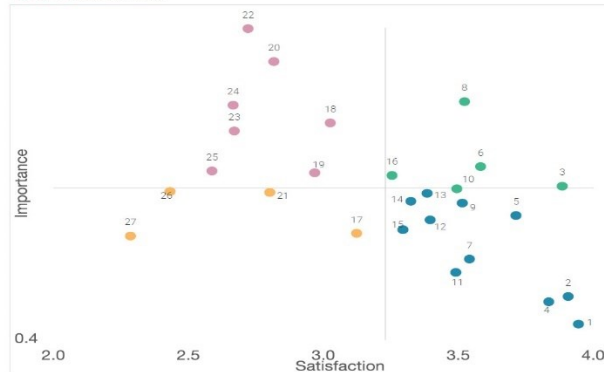
Table 14 Customer Service & Communication Satisfaction – Internal Benchmarks

	2012	2016	2019	2024	Significant change since 2019
Customer service provided to residents by Council staff	3.8	3.9	3.8	3.5	↓
Consulting with the community	3.4	3.4	3.2	2.7	↓
Council responsiveness to community needs	3.3	3.3	3.3	2.8	↓
Informing the community of Council decisions	3.5	3.6	3.2	2.7	↓
Council leadership and advocacy	3.5	3.5	3.3	2.7	↓

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5. PRIORITISING SERVICES & FACILITIES

Figure 16 Quadrant Matrix



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Table 16 Summary of Quadrant Analysis

PRIORITIES FOR COUNCIL	STRENGTHS TO MAINTAIN
18 Promoting economic development	3 Provision and maintenance of public swimming pools
19 Maintaining town roads	6 Appearance of towns and villages
20 Council responsiveness to community needs	8 Customer service provided to residents by Council staff
22 Council leadership and advocacy	10 Maintenance of public toilets
23 Informing the community of Council decisions	16 Promotion of tourism
24 Consulting with the community	
25 Town planning and timely processing of building applications	
SECOND ORDER ISSUES	OPPORTUNITIES
17 Provision of services and facilities for youth	1 Food safety in local eateries and restaurants
21 Noxious weeds management and control on public land	2 Provision and maintenance of sporting fields
26 Maintaining sealed rural roads	4 Provision of library services
27 Maintaining unsealed rural roads	5 Provision and maintenance of parks, playgrounds, and reserves
	7 Waste collection
	9 Protection of heritage values and buildings
	11 Protection of wetlands, natural environment, and wildlife
	12 Provision of community buildings and halls
	13 Provision of services and facilities for older people
	14 Provision of children's services
	15 Provision of footpaths and walking paths

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All five of the Customer Services & Communication measures were in the top six drivers of satisfaction. The three Community & Lifestyle Services measures that made it into the top ten surrounded local prosperity.

Table 17 Top Drivers of Satisfaction 2024

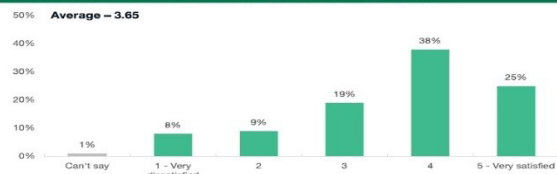
Theme	Measure	Correlation coefficient
Customer Service & Communication	Council leadership and advocacy	0.699
Customer Service & Communication	Council responsiveness to community needs	0.662
Customer Service & Communication	Customer service provided to residents by Council staff	0.617
Customer Service & Communication	Consulting with the community	0.613
Community & Lifestyle Services	Promoting economic development	0.593
Customer Service & Communication	Informing the community of Council decisions	0.584
Infrastructure & Basic Services	Appearance of towns and villages	0.544
Community & Lifestyle Services	Town planning and timely processing of building applications	0.539
Infrastructure & Basic Services	Maintaining town roads	0.537
Community & Lifestyle Services	Promotion of tourism	0.534

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Residents were asked to rate their overall satisfaction with the performance of staff in dealing with their enquiries using a five-point scale where 1 meant 'Very Dissatisfied' and 5 meant 'Very Satisfied'.

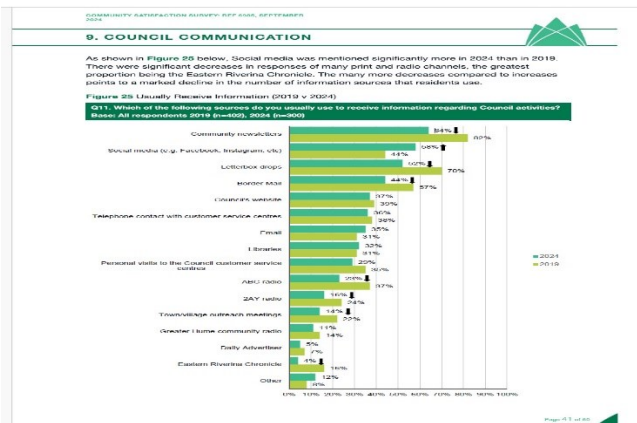
Figure 19 Overall Satisfaction with Council Staff

Q8. Using a 1 to 5 scale, how satisfied are you with the overall performance of Council's staff in dealing with your enquiries?
Base: All respondents 2024, except those who had never contacted Council (n=284)

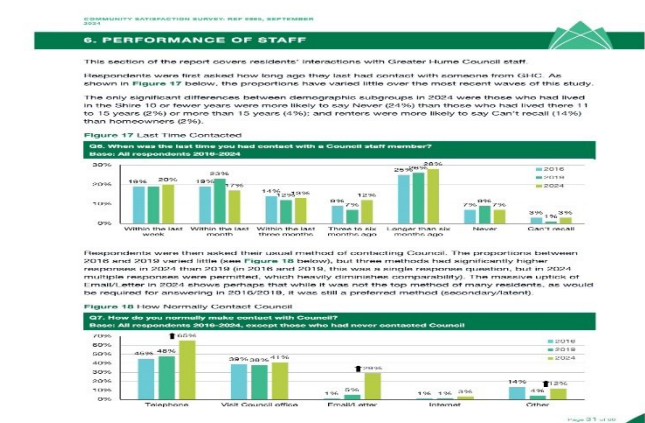


There were no significant differences detected between means of demographic subgroups in 2024 at this question.

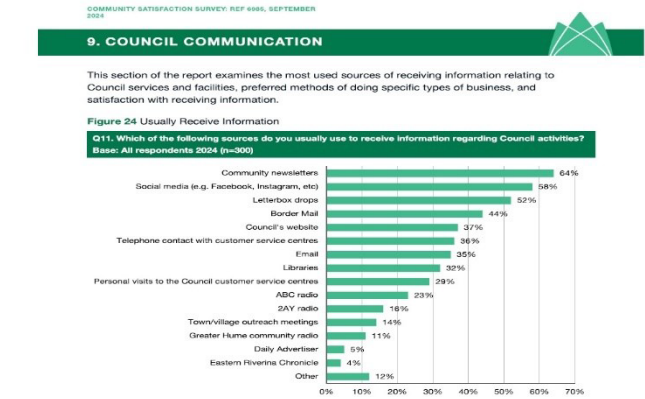
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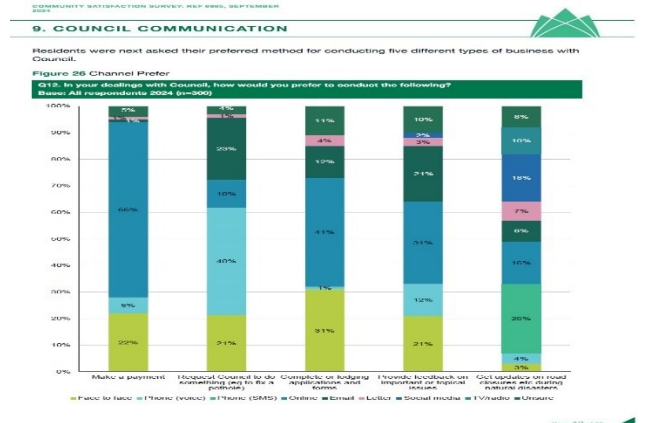
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9. COUNCIL COMMUNICATION

The satisfaction mean scores for all usual information sources were lower in 2024 than in 2019, except for The Daily Advertiser (though this had a very small base size of n=14) (see Table 23 below).

Table 23 Mean Satisfaction by Usual Methods – Internal Benchmarks

	2019	2024
Community newsletters	3.7	3.4
Letter box drops	3.6	3.4
Border Mail	3.6	3.4
Social media	3.6	3.3
Council's website	3.7	3.4
Telephone contact with customer service centres	3.7	3.4
ABC radio	3.7	3.4
Personal visits to the Council customer service centres	3.6	3.4
Email	3.7	3.5
Libraries	3.6	3.5
SAY radio	3.7	3.4
Town/village outreach meetings	3.6	3.5
Easton Riverina Chronicle	3.6	3.5
Greater Hume community radio	3.7	3.4
Daily Advertiser	3.8	4.3

Appendix 2 - General Trends Across the Greater Hume Libraries

Data for this section was sourced from Riverina Regional Library Annual Reports

The amalgamation of Library Services with Customer Services has introduced both opportunities and challenges for the Greater Hume Council. With a small population of 11,267 spread across a large rural area and four geographically dispersed locations, this integration is a pragmatic response to resource constraints. However, it has also highlighted operational inefficiencies, cultural adjustments, and staff learning curves that impact service delivery.

This section provides an overview of key trends across the Greater Hume Libraries, offering critical context for understanding how this amalgamation influences the broader customer service review. By examining these trends, the council can better address the unique challenges of delivering consistent, high-quality service in a small, widely distributed community. While the primary focus of this review is on Customer Service, these library-specific insights are included as an appendix to inform future improvements and strategic planning.

- **Loans:** A noticeable decline in loans from 2019/20 to 2022/23 across all branches, likely impacted by the pandemic and possible changes in borrowing habits or library accessibility.
 - **Library Visits:** Visits have remained generally stable or increased, particularly in Holbrook, which saw a substantial rise by 2022/23. This suggests a shift toward libraries becoming community spaces rather than just places for borrowing books.
 - **Collection Items:** The number of collection items varies by location but remains relatively stable year-to-year, indicating that libraries are maintaining or slightly adjusting their collections based on demand and space.
 - **Memberships:** A decline in memberships across all branches, which may reflect a decrease in library engagement or population changes in the areas served.
 -
-

Greater Hume Library-Specific Observations

- **Henty:** Despite a significant reduction in loans, visits remain high, indicating patrons may be utilising services, events, or digital resources, rather than borrowing physical items.
 - **Culcairn:** Visits remain relatively stable, despite declining loans, suggesting successful community engagement but possibly a slight drop in active borrowing habits.
 - **Holbrook:** Holbrook saw a notable increase in visits by 2022/23, despite a decline in loans, likely due to new programs or a focus on community activities.
 - **Jindera:** Jindera's metrics remain low but steady, with the addition of visit tracking in 2022/23 offering a baseline of engagement. The low loan figures suggest a need for more programs or promotions to increase borrowing and membership.
-

Potential Factors Influencing Trends

- **COVID-19 Impact:** The pandemic affected physical borrowing and memberships in 2020/21. While visits are recovering, loans have not fully rebounded, possibly indicating a shift in library usage.
 - **Digital Alternatives:** The rise in digital resources could be impacting physical loans. Libraries may be shifting focus to digital content, reducing the need for physical borrowing.
 - **Community Role:** Libraries appear to be evolving into community hubs, as evidenced by steady or increased visits despite declining loans.
-

Suggestions for Further Analysis

- **User Engagement Strategies:** To address declining loans and memberships, libraries might consider targeted outreach or engagement programs, especially in Henty and Jindera.
 - **Digital vs. Physical Borrowing:** Analysing digital borrowing statistics could help clarify overall usage trends and guide the development of digital and in-person services.
 - **Community Needs:** Surveying patrons could provide insights into what the community values most, enabling libraries to tailor services and collections accordingly.
-

Enhanced Focus on Community Engagement

- **Increased Library Visits:** The rise in visits, particularly in Holbrook, suggests libraries are becoming more community-focused spaces. Hosting cultural events, workshops, and health initiatives can capitalise on this shift.
 - **Suggested Actions:** Prioritise programs that enhance community connections, such as parenting support groups or town hall discussions.
-

Diversifying Library Offerings

- **Shift in Borrowing Habits:** The decline in loans calls for diversifying library offerings. Introducing digital resources, VR experiences, and interactive exhibits can meet changing patron preferences.
 - **Suggested Actions:** Expand digital literacy workshops and promote digital borrowing platforms to complement physical collections.
-

Focused Support for Underperforming Branches

- **Jindera's Low Metrics:** With low but steady engagement, Jindera could benefit from targeted programs like maker spaces, teen clubs, or job readiness workshops to increase footfall.
 - **Suggested Actions:** Implement marketing campaigns and collaborate with local schools or organisations to boost visibility and engagement.
-

Strengthening Memberships

- **Declining Memberships:** The drop in memberships suggests the need for renewed efforts to attract and retain members. Highlighting unique offerings could help draw new audiences.
 - **Suggested Actions:** Implement loyalty programs or special perks for members, such as access to exclusive events or free digital content.
-

Leveraging the Role of Digital Alternatives

- **Digital Resource Growth:** The popularity of digital resources underscores the importance of embracing technology to support hybrid services.
 - **Suggested Actions:** Invest in marketing campaigns to raise awareness of existing digital resources and encourage digital borrowing.
-

Strengthening Holbrook's Success Model

- **Holbrook's Increased Visits:** Holbrook's success could serve as a model for other branches. Its focus on community-driven activities may be replicated through similar initiatives.
 - **Suggested Actions:** Share insights and strategies used at Holbrook to inspire similar growth across other branches.
-

Role as Community Hubs

- **Libraries as Social Spaces:** The increase in visits highlights the library's potential as a multi-functional hub. This aligns with recommendations to integrate health clinics, social gatherings, and interactive learning opportunities.
 - **Suggested Actions:** Conduct community surveys to identify and prioritise services that meet residents' needs.

Key Priorities Based on Branch-Specific Insights

- **Henty:** Develop programs focused on non-borrowing activities like digital skills training or local history exhibits.
- **Culcairn:** Strengthen engagement by incorporating interactive displays or fitness sessions to attract regular visitors.
- **Holbrook:** Build on its success by testing innovative offerings like VR experiences (note: opening hours will impact usage) or environmental initiatives.
 - **Consideration of Opening Hours**
While the current library hours of 8:30 am to 5:00 pm may align with community needs during school vacation periods, they present challenges during the school term. With schools typically finishing around 3:00 to 3:30 pm, children have very limited time to travel to the library and meaningfully engage with its resources, particularly its technology offerings. Outside of vacation periods, this restricts access for school-aged children and limits the library's ability to fully support young families. Adjusting operating hours to better accommodate after-school access could help address this issue, ensuring the library remains a vital resource for the entire community year-round.
- **Jindera:** Focus on youth-oriented programs and partnerships to enhance community presence.

Examples include:

- **Youth Leadership Workshops:** Organise workshops to develop leadership, communication, and teamwork skills for young people in the community.
- **Sports and Recreation Programs:** Collaborate with local sports clubs to offer youth-focused tournaments, coaching clinics, or fitness programs.
- **Creative Arts Initiatives:** Partner with local artists or organisations to host art, music, or drama workshops for young people.
- **Mentorship Programs:** Connect youth with professionals in the community for career guidance, internships, or skill development.
- **Tech and Innovation Hubs:** Establish spaces for coding, robotics, or STEM workshops to engage tech-savvy youth.

- **Mental Health Awareness Campaigns:** Work with local health services to run workshops on mental health, resilience, and wellbeing tailored to younger audiences.
- **Community Service Projects:** Facilitate youth involvement in community clean-ups, tree planting, or other civic initiatives.
- **Cultural Events:** Host events that celebrate cultural diversity and inclusion, encouraging youth participation in organizing and performing.
- **After-School Programs:** Create spaces for homework assistance, tutoring, or recreational activities to support young people outside of school hours.
- **Youth Advisory Council:** Set up a council to give young people a voice in local decision-making, fostering engagement and leadership

These insights reinforce the need for libraries to evolve beyond traditional borrowing functions. By embracing innovation, fostering engagement, and tailoring services to community needs, Greater Hume Libraries can continue to grow their impact.

Appendix 3 - Transitioning from a traditional library to a Community Hub

Recommendations for Developing Community Hubs ideas implemented around the globe.

As libraries around the world evolve to meet the changing needs of their communities, the concept of transitioning from traditional library services to dynamic community hubs has gained significant momentum. This approach reimagines libraries as inclusive, multifunctional spaces that serve as centers for learning, connection, and innovation.

This section explores global examples and recommendations for developing community hubs, providing a forward-looking perspective for the Greater Hume Council. While the primary focus of this review is on customer service, these ideas are included in the appendices because they have significant implications for the roles of Customer Relations Officers (CROs). Transitioning to a community hub model will require CROs to adapt to expanded responsibilities, including managing broader community engagement, facilitating innovative programs, and delivering an enhanced customer experience in a multifunctional environment.

The inclusion of this information supports strategic planning and ensures the Council is well-positioned to align customer service delivery with future transformations in library services, creating cohesive, community-focused outcomes.

1. Educational Workshops & Classes

- **Job Readiness Training:** Organise workshops focusing on resume writing, job interviews, and career development to equip individuals with the skills needed for the workforce.
- **Digital Literacy Classes:** Offer programs teaching basic computer skills, internet navigation, and online job platform usage, helping community members stay connected in the digital world.
- **Language Learning:** Provide ESL (English as a Second Language) courses to support newcomers in integrating into the community and building communication skills.

2. Cultural Events and Social Gatherings

- **Art Exhibitions:** Host displays for local artists, creating a space for community members to engage with and appreciate various art forms.
- **Cultural Celebrations:** Organise events to celebrate local, national, or international cultures, featuring music, dance, food, and storytelling to promote diversity and inclusion.
- **Storytelling or Poetry Nights:** Hold open-mic nights where local writers and community members share their work, fostering creativity and dialogue.

3. Youth and Family Support

- **After-School Programs:** Offer a safe, enriching space for children to complete homework, engage in creative activities, and participate in educational games.
- **Parenting Support Groups:** Facilitate discussions and workshops on parenting challenges, helping families build stronger support networks.
- **Teen Clubs or Activities:** Create recreational or leadership programs for teenagers to develop skills, engage with peers, and explore new interests.

4. Health & Wellbeing Initiatives

- **Mental Health Support Groups:** Provide a supportive environment where individuals can discuss mental health challenges, share experiences, and connect with resources.
- **Fitness Classes:** Organise fitness programs such as yoga, Sumba, or other physical activities to encourage community health and wellness.
- **Health Clinics:** Offer low-cost or free health services, including check-ups, vaccinations, and health education sessions to improve overall wellbeing.

5. Community Discussions & Forums

- **Town Hall Meetings:** Enable local government representatives or community leaders to engage with residents in discussing key issues and challenges.
- **Environmental Initiatives:** Run workshops on sustainability, climate change, and environmental actions that the community can take to support local and global causes.
- **Social Justice Conversations:** Facilitate groups focused on diversity, equity, and inclusion, promoting thoughtful discussion and community engagement on social issues.

6. Technology Access & Innovation

- **Tech Mentorship:** Connect volunteers or experts with community members interested in learning coding, app development, or other technical skills.
- **Maker Spaces:** Provide access to tools, 3D printers, and craft supplies where individuals can create, innovate, and collaborate on projects.
- **Virtual Learning Centers:** Set up spaces offering access to online courses, virtual career fairs, or job search resources to help individuals improve their skills and job prospects.

7. Virtual Reality (VR) in Community Hubs

7.1 Immersive Learning Experiences

- **Historical & Cultural Exploration:** Use VR to immerse users in historical events, art galleries, or virtual travel, enabling them to experience places and events they may never physically visit.
- **STEM Education:** Leverage VR to simulate complex scientific concepts, such as space exploration or human anatomy, making STEM education more engaging and interactive for learners.

7.2 Therapeutic VR for Mental Health

- **Stress Relief & Mindfulness:** Offer VR experiences that guide users through meditation or relaxation exercises, fostering mental wellbeing in a calming virtual environment.
- **Exposure Therapy:** Use VR for controlled exposure therapy, helping individuals with anxiety or PTSD gradually face their fears in a safe, virtual setting with professional guidance.

7.3 Job Training & Skill Development

- **Vocational Training:** Implement VR simulations for fields like healthcare, manufacturing, or customer service, providing hands-on experience for job training or skill development.
- **Soft Skills Training:** Use VR for practicing interpersonal skills like job interviews, customer service interactions, and public speaking in a safe, controlled environment.

7.4 Virtual Social & Recreational Activities

- **Social Gatherings in Virtual Spaces:** Offer VR environments for socialising, attending virtual concerts, or engaging in collaborative games, creating community experiences from afar.
- **Virtual Escape Rooms:** Organise virtual escape room challenges, allowing participants to work together, solve problems, and have fun in a virtual world.

8. Other Advanced Technologies in Community Hubs

8.1 Augmented Reality (AR)

- **Interactive Storytelling:** Use AR to animate books, exhibits, or artifacts, creating an interactive experience where users can engage directly with the content through their smartphones or tablets.
- **Navigation Assistance:** Offer AR to help guide visitors through large community spaces, highlighting areas of interest or providing step-by-step directions.

8.2 3D Printing

- **Creative Projects:** Provide access to 3D printers where community members can design and create physical objects, whether for personal use, educational purposes, or entrepreneurial endeavors.
- **Prototype Development:** Help local entrepreneurs or students create physical prototypes of inventions, fostering innovation and problem-solving.

8.3 Interactive Displays & Digital Exhibitions

- **Digital Art Shows:** Use interactive digital displays to showcase local artists or community projects, allowing for more dynamic and modern exhibitions.
- **Interactive History or Science Exhibits:** Implement touchscreens and motion-sensing technology to make exhibits more engaging and educational for visitors.

9. Benefits

- **Enhanced Learning:** The integration of VR, AR, and other advanced technologies creates dynamic, multisensory learning experiences that engage users and encourage deeper exploration.
- **Increased Access:** Technology facilitates access to new opportunities, experiences, and resources that may otherwise be unavailable in local areas, breaking down barriers.
- **Improved Collaboration & Engagement:** Interactive technologies foster more participatory events, helping to build stronger relationships and connections within the community.

Conclusion

Community hubs offer a unique opportunity to address the diverse needs of Greater Hume's population. This includes individuals who may not be technically savvy or interested, alongside young families and children who are well-versed in technology. By balancing traditional services with innovative programs such as Virtual Reality (VR), Augmented Reality (AR), and 3D printing, these hubs can engage all segments of the community. For example, older generations might enjoy VR experiences that offer virtual holidays to destinations like Europe or South America, providing opportunities for exploration and enjoyment without leaving the local area.

- https://www.meta.com/en-gb/blog/quest/virtual-vacation-11-vr-apps-and-films-that-let-you-travel-the-world-fromhome/?srsId=AfmBOopdBG8yuqfGmRGDbbDLIjofkro3_8E0hvUtHWMjBDFBgYsxbuS
- <https://silvradventures.com.au/>
- <https://www.oliveexpress.com.au/> (QLD)

From hands-on workshops and cultural events to interactive technologies and educational resources, community hubs can cater to varying levels of interest and expertise. However, to ensure these services are accessible, it is important to consider opening times that meet the needs of the community. Extended hours, such as after school, during school holidays, on weekends, and public holidays, would be crucial for maximising the use of innovative technologies. This, however, may increase operational costs, which would require careful consideration by the Council.

Additional Strategies to Address Accessibility and Cost Concerns:

- **Volunteer Programs:** Engage community volunteers to assist during extended hours, particularly for non-specialised tasks like assisting with VR or other programs.
- **Technology-Driven Accessibility:**
 - **Self-Service Kiosks:** Install self-service systems for borrowing and returning items, allowing libraries to operate with minimal staff during extended hours.
- **Special Event Scheduling:**

- Focus extended hours around key events or peak periods, such as school holidays, rather than maintaining extended access year-round. This reduces the financial and logistical burden while meeting community demand.
- **Hiring Out Technology to Schools:**
 - Rent out VR, AR, or 3D printing equipment to schools during school hours to maximise utilisation, foster educational opportunities, and generate additional revenue for the Council.
- **Survey the Community:**
 - Conduct a community survey to identify the most critical times for access and align schedules to match these preferences, ensuring resources are focused where they're most needed.

By exploring these strategies, the Council can create vibrant, inclusive hubs that foster a sense of belonging, empower individuals across all age groups, and ensure that libraries remain central to community life. Through thoughtful scheduling and innovative programming, these hubs have the potential to bridge the gap between tradition and innovation, effectively addressing financial and operational challenges while meeting the evolving needs of Greater Hume's residents.

Appendix 4 - Customer Service Culture Behaviours

This section serves as a resource for future consideration, offering a roadmap for fostering a consistent and unified customer service culture across all functions. Including this in the appendices ensures that the main report remains focused on actionable recommendations while providing a forward-looking perspective for embedding these behaviours when the organisation is ready to revisit this initiative.

Embedding Customer Service Culture Behaviors across all functions ensures that every interaction—whether internal or external—reflects the organisation's commitment to excellence. This approach breaks down silos, promotes cross-functional collaboration, and creates a seamless experience for customers. Each function, from frontline teams to back-office support, plays a role in delivering value. By adopting consistent behaviors such as active listening, empathy, and clear communication, the organisation fosters trust, enhances efficiency, and drives collective success. This holistic approach is vital to ensuring that service standards are not confined to specific teams but are a shared responsibility that underpins the organisation's values and objectives.

These are the Core Service Behaviours chosen by ELT at Great Hume in September 2024:

- Active Listening
- Empathy
- Patience
- Clear Communication
- Team Collaboration
- Follow – Up

This has been included in the appendices as a resource for future consideration. While a framework to embed these behaviours was planned, the organisation decided not to proceed at this time. The inclusion here provides a foundation for revisiting this initiative in the future when the organisation is ready to move forward.

Appendix 5 — Greater Hume Supporting Technologies

Technology	Application	Brand and URL	Upgrade Status Updates
Telephone System	<p>ZOOM for Telephony, SOOM Phone is a modern, cloud-based telephony solution that integrates seamlessly with the SOOM platform. It enables organisations to manage voice communications efficiently through VoIP technology, offering features like call routing, voicemail, IVR (interactive voice response), and reporting tools. With flexibility for desktop, mobile, and traditional desk phone use, SOOM Phone supports remote and hybrid work environments. It's a cost-effective and scalable solution that simplifies communication while enhancing productivity, making it ideal for organisations seeking to transition from traditional telephony systems to a unified communication platform.</p>	<p>ZOOM</p> <p>https://www.soom.com/en/products/voip-phone/</p>	
Electronic Document/Records Management	<p>Records management, also referred to as records and information management, is the practice of systematically handling an organisation's information throughout its entire life cycle—from creation or receipt to final disposition. This process encompasses activities such as identifying, classifying, storing, securing, retrieving, tracking, and either disposing of or permanently preserving records. According to the ISO 15489-1:2001 standard, it involves the efficient and structured control of records to capture and maintain evidence of business activities and transactions.</p>	<p>Magiq-V8.8.0-Engine V8.6.451</p> <p>https://magiqsoftware.com/document-records-management/</p> <p>Magiq is an on-premise records management system, but a challenge arises in determining where to categorise information. Some items could fit into three different categories, complicating keyword searches and retrieval.</p>	

Customer Request Management/Receiving	Service request management is a systematic approach to tracking and addressing all service requests. When a request is received, a ticket is generated and assigned to the appropriate team member for resolution. Ideally, the issue is resolved, and the ticket is closed. However, for complex requests, the ticket may be put on hold, reassigned to another team member for further action, or even generate a secondary ticket if new issues arise during resolution. This entire process is managed through service request management software, ensuring that every request is properly tracked and resolved.	Civica Authority - V6.11.43.1294 https://www.civica.com/en-au/sector-pages/local-government/	Upgrade to Altitude – approved by Council waiting on Civica
CRO Knowledge Management	A customer service knowledge management system centralises all relevant data into one accessible location, eliminating the need for multiple, fragmented storage sources such as wikis, shared drives, local files, and paperwork. By consolidating this information, the system helps reduce the volume of first-level inquiries, as many common questions can be answered through existing FAQs or external knowledge bases. This not only lowers costs and call volumes but also improves CRO satisfaction by minimising repetitive tasks. Additionally, the system ensures consistent service delivery across all channels, enabling CROs to provide up-to-date and accurate information, such as changes in policies or pricing, regardless of the platform or touchpoint.	LivePro - V1.12 https://www.livepro.com/	
Geospatial Mapping Software	Geospatial Mapping Software like IntraMaps helps councils manage and visualise spatial data, supporting decision-making across various services. Councils use it for asset management, urban planning, service delivery, and environmental monitoring. It enables councils to track assets	IntraMaps https://www.technology1.com/products/spatial	

Microsoft Office Status	<p>(e.g., roads, parks), optimise service delivery, and engage the public with interactive maps.</p> <p>Microsoft Office Status refers to the real-time availability and activity status of users within Microsoft Office applications (e.g., Word, Excel, Outlook) and through Microsoft Teams. It shows whether a person is available, busy, in a meeting, or offline, helping others understand their availability for communication or collaboration.</p>	<p>Microsoft Office Status – Calendar</p> <p>https://support.microsoft.com/en-au/office/set-your-status-02c62f73-b25e-4ef4-ad5f-dc03ed571f95</p>	
Banking System Library System	<p>Civica Spydus is a library management system used by public libraries to streamline operations, manage resources, and enhance user services. It supports a wide range of library functions, including cataloging, circulation, acquisitions, and online services for patrons.</p>	<p>NAB EFTPOS</p> <p>Civica Spydus –</p> <p>https://www.civica.com/en-au/product-pages/spydus-integrated-library-management-solution/</p>	
RRL Library Systems	<p>Woofu is a cloud-based software solution specifically designed for libraries to manage and streamline the process of collecting information through forms. It allows libraries to create customised forms for tasks such as event registrations, membership applications, and resource bookings. Woofu helps libraries enhance their operational efficiency, making it easier to manage public interactions and services.</p>	<p>RRL – Woofu in Confluence</p> <p>https://www.atlassian.com/software/confluence?gclid=19273511262&adgroup=145312975660&targetid=kwd-22737151&matchtype=e&network=g&device=c&device_model=&creative=665297689141&keyword=confluence&placement=&target=&ds_eid=700000001542923&ds_e1=GOOGLE&gad_source=1&gclid=Cj0KCQiAuou6BhDhARIsAlfgrn6mjmS WjUC_AdxS_OuY6HsFBIYtrA9Beej Wt1oP20Su4CeS4PavjWgaAvQ5EALw_wcB</p>	
HR and Payroll	<p>Aurion is a comprehensive HR and payroll platform designed to streamline workforce management and ensure compliance with payroll regulations. It offers features</p>	<p>Aurion HR and Payroll – Implementation Feb/Mar 25</p> <p>https://www.aurion.com/services/</p>	<p>Although not directly relevant to the Customer Service Review, it goes to the Council's</p>

such as employee data management, payroll processing, leave tracking, and reporting. With a focus on automation and accuracy, Aurion reduces administrative burdens, enhances operational efficiency, and provides employees with self-service capabilities for managing personal information and payroll inquiries. It is a reliable solution for organisations aiming to simplify HR and payroll processes while improving overall employee experience.

efforts to modernise the organisation

Appendix 6 - Recommendations

Process Improvement

Leaving Voicemail Messages for General Staff Members

- Implement voicemail functionality for staff members to allow customers/community to leave concise messages directly.
- Establish guidelines for when emails are required to ensure manual processes are reserved for critical cases.
- Introduce automated email templates to streamline the communication process when voicemail is not possible.

Anecdotally Insights — Addressing Increased Administrative Tasks

- Conduct a task analysis to identify and eliminate redundant administrative duties.
- Delegate routine administrative tasks to support staff or automate processes where feasible.
- Optimise workflows to ensure administrative efforts focus on high-impact activities.

Provide Follow-Up Visibility

- Introduce automated notifications to update CROs and customers on the status of follow-up actions.
- Establish a clear SLA (Service Level Agreement) for responding to follow-ups and ensure adherence across departments.
- Implement a mystery shopper program to assess how well follow-up actions are communicated to customers, identifying areas for process improvement.

Addressing Accountability Gaps in Other Departments

- Define clear roles and responsibilities for handling messages and requests forwarded by CROs.
- Create accountability frameworks, such as assigning department leads responsible for follow-up compliance.
- Monitor response times and escalate unresolved issues through a structured escalation process.
- Use mystery shopper evaluations to measure departmental accountability in real-world scenarios, ensuring a proactive approach to addressing gaps.

Provide Visibility of Request Closure

- Establish a closed-loop feedback process where departments update CROs on the status of customer requests.
- Provide CROs with real-time access to request statuses via integrated systems.
- Automate customer notifications to confirm request resolution.

- Incorporate a mystery shopper program to test the effectiveness of closure communication and identify opportunities to enhance the customer experience.

Fragmented Systems

- Conduct a process mapping exercise to identify inefficiencies caused by fragmented systems.
- Standardise inter-departmental workflows to improve consistency and collaboration.
- Prioritise integration of systems to enable seamless information sharing and reduce duplication of effort.

Manual Workarounds for Outdated Systems

- Review and refine workflows to reduce reliance on manual processes.
- Automate repetitive tasks, such as data entry or follow-up notifications.
- Develop interim digital solutions, such as low-code platforms, to address gaps while awaiting full system upgrades.

People

Enhancing CRO Effectiveness and Customer Service Culture

To address challenges in resolving queries on the first call and foster a customer service culture, the following integrated actions are recommended:

Empowering CROs with Knowledge and Training

- Provide continuous training and updated resources, including a dynamic knowledge base like Live Pro.
- Facilitate cross-departmental knowledge sharing to broaden CROs' understanding of other functions.
- Streamline inquiry protocols to enable swift resolutions during initial interactions.
- Introduce a mystery shopper program to evaluate and provide actionable feedback on CRO performance during real customer interactions, fostering targeted training.
- Leverage insights from mystery shopper evaluations to tailor training programs and address specific gaps in customer service delivery.

Organisation-Wide Customer Service Training

- Design and deliver comprehensive customer service training for all internal and external stakeholders to promote a unified service culture.

- Develop videos on council services for onboarding new CROs and as a refresher for part-time or casual staff.

Surveying the Community:

- Conduct surveys to gather community input on any proposed changes to library hours and services, ensuring decisions align with community needs and preferences.

Optimising Live Pro as a Knowledge Base

- Create short instructional videos effectively using Live Pro, covering search tips, content updates, and contributions.
- Implement a structured review system to ensure information remains accurate and relevant.
- Provide assigned Live Pro administrators with a video tutorial and a manual guide on maintaining and updating content consistently.
- Conduct regular sessions to emphasise the importance of leveraging an updated knowledge base and train users on new features or best practices.

Change Management

Effective change management is essential for the transition from Civica Authority to Altitude, ensuring a seamless shift while maximising system adoption and benefits. The process begins with a thorough needs assessment to identify critical gaps in the current system and define measurable goals, such as improving data centralisation and workflow efficiency. Staff engagement plays a pivotal role, with champions or super-users advocating for the new system and workshops gathering feedback to refine plans. Comprehensive training tailored to different user roles focuses on Altitude's unique features, such as workflow automation and data centralisation. A phased rollout with pilot testing ensures early identification and resolution of potential issues, while feedback from initial users helps fine-tune implementation. Post-implementation, ongoing support through training (and a dedicated help desk) ensures sustained success, with regular performance reviews driving continuous improvement.

CS Culture Behaviours

Embedding Customer Service Culture Behaviors across all functions ensures that every interaction—whether internal or external—reflects the organisation's commitment to excellence. This approach breaks down silos, promotes cross-functional collaboration, and creates a seamless experience for customers. Each function, from frontline teams to back-office support, plays a role in delivering value.

By adopting consistent behaviors such as active listening, empathy, and clear communication, the organisation fosters trust, enhances efficiency, and drives collective success. This holistic approach is vital to ensuring that service standards are not confined to specific teams but are a shared responsibility that underpins the organisation's values and objectives.

A mystery shopper program can monitor how well these behaviors are demonstrated, offering insights to reinforce and sustain a customer service culture.

Service Standards

Developing and maintaining comprehensive service standards is essential for ensuring consistency, clarity, and accountability in customer service delivery. These standards should:

- **Outline Clear Expectations:** Define specific protocols for service delivery across all functions to maintain uniformity.
- **Ensure Stakeholder Buy-In:** Secure agreement from all levels of the organisation to align efforts and foster accountability.
- **Include Regular Reviews:** Conduct periodic reviews to ensure standards remain relevant and responsive to evolving needs.
- **Enhance Transparency:** Publish standards on the website to demonstrate organisational commitment and build trust with the community.
- **Embed Accountability:** Integrate adherence to service standards into performance reviews and annual appraisals for all staff.

By implementing these standards, the organisation ensures consistency in service delivery, aligns all teams to shared expectations, and reinforces its commitment to excellence. Publishing the standards provides transparency into the organisation's service commitments, fostering trust and accountability with the community. This approach sets a benchmark for internal performance and demonstrates the organisation's dedication to exceeding expectations.

Technology:

Communication and Workflow Optimisation

Updating Microsoft Office Status

- Enforce a policy requiring staff to regularly update their Microsoft Office status (e.g., Teams) with clear guidelines on when and how to do so.
- Set up automated reminders or prompts for staff to update their availability status.
- Integrate status updates with Outlook calendars to ensure automatic syncing of availability.

Voicemail System Implementation:

- Deploy a voicemail system with features like transcription and email notifications.
- Introduce automated call routing and staff training on the voicemail system.
- Leverage voicemail analytics to monitor call trends and optimise response strategies.

Telephone-CRM Integration:

- Invest in CRM integration with telephony systems for automated call logging and enhanced customer data accuracy.
- Use features like call routing, IVR, and queue management to improve customer handling during peak times.
- Improve customer engagement through personalised interactions and proactive service.

Knowledge Management

Consistent Classification in Magiq

- Standardise document classification protocols with clear guidelines and training for all users.
- Introduce a robust cross-category search functionality to improve document retrieval.
- Implement periodic audits to ensure compliance with classification standards and reduce redundancy.
- Transition to a metadata-based system to allow multiple categorisations without duplication (*If possible*).

Update LivePro in a Timely Fashion

- Set up automated notifications for team leads to review and update critical content at predefined intervals.
- Train staff on the importance of using and maintaining LivePro for customer interactions.

- Conduct regular sessions to emphasise the importance of maintaining LivePro as a dynamic knowledge base.

Training and Adoption

CRO Training on Spydus and Wufoo

- Develop a comprehensive training program tailored to CRO needs, including practical, hands-on sessions.
- Create quick-reference guides and video tutorials for ongoing support.
- Monitor CRO usage of Spydus and Wufoo post-training to identify additional training needs and ensure adoption.

Modernisation Project Future Potential: Civica Authority to Altitude Transition:

- Conduct a needs assessment to define clear objectives for the new system.
- Engage staff in transition planning and provide targeted training on Altitude's features.
- Test the system thoroughly before full implementation to resolve potential issues.

Customer Experience Improvement

Website Improvements

- Enhance self-service options, such as FAQs, chatbots, online forms, and request tracking.
- Optimise user experience with a mobile-friendly, accessible, and intuitive interface.
- Provide real-time updates to ensure accurate service information.
- Support digital literacy for residents while maintaining traditional service options.

By addressing these technology issues, the Council can enhance operational efficiency, improve customer service, and position itself for a smoother transition to advanced systems in the future.

Summary of Recommendations from the sample process flow pages 55-85

Sample Process 1 - Planning Certificates S10.7	
1. Ensuring staff are adequately trained and informed about statutory requirements and common process risks.	
2. Adjusting staffing and systems to meet low-demand periods in months like May while maintaining readiness for peak periods.	
Sample process 2 - 603 Rating Certificate	
Sample process 3 – Process for Pool Passes	
1. Automation of Workflow:	
<ul style="list-style-type: none"> Use an integrated system to route the form and payment directly to relevant staff with manual intervention. Automate notifications to relevant parties (e.g., pool staff, pick-up office). 	
2. Centralised Digital Records:	
<ul style="list-style-type: none"> Have an automated system update the records and notify the pool staff in real time without manual entry. 	
3. Digital Pass Option:	
<ul style="list-style-type: none"> Provide an e-pass option that customers can store on their phones or print, eliminating need for physical pick-up. Use QR codes for digital verification at the pool. 	
4. Streamlined Communication:	
<ul style="list-style-type: none"> Send automated status updates (e.g., "Your pass is ready for pick-up") to the customer via email or SMS. 	
5. Pick-Up Streamlining:	
<ul style="list-style-type: none"> If physical passes are necessary, consider offering a delivery service or setting up lockers for contactless pick-up. Ensure the pick-up office is notified of new passes in bulk, reducing preparation time. 	
6. Integration of Payment and Records:	
<ul style="list-style-type: none"> Link payment processing directly to record creation, avoiding the need for a separate step. 	
7. Tracking and Reporting:	
<ul style="list-style-type: none"> Implement a tracking system that allows all parties (customer, pool staff, pick-up office) to see the status of the request in real-time. 	
Sample process 4 – Companion Animals	
1. Face-to-Face Training	
<ul style="list-style-type: none"> Delivered by staff with specialist knowledge. Allocate particular processes to specific CROs to share expertise and strengthen process ownership. 	

2. Bite-Sized Video Modules	
<ul style="list-style-type: none">• Develop 3–5 minute training videos focusing on key concepts and practical steps.	
3. LivePro Updates	
<ul style="list-style-type: none">• Add these training resources and process updates to LivePro to maintain a single source of truth for procedures and guidance.	
4. Interactive Workshops	
<ul style="list-style-type: none">• Facilitate workshops for collaborative learning and problem-solving on complex or cross-functional topics.	
5. Job Shadowing or Mentorship	
<ul style="list-style-type: none">• Pair newer team members with experienced staff for hands-on learning and deeper understanding perhaps on a rotational basis.	
Sample process 5 – The phone process	
1. Updating Status View for Effective Communication	
<ul style="list-style-type: none">• All staff must regularly update Status View to ensure accurate, up-to-date information is available.• This enables quick call transfers, enhances customer responses, and fosters accountability across the team.	
Implementing an Interactive Voice Response (IVR) System	
2. Improved Call Routing:	
<ul style="list-style-type: none">• Directs callers to the appropriate department or team, reducing delays.	
3. Reduced Stress:	
<ul style="list-style-type: none">• Alleviates the burden on staff by efficiently managing call volume.	
4. Enhanced Customer Experience:	
<ul style="list-style-type: none">• Avoids location-to-location transfers, ensuring customers connect with the right person faster	
5. Time Efficiency:	
<ul style="list-style-type: none">• Saves CROs time by automating call direction, allowing more focus on resolving issues.	
6. Scalability:	
<ul style="list-style-type: none">• Handles higher call volumes without overloading staff.	
7. Professional Image:	
<ul style="list-style-type: none">• Demonstrates a structured and modern approach, reflecting well on the organisation	
Sample Process 6 – Event Booking Process	
1. Streamline the Booking Process:	
<ul style="list-style-type: none">• Automated Booking System: Implement an online booking system where clients can view available dates and book events directly.• Event Calendars: Share a centralised calendar accessible to all stakeholders, ensuring visibility of bookings and availability.	

2. Delegate Responsibilities	
<ul style="list-style-type: none">• Backup Contact: Assign a secondary contact person or team to handle bookings when the primary contact is unavailable.• Shared Email Inbox: Use a shared inbox for event inquiries to ensure that someone is always available to respond.	
3. Advance Planning	
<ul style="list-style-type: none">• Lead Time Policy: Set a clear policy requiring bookings to be made a certain number of weeks or months in advance.• Proactive Outreach: Send reminders to regular clients about booking deadlines for peak periods.	
4. Improve Communication Channels	
<ul style="list-style-type: none">• Real-time Communication Tools: Use instant messaging tools (e.g., Teams, Slack) for faster coordination.	
5. Increase Staffing or Automation During Peak Times	
<ul style="list-style-type: none">• Temporary Staff: Hire additional personnel or volunteers during busy seasons to manage inquiries and bookings.• AI Chatbot: Use an AI assistant to handle simple booking inquiries and FAQs, freeing up staff for more complex tasks.	
Sample process 7 – Three (3) Bin Process	
1. Improve Communication	
<ul style="list-style-type: none">• Provide CROs with clear project details, regular updates, and a centralised information hub.	
2. Streamline Inquiry Management	
<ul style="list-style-type: none">• Use protocols, FAQs, and escalation processes to ensure consistent responses and timely follow-ups.	
3. Enhance Resource Planning	
<ul style="list-style-type: none">• CRO's are informed as to supplies and allocation (e.g., caddies, liners) and allocate temporary staff (CROs)during high-demand periods.	
4. Provide Training and Tools	
<ul style="list-style-type: none">• Offer scenario-based training and equip CROs with tools like a CRM system for efficient inquiry tracking.	
5. Strengthen Inter-Departmental Collaboration	
<ul style="list-style-type: none">• Assign liaisons to support CROs with escalated issues and foster better cross-department communication.	
6. Improve Community Communication	
<ul style="list-style-type: none">• Use proactive strategies (e.g., SMS alerts, newsletters) to reduce confusion and inquiry volumes.	
7. Conduct Post-Project Reviews	
<ul style="list-style-type: none">• Gather CRO feedback to refine processes and improve support for future initiatives.	

Sample process 8 – Library Stock Rotation	
1. Improve Adherence to Schedule:	
<ul style="list-style-type: none"> Establish strict deadlines for completing stock rotation each month. Send reminders using Outlook calendar events. 	
2. Enhance Communication:	
<ul style="list-style-type: none"> Set up a centralised log for tracking missing or delayed books. Use regular staff check-ins to address any outstanding issues. 	
3. Ensure Spreadsheet Accuracy:	
<ul style="list-style-type: none"> Assign a specific staff member to verify and finalise spreadsheet updates. Provide training to minimise errors when marking transfers. 	
4. Introduce Quality Checks:	
<ul style="list-style-type: none"> Check for duplicates or damaged books before rotation. Implement a checklist to ensure correct and complete rotation. 	
5. Implement Monitoring Tools:	
<ul style="list-style-type: none"> Utilise Magiq to automate alerts for delayed transfers. Regularly review system reports to identify anomalies. 	
6. Staff Training and Support:	
<ul style="list-style-type: none"> Provide refresher training on using Spydus and Magiq effectively. Create a reference guide for the stock rotation process. 	
Sample process 9 – Storytime Holbrook Example	
1. Managing Disruptions	
<ul style="list-style-type: none"> Arrange child-friendly spaces with activity corners. Provide parents with tips for managing behaviour during sessions. Use interactive activities to engage children and reduce restlessness. 	
2. Resource Selection	
<ul style="list-style-type: none"> Develop an age-appropriate, rotating collection of materials. Gather feedback from parents on preferred themes. Train staff on selecting inclusive, developmentally suitable resources. 	
3. Attendance Variability	
<ul style="list-style-type: none"> Promote sessions via social media, newsletters, and community boards. Partner with childcare centres and schools to boost participation. Use incentives like loyalty cards or themed events to encourage attendance. 	
Sample process 10 – Monthly Library Programs Report	
1. Delays in Completion	
<ul style="list-style-type: none"> Establish a clear timeline with reminders for report submission. Use a shared task management tool to track pending tasks and improve communication 	

<ul style="list-style-type: none"> • Provide flexibility for staff facing time constraints by allowing staggered submission and delegating tasks.
2. Uploading Photos and Statistics
<ul style="list-style-type: none"> • Introduce a checklist to ensure photos and statistics (e.g., door counts, Book Nook numbers) are included with reports.
<ul style="list-style-type: none"> • Provide a brief training session or guidelines for CROs on the importance and process of uploading photos.
<ul style="list-style-type: none"> • Set up automatic prompts or reminders within the reporting system to upload required materials.
Sample process 11 - Accessing and Navigating Confluence
1 Access Issues
<ul style="list-style-type: none"> • Verify all staff have active Confluence logins and access links.
<ul style="list-style-type: none"> • Set up a simple onboarding process to assist new users in gaining access quickly.
2 Training and Introduction
<ul style="list-style-type: none"> • Offer initial training sessions on navigating and using Confluence effectively.
<ul style="list-style-type: none"> • Create a library of short video tutorials and quick reference guides for ongoing support.

Conclusion

By prioritising the customer at the core of its operations and enabling easier, more timely engagement with the community, the Council will enhance voluntary compliance, streamline service delivery, and build greater trust in local government. This focus on reducing effort and improving accessibility will not only make services more cost-effective but also foster stronger confidence and satisfaction in the Council's role and contributions.

Recognising the general population of Greater Hume's continued reliance on face-to-face and phone customer service highlights the need to maintain and enhance these traditional channels. Ensuring these services are accessible, efficient, and inclusive will support community members who prefer or require personalised interactions, particularly in a rural setting.

Embedding mechanisms for ongoing community feedback and integrating measurable outcomes—such as improved timeliness, customer satisfaction scores, and reduced inquiry volumes—will ensure these improvements remain responsive to evolving needs. By addressing equity and inclusivity, the Council can better serve diverse community members, ensuring all have fair access to its services.



Greater
Hume
Council

Council Review


Q3, 2024/2025

1: Healthy Communities


Objective: Our lifestyle and services nurture the health and wellbeing of the individual and community as a whole

H1: Our communities are welcoming and inclusive to support diversity and social connectedness

H1.1: Foster inclusive communities where everyone can participate in community life

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
H1.1.2	Develop partnerships with schools and other community organisations to deliver and promote targeted health and wellbeing programs for youth and engage young people in volunteering	Develop partnerships with schools and other community organisations to deliver and promote targeted health and wellbeing programs for youth	50%			Youth Week was celebrated at Greater Hume Council in March 24 at both Billabong High School and St Paul's College. The events included a presentation from SQUAD on *Being Job Ready*. The target audience were Year 12 students. 80 students participated. Each student received a Rocket Book to assist with organising and planning. The	Customer Relations Coordinator

Council review | 2024/2025


DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						program was part funded by Greater Hume Council and NSW Government - Youth Week. Greater Hume Council is also working with Billabong High School to loan the movie equipment to the schools SRC in early May 24	
H1.1.3	Undertake a range of events and programs as part of Youth week	Undertake a range of events and programs as part of Youth week	40%			Youth Week was celebrated at Greater Hume Council in March 24 at both Billabong High School and St Paul's College. The events included a presentation from SQUAD on *Being Job Ready*. The target audience were Year 12 students. 80	Customer Relations Coordinator

Council review | 2024/2025


DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						<p>students participated. Each student received a Rocket Book to assist with organising and planning. The program was part funded by Greater Hume Council and NSW Government - Youth Week. Youth Week was also celebrated in the libraries with clay making. 40 participants. This project was funded by NSW Government - Regional Youth</p>	

Council review | 2024/2025



H1.2: Empower and support vulnerable and disadvantaged community members to participate in community life

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
H1.2.1	Implement the Greater Hume Disability Inclusion Action Plan (DIAP)	Implement the Greater Hume Disability Inclusion Action Plan (DIAP)	55%			Greater Hume Council continue to update infrastructure to support vulnerable and disadvantaged community members by refurbishing our Customer Relations and Library spaces to be Accessible. Greater Hume Council continue to invest and manage a port folio of community and aged care housing. A series of initiatives have been undertaken to improve accessibility throughout the community including the construction of footpaths, ramps to buildings, opening of accessibility	Director Corporate & Community Services



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DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						public toilets and improving street access for people with a disability. Currently working with service provider to risk assess employing a team member who has accessibility requirements in one of our Childcare Centre's.	
H1.2.2	In line with Council DIAP implement a program of accessibility improvements to community buildings across the shire	In line with Council DIAP implement a program of accessibility improvements to community buildings across the shire	50%			Greater Hume Council continue to update infrastructure to support vulanerable and disadvantaged community members.	Manager Waste & Facilities

H2: Our infrastructure and services are aligned to the health, wellbeing and safety needs of the community**H2.1: Provide the facilities, spaces and activities that support wellbeing, active and healthy communities**

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
H2.1.1	Develop and facilitate a range of recreational spaces with relevant program partners including multi-purpose community centres at Burrumbuttock and Jindera	Develop and facilitate a range of recreational spaces with relevant program partners including multi-purpose community centres at Burrumbuttock and Jindera	75%			Recreational projects being undertaken as funds permit	Director Engineering
H2.1.4	Implement a structured footway and cycleway replacement and extension program across the shire	Implement a structured footway and cycleway replacement and extension program across the shire	75%			<p>Footpath and Cycle path projects being undertaken as funds permit</p> <p>Awaiting suitable grant funding programs</p> <p>Development of future plans for each town/village to be developed by new</p>	Director Engineering


Council review | 2024/2025

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						Asset Man. Team once appointed	
H2.1.5	Achieve increased attendances at Council managed swimming pools to promote being more active, more often through events across all pools for all ages	Achieve increased attendances at Council managed swimming pools to promote being more active, more often through events across all pools for all ages	100%			Attendance has been increasing and a new pool inflatable has been purchased. Patronage has been very high this summer.	Director Environment & Planning
H2.1.7	Implement an integrated booking system for Council facilities	Implement integrated booking system for Council facilities	50%			A Service Review is currently being undertaken in Customer Relations, which includes Events. An outcome of the Service Review will be a recommendation on streamlining the Events Coordinator, which will impact a range of community spaces and facilities. Service Review completed and Manager - Risk and Governance is	Director Corporate & Community Services

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DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						working with Events Officer and CR Team on stream lining event bookings.	

H2.2: Plan and provide services and infrastructure for a changing and ageing population


DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
H2.2.2	Provide a range of free events to over 55's to improve health, safety and wellbeing, including an activity to celebrate NSW Seniors Festival	Provide a range of free events to over 55's to improve health, safety and wellbeing, including an activity to celebrate NSW Seniors Festival	60%			Greater Hume continue to provide a range of activities to our older population. October 2024 included a Grandparents Day at Culcairn Library with a professional photographer and Knitting Clubs at Jindera and Culcairn Libraries. Grant funding has been received in March 2025 to promote and support older people to use technology, workshops will be hosted later in the year.	Director Corporate & Community Services

H3: Our connection to the local culture and environment fosters positive relationships and learning for sustained health benefits

H3.1: Ensure the community has access to a wide range of learning spaces, resources and activities



DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
H3.1.2	Review library delivery service models in 2023 / 2024 to commence from 1 July 2024	Review library delivery service models in 2023 / 2024 to commence from 1 July 2024	0%				Customer Relations Coordinator

H3.2: Support children's education and care services to ensure a strong foundation for lifelong learning


DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
H3.2.1	Prepare plans, tender documentation and complete building upgrade works at Holbrook and Culcairn childcare centres	Prepare plans, tender documentation and complete building upgrade works at Holbrook and Culcairn childcare centres	0%			Currently reviewing the budget and Council priorities in relation to these facilities.	Manager Waste & Facilities

Council review | 2024/2025

H3.3: Increase, preserve and promote awareness of the community's history and heritage

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
H3.3.1	Deliver the Greater Hume Museum Adviser Program (or similar programs) to provide partnership, guidance, training and expertise to our public and private museums and historical society's	Deliver the Greater Hume Museum Adviser Program (or similar programs) to provide partnership, guidance, training and expertise to our public and private museums and historical society's	50%			Greater Hume is actively participating in the Museum Advisory Program, with members participating in various workshops both locally and in Albury and actively uploading items onto eHive. Four of the Community Museums participated in the final workshop for 2024 in November. Workshops will resume at the end of February 2025. Community Museums will still receive support from the Museum Advisor over the Christmas period.	Executive Assistant - Governance
H3.3.2	Preserve and maintain a permanent	Preserve and maintain a permanent	100%			A room has be allocated in old Holbrook Council	Executive Assistant - Governance

Council review | 2024/2025



DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
	collection of significant items from Greater Hume Council (including items from former Culcairn, Holbrook and Hume Council's)	collection of significant items from Greater Hume Council (including items from former Culcairn, Holbrook and Hume Council's)				chambers, the collection has been placed in this room. Recent editions have been made to the collection. The ongoing cataloguing of items has commenced.	
H3.3.3	Create awareness of local culture and history of the Aboriginal and Torres Strait Islander people	Create awareness of local culture and history of the Aboriginal and Torres Strait Islander people	20%			Working with Albury Local Land Council and Murray Tourism to identify current and emerging experiences, history and cultural experiences within Greater Hume. We are participating in the First Nations Tourism Project with a meeting to occur in December to begin planning.	Executive Assistant - Governance

2: Growth & Prosperity



Objective: Our community growth maximises our location and strengths to enable prosperity for all

G1: Our towns and villages are championed to stimulate economic growth, investment and employment opportunities


G1.1: Strengthen economic viability and connections beyond Greater Hume

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
G1.1.1	Support the promotion and actions contained in the Murray Region Newcomer Attraction and Retention Strategy	Support the promotion and actions contained in the Murray Region Newcomer Attraction and Retention Strategy	25%			Continuing to participate in the Murray Regional Tourism Board and promote Greater Hume	General Manager
G1.1.2	Promote Greater Hume LGA to the Regional Employment Hub in Western Sydney (NSW GROW Murray Pilot) and in conjunction with Multicultural NSW to support placed-based resettlement partnerships	Promote Greater Hume LGA to the Regional Employment Hub in Western Sydney (NSW GROW Murray Pilot) and in conjunction with Multicultural NSW to support placed-based resettlement partnerships	100%			Continuing to participate until the pilot ends in November 2024. This pilot programme has now concluded	General Manager


G1.2: Pursue a high standard of planning, urban design and development that supports urban centres and rural localities

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
G1.2.1	Prepare new Section 7.11 contributions plan for West Jindera precinct	Prepare new Section 7.11 contributions plan for West Jindera precinct	70%			<p>Considered in conjunction with the structure plan</p> <p>This task is in the scope of works for planning consultants to undertake this activity.</p>	Director Environment & Planning
G1.2.2	Undertake West Jindera Masterplan	Prepare Planning Proposal for the rezoning of land in West Jindera and prepare West Jindera Masterplan	80%			<p>Flood Studies completed. Grant funding has been obtained to complete this project. Currently finalising scope of works and for project to go out for tender. A planning consultant and ecological consultant has been engaged. Work is progressing.</p>	Director Environment & Planning


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DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						Some issues with flooding to be resolved	
G1.2.4	Prepare Land Use Strategies for Holbrook and Morven	Prepare Greater Hume Structure Plan	90%			Some work has occurred on the planning strategy for Holbrook. No further action for Morven (Council resolution). A grant application has been lodged to undertake a planning strategy for the entire Council area. The successful grant application for West Jindera Masterplan area has enabled funds to be directed to a shire wide settlement strategy.	Director Environment & Planning



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DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						<p>A scope of works is being prepared for consultants to consider preparation of the Greater Hume Structure Plan.</p> <p>Three quotes has been sought which are all within the allocated budget. A consultant will be appointed in February.</p> <p>Work has commenced on the settlement strategy</p>	
G1.2.5	Subject to final Council approval, undertake Culcairn Residential Estate	Subject to final Council approval, undertake Culcairn Residential Estate	60%			Essential Energy have provided approval and we now progressing to certificates of title and valuations.	General Manager




Council review | 2024/2025

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						Expect a report to the February meeting to able to proceed to sale.	
G1.2.6	Undertake promotion of Jacob Wenke Drive Residential Subdivision Stage 2 and Stage 3 developments	Undertake promotion of Jacob Wenke Drive Residential Subdivision Stage 2 and Stage 3 developments	40%			The promotion and sale of stage 2 Jacob Wenke Drive is nearing completion. Once Kinvara Estate (Culcairn) is sold the funds will be available to commence stage 3 .	General Manager



G2: Our liveability boosts quality of life for today's and future generations**G2.1: Support local job creation by creating industrial areas and employment opportunities**

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
G2.1.1	Undertake study to report on business investment opportunities	Undertake study to report on business investment opportunities	0%				General Manager
G2.1.2	Actively promote and support vocational education programs through local high schools	Actively promote and support vocational education programs through local high schools	50%			Regular contact with local schools has been undertaken to promote careers with Greater Hume Council in particular with Children Services.	Customer Relations Coordinator

G2.2: Encourage social enterprises and businesses to grow local employment

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
G2.2.1	Prepare a strategy to investigate the expansion of industrial estates or development of new industrial estates for Holbrook, Culcairn	Prepare a strategy to investigate the expansion of industrial estates or development of new industrial estates for Holbrook, Culcairn	70%			This will be a deliverable of the Greater Hume Settlement Strategy	Director Environment & Planning
G2.2.2	. Subject to final Council approval, proceed with 26 lot subdivision at Jindera Industrial Estate	Investigate grant funding opportunities to progress 46 lot subdivision at Jindera Industrial Estate including Hawthorn Road reconstruction works	10%			Currently preparing a discussion presentation for Council about the options to progress this project.	General Manager
G2.2.3	Partner with TAFE to promote awareness of VET programs, provide traineeship and apprentice opportunities and link with local business	Partner with TAFE to promote awareness of VET programs, provide traineeship and apprentice opportunities and link with local business	80%			Council currently has a Student Based Trainee working at Henty Library.	Customer Relations Coordinator

G3: Our region's highlights are celebrated, maintained and promoted to enhance our visitor experience**G3.1: Enliven community life by delivering and supporting events, public art, cultural celebrations and entertainment**


DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
G3.1.1	Encourage development, promotion, funding and management skills of events and cultural programs to grow the visitor experience and provide a point of difference	Encourage development, promotion, funding and management skills of events and cultural programs to grow the visitor experience and provide a point of difference	30%			On-going promotion and further development of marketing materials and social media. A Summer campaign is in development, highlighting Greater Hume as a family friendly holiday location for the upcoming school holidays. We will continue to partner with Murray, Wagga and Albury to develop campaigns over the year	Executive Assistant - Governance
G3.1.2	Maintain and promote the Greater Hume Events Calendar and provide advice	Maintain and promote the Greater Hume Events Calendar and provide advice	80%			Ongoing, supporting all Greater Hume events in the 2024-2025 period,	Executive Assistant - Governance

Council review | 2024/2025


DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
	on Hosting an Event in Greater Hume	on Hosting an Event in Greater Hume				events calendar is already filling for events season.	

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G3.2: Promote Greater Hume as a great place to live, work, visit and invest

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
G3.2.1	Review and implement contemporary Visitor Centre Services to extend tourism assistance across Council's heritage, culture and tourism facilities and locations	Review and implement contemporary Visitor Centre Services to extend tourism assistance across Council's heritage, culture and tourism facilities and locations	80%			Ongoing assistance has been provided to our Visitor Information Points as well as tourism operators. Free training and workshops have been facilities through our partnership with Murray tourism for all Tourism Operators. A review of most VIP points have been undertaken and operations have been changed to suit various communities across Greater Hume. Plans to update and refresh the VIC have been made and grant	Executive Assistant - Governance




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DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						applications to support this upgrade have been submitted.	
G3.2.3	Develop promotional / marketing campaigns and collateral to hero Greater Hume's natural environment, history and heritage, walk / bike / ride / drive itineraries, agritourism, tourism operators and experiences	Develop promotional / marketing campaigns and collateral to hero Greater Hume's natural environment, history and heritage, walk / bike / ride / drive itineraries, agritourism, tourism operators and experiences	50%			On-going promotion and further development of marketing materials and social media. A Summer campaign is in development, highlighting Greater Hume as a family friendly holiday location for the upcoming school holidays. We will continue to partner with Murray, Wagga and Albury to develop campaigns over the year. Historical trail maps are in development as well as updated and refreshed	Executive Assistant - Governance


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DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						brochures for our towns and villages.	
G3.2.4	Review the Greater Hume Visitor Experience Plan	Review the Greater Hume Visitor Experience Plan	10%	●			Executive Assistant - Governance
G3.2.5	Conduct visitor information workshops / meetings for tourism operators, community members and Greater Hume Council staff to provide them with knowledge when assisting with enquiries from visitors	Conduct visitor information workshops / meetings for tourism operators, community members and Greater Hume Council staff to provide them with knowledge when assisting with enquiries from visitors	50%	●		Information are being distributed via seperate newsletters and emails to tourism operators, community members and Council staff. Famils are continuing with VIC Staff to ensure that they are aware and have experince with our offerings. Workshops and training are continuing to be offered to TOs through Murray Tourism.	Executive Assistant - Governance

G3.3: Promote the diversity and quality of retail offerings and local products

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
G3.3.1	Encourage individuals and agricultural businesses to develop farm gate and niche produce	Encourage individuals and agricultural businesses to develop farm gate and niche produce	20%			Meetings with individual operators have been undertaken and business ideas have been developed and promoted where possible. Progressing	Executive Assistant - Governance
G3.3.2	Promote and support local producers and giftware through the Greater Hume Visitor Information Centre	Promote and support local producers and giftware through the Greater Hume Visitor Information Centre	90%			Communication with local producers started. Engaged a local marketing consultant to further develop this area.	Executive Assistant - Governance
G3.3.3	Ensure all tourism operators and experiences have a digital presence through the Australian Tourism Data Warehouse	Ensure all tourism operators and experiences have a digital presence through the Australian Tourism Data Warehouse	100%			Ongoing development of tourism database for inclusion onto Australian Tourism Data Warehouse, Buy Local and Visit Greater Hume website	Executive Assistant - Governance

Council review | 2024/2025




DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
G3.3.4	Ensure all retailers and tourism operators are listed in Buy Local in Greater Hume Business Directory	Ensure all retailers and tourism operators are listed in Buy Local in Greater Hume Business Directory	10%			Complete update of the Buy Local Directory to be undertaken in 2025	Executive Assistant - Governance

3: Natural & Built Environment



Objective: Our natural and built environment is preserved and maintained in harmony with sustainable practices.

N1: Our infrastructure and facilities are maintained and built in harmony with the natural environment

N1.1: Develop and implement long term Asset Management Plans for all infrastructure categories

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
N1.1.1	Plan and undertake activities to build resilience in the asset base in response to environmental challenges	Plan and undertake activities to build resilience in the asset base in response to environmental challenges	100%			All Council infrastructure is constructed to current flood and bushfire regulations	Director Engineering
N1.1.2	Implement the program for asset revaluations	. Implement the program for asset revaluations	100%			Draft Asset Management Plans and Revaluations completed	Director Engineering
N1.1.3	Plan for activities required to introduce strategic asset management programs	Plan for activities required to introduce strategic asset management programs	75%			Consultants developing Asset Management Plans for all assets Council has received draft plans and are	Director Engineering


Council review | 2024/2025

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						currently reviewing the plans.	
N1.1.4	Refine distribution of asset renewal funding to align with asset categories and asset life cycle modelling	Refine distribution of asset renewal funding to align with asset categories and asset life cycle modelling	75%			<p>Consultants preparing Asset Management Plans</p> <p>Draft Asset Plans received and being reviewed</p> <p>Life cycle modelling to be undertaken once resources permit</p>	Director Engineering
N1.1.5	Develop a strategy for organisation-wide asset management literacy	Develop a strategy for organisation-wide asset management literacy	75%			<p>Consultants supporting Council in developing an Asset Management Strategy</p> <p>Draft Asset Management Strategy developed by Consultants</p>	Director Engineering



Council review | 2024/2025

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						Awaiting new staff in Asset Team to move the development of AM further for Council	

N1.2: Expand waste water treatment systems into villages

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
N1.2.1	Continue to investigate options to sewer Gerogery, Woomargama and Burrumbuttock	Continue to investigate options to sewer Gerogery, Woomargama and Burrumbuttock	90%			Options to sewer villages are being investigated as part of Councils IWCM project IWCM to be completed in second half of 2025	Director Engineering



N1.3: Support local adoption of clean energy solutions

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
N1.3.1	Promote programs to enable citizens to adopt energy efficiency and renewable energy technologies	Promote programs to enable citizens to adopt energy efficiency and renewable energy technologies	50%			Continued involved with REROC and attend briefings William Adlong of REROC to identify available energy efficiency initiatives. A grant application has been submitted to contribute towards an Electric Vehicle which will promote the use of energy efficient vehicles in the Shire.	Director Corporate & Community Services
N1.3.2	Continue to implement the Greater Hume Energy Savings Action Plan and investigate the feasibility of further expansion of solar photovoltaic systems and	Continue to implement the Greater Hume Energy Savings Action Plan and investigate the feasibility of further expansion of solar photovoltaic systems and	50%			DCCS met with Shell Energy to discuss upcoming energy renewal contract. Implemented LED lighting at the Culcairn office. Participation with the REROC and Net Zero Project	Director Corporate & Community Services



Council review | 2024/2025

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
	batteries at various community facilities	batteries at various community facilities				Officer to identify and implement initiatives. Currently looking at the feasibility of introducing solar efficiencies to the Jindera Waste water facility and applying for grants to support EV and charging stations.	

N1.4: Encourage and provide local reuse and recycling infrastructure

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
N1.4.2	Implement a third organic bin for kerbside collection in urban areas	Provide education to achieve contamination targets for 3 Bin collection system	100%			The education programme will be ongoing. Considerable education material was provided at the commencement of the 3rd bin service.	Director Environment & Planning
N1.4.3	Develop a sustainable purchasing policy to ensure procurement of material containing recycled content	Develop a sustainable purchasing policy to ensure procurement of material containing recycled content	50%			Investigation of existing policies developed by others to occur	Director Environment & Planning



N2: Our road and transport network is maintained and accessible**N2.1: Develop 5-year Strategic Road Strategy**

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
N2.1.1	Implement asset maintenance and renewal programs in accordance with adopted budgets and capital works programs	Implement asset maintenance and renewal programs in accordance with adopted budgets and capital works programs	50%			Maintenance and Renewal Programs for road projects being undertaken as adopted	Director Engineering
N2.1.2	Seek external funding for identified priority road projects including: <ul style="list-style-type: none"> Jingellic Road (various sections) • Brocklesby - Balldale Road (construction of final 4km) • Coppabella Road (rehabilitation of first 4km) • Henty - Cookardinia Road (Henty - HMFD) • Culcairn - Holbrook Road (Willow Creek Bridge widening) • Benambra Road (Weeamera 	Seek external funding for identified priority road projects including: <ul style="list-style-type: none"> Jingellic Road (various sections) • Brocklesby - Balldale Road (construction of final 4km) • Coppabella Road (rehabilitation of first 4km) • Henty - Cookardinia Road (Henty - HMFD) • Culcairn - Holbrook Road (Willow Creek Bridge widening) • Benambra 	75%			Funding received for some parts of Jingellic Road and Brocklesby Balldale Road Awaiting release of road funding programs in 2025 Federal Election imminent awaiting new programs for road construction	Director Engineering


Council review | 2024/2025

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
	Road to Cummings Road)	Road (Weeamera Road to Cummings Road)					

N3: Our communities share responsibility to increase sustainability and minimising our environmental impacts**N3.1: Develop planning and operational controls to protect and support a sustainable environment**

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
N3.1.1	Implement the Riverina & Murray Weeds Action Program	Implement the Riverina & Murray Weeds Action Program	65%			Council is continuing with it weeds action programme. There has been no funding available under the WAP.	Director Environment & Planning
N3.1.3	Complete rehabilitation works at Funks Pit quarry	Complete rehabilitation works at Funks Pit quarry	90%			<p>Work has been delayed due to EPA involvement in the classification of material being used to rehabilitate the pit</p> <p>Removal of material and replacement and finalisation of rehabilitation planned to be completed first quarter of 2025</p> <p>Removal and Replacement of</p>	Director Engineering

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DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						<p>material ahs been completed. All EPA issues have now been closed</p> <p>Revegetation component of project has been tendered by VP</p>	
N3.1.4	Review the Greater Hume Integrated Water Cycle Management Plan and associated planning controls to provide best practice water cycle management for new development	Review the Greater Hume Integrated Water Cycle Management Plan and associated planning controls to provide best practice water cycle management for new development	90%			<p>Work nearing completion on IWCM project</p> <p>Work to be completed in second half of 2025</p>	Director Engineering

4: Leadership & Communication



Objective: Our leadership and communication cultivates confidence in our future direction

L1: Our decision-making is inclusive, collaborative and encourages ownership of our future

L1.1: Support local decision making through transparent communication and inclusive community engagement

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
L1.1.2	Develop strategies to identify new technologies to open up digital communications and engagement channels	Develop strategies to identify new technologies to open up digital communications and engagement channels	70%			5G Network have been engaged to implement O365 across the organisation which will improve technology within the organisation, including ways we can communicate with the community. Our Grants Officer has also been emailing all local community groups and s.355's with upcoming Grant Opportunities. A Grant Report has been developed and now forms part of month Council Reporting. A review	Director Corporate & Community Services



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DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						is currently being undertaken of information the Council website that relates to S.355 Management Committee's.	
L1.1.3	Source and develop innovative methodologies to involve the community in two way decision-making processes	Source and develop innovative methodologies to involve the community in two way decision-making processes	30%			We are currently undertaking a review of our Community engagement strategy. Introduced a monthly CDC and focus forum newsletter to keep the community groups informed.	General Manager
L1.1.5	Implement Digital Strategy	Implement Digital Strategy	70%			Work has commenced on reviewing Customer Relation activities and how we interact with our community, this will enable Council to better target our communication strategies.	Director Corporate & Community Services



Council review | 2024/2025

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						<p>O365 has been implemented and Greater Hume continues to work towards creating efficiencies with technology. Communication and Marketing is rolled out in a timely manner and the community is notified through our website updates and socials regarding initiatives and matters that impact our community. Council are currently working on the implementation of a Mobile Device Management Plan and a Mobile Phone and BYOD Device Policy which will encourage improved use of technology among the staff cohort.</p>	


L2: Our communication is open, effective and purposeful to connect and educate our community**L2.1: Support leadership and mentoring initiatives that build and strengthen the capacity of individuals, businesses and communities**

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
L2.1.1	Develop a Volunteer Management and Support Strategy	Develop a Volunteer Management and Support Strategy	0%			Re-assess the suitability of this task.	Director Corporate & Community Services
L2.1.2	Assist with coordination of Local Government elections	Assist with coordination of Local Government elections	100%			The local government elections have been concluded.	General Manager



L2.2: Collaborate with partners to deliver positive outcomes for the community, economy and environment

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
L2.2.1	Actively lobby State and Federal members of parliament on issues of importance to our community	Actively lobby State and Federal members of parliament on issues of importance to our community	30%			Continue to participate in advocacy opportunities at a state and federal level.	General Manager
L2.2.2	Actively participate in regional strategic planning and collaborative initiatives through REROC / RivJO, Riverina Regional Library and government agencies	Actively participate in regional strategic planning and collaborative initiatives through REROC / RivJO, Riverina Regional Library and government agencies	25%			Actively participating including membership of the Executive of REROC.	General Manager


L3: Our leadership and advocacy**L3.1: Undertake integrated, long term planning and decision making, reflective of community needs, resources and aspirations**

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
L3.1.2	Develop and implement the Greater Hume Council Workforce Management Plan	Develop and implement the Greater Hume Council Workforce Management Plan	80%			<p>Employee Satisfaction Survey has been completed.</p> <p>A series of initiatives have been undertaken to improve recruitment for example creation of digital content to attract and appeal to different segments of the labour market, improved induction and on-boarding processes, satisfied our Insurers WHS Continuous Improvement Program requirements.</p> <p>At the All of Staff Day we engaged a Guest Speaker to present on team building and organisational change. In association with presenting the Employee Satisfaction Survey data to staff.</p>	Director Corporate & Community Services


Council review | 2024/2025

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						Work this quarter has included promoting careers at Council with school-aged children, as a result we have supported a number of students to participate in work experience across the organisation. Council have been successful in receiving support for Apprenticeships and Trainees through a NSW Grant. To date we have recruited two trainees.	
L3.1.3	Develop and implement an Asset Management Improvement Program	Develop and implement an Asset Management Improvement Program	75%			Consultants has developed Asset Management Improvement Plan Awaiting new team members to action plan requirements	Director Engineering
L3.1.6	Undertake asset class revaluation for Roads	Undertake asset class revaluation for Roads	100%			Asset Revaluation has been completed	Director Engineering

Council review | 2024/2025



DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
L3.1.7	Prepare the End of Term Report and review Greater Hume Community Strategic Plan	Prepare the End of Term Report and review the Greater Hume Community Strategic Plan	100%			End of Term report has been completed and endorsed by Council. CSP is due to commence review in the next 6 months	General Manager

L3.2: Ensure responsible, sustainable, ethical and open local government




DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
L3.2.1	Undertake a community-wide Customer Satisfaction Survey	Undertake a community-wide Customer Satisfaction Survey	100%			The survey has been completed and the outcomes will be presented to Council so that we can confirm the areas of improvement we wish to focus on. The results will be presented to Council on the 26th November. Now working on actions as a result of the feedback.	General Manager

Council review | 2024/2025


L3.3: Deliver efficiency, effectiveness and probity in Council processes and services

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
L3.3.1	Identify and complete at least one service and efficiency review within each Department annually with particular emphasis on removing manual workloads within Council processes	Identify and complete at least one service and efficiency review within each Department annually with particular emphasis on removing manual workloads within Council processes	100%			WHS Audit is currently being undertaken in the organisation for May/June 2024. Customer Relations Service Review completed in December 2024. Report to go to ELT and Council in March 2025.	Director Corporate & Community Services
L3.3.2	Undertake a program on Internal Audit projects and provide advice on risk and control, economy, efficiency and effectiveness across all service elements of Council	Undertake a program on Internal Audit projects and provide advice on risk and control, economy, efficiency and effectiveness across all service elements of Council	90%			An Internal Audit Program has been presented and endorsed by ARIC for the next 4 years. Improved reporting has also been implemented to improve information with ARIC. Audits are currently being undertaken as per the audit	Director Corporate & Community Services

Council review | 2024/2025

DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
						schedule, ARIC action reporting has been improved and is now recorded and reported on through Pulse. As per the Audit Schedule a Procurement Audit has just been completed.	
L3.3.5	Develop and implement an information technology infrastructure replacement program	Develop and implement an information technology infrastructure replacement program	50%			Replacement program is being aligned to the budget allocation and requires on-going investment.	IT Coordinator
L3.3.6	Continue to support our staff to use technology by improving digital capability	Continue to support our staff to use technology by improving digital capability	0%				IT Coordinator
L3.3.7	Implement and manage technology that allows staff to access information	Implement and manage technology that allows staff to access information	0%				IT Coordinator

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DP Action Code	DP Action	Action	Progress	Traffic Lights	Annual Comment	Comments	Responsibility
	from any location to improve delivery of services	from any location to improve delivery of services					
L3.3.9	Investigate an integrated Cemetery Register which captures all cemetery records and documentation in one location	Investigate an integrated Cemetery Register which captures all cemetery records and documentation in one location	60%			This measure is still under investigation. Software is being considered	Director Environment & Planning

GREATER HUME SHIRE COUNCIL

Schedule of the Director Corporate Community Services' Schedule of Information to Council Meeting -
Wednesday 23rd April, 2025.

COMBINED BANK ACCOUNT FOR THE MONTH ENDED 31st March 2025

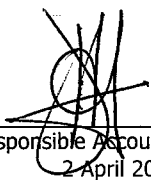
CASHBOOK RECONCILIATION

	General Fund	Trust Fund
General Ledger Cashbook Balance as at 1st March 2025	17,753.54	41,233.48
Cashbook Movement as at 31st March 2025	-42,202.51	-417.20
Less: Term Deposits included in Cashbook Balance (Trust only)	0.00	0.00
General Ledger Cashbook Balance as at 31st March 2025	<u>-24,448.97</u>	<u>40,816.28</u>

BANK STATEMENT RECONCILIATION

Bank Statement Balance as at 31st March 2025	NAB	-\$15,502.67	40,816.28
	Hume	\$1,420.95	
	Bendigo	\$0.00	
	WAW	\$0.00	
	Total	<u>-14,081.72</u>	<u>40,816.28</u>
(LESS) Unpresented Cheques as at 31st March 2025		-12,079.65	0.00
(LESS) Unpresented EFT Payments as at 31st March 2025		0.00	0.00
PLUS Outstanding Deposits as at 31st March 2025		1,712.40	0.00
PLUS / (LESS) Unmatched Cashbook Transactions 31st March 2025		0.00	0.00
Cashbook Balance as at 31st March 2025		<u>-24,448.97</u>	<u>40,816.28</u>

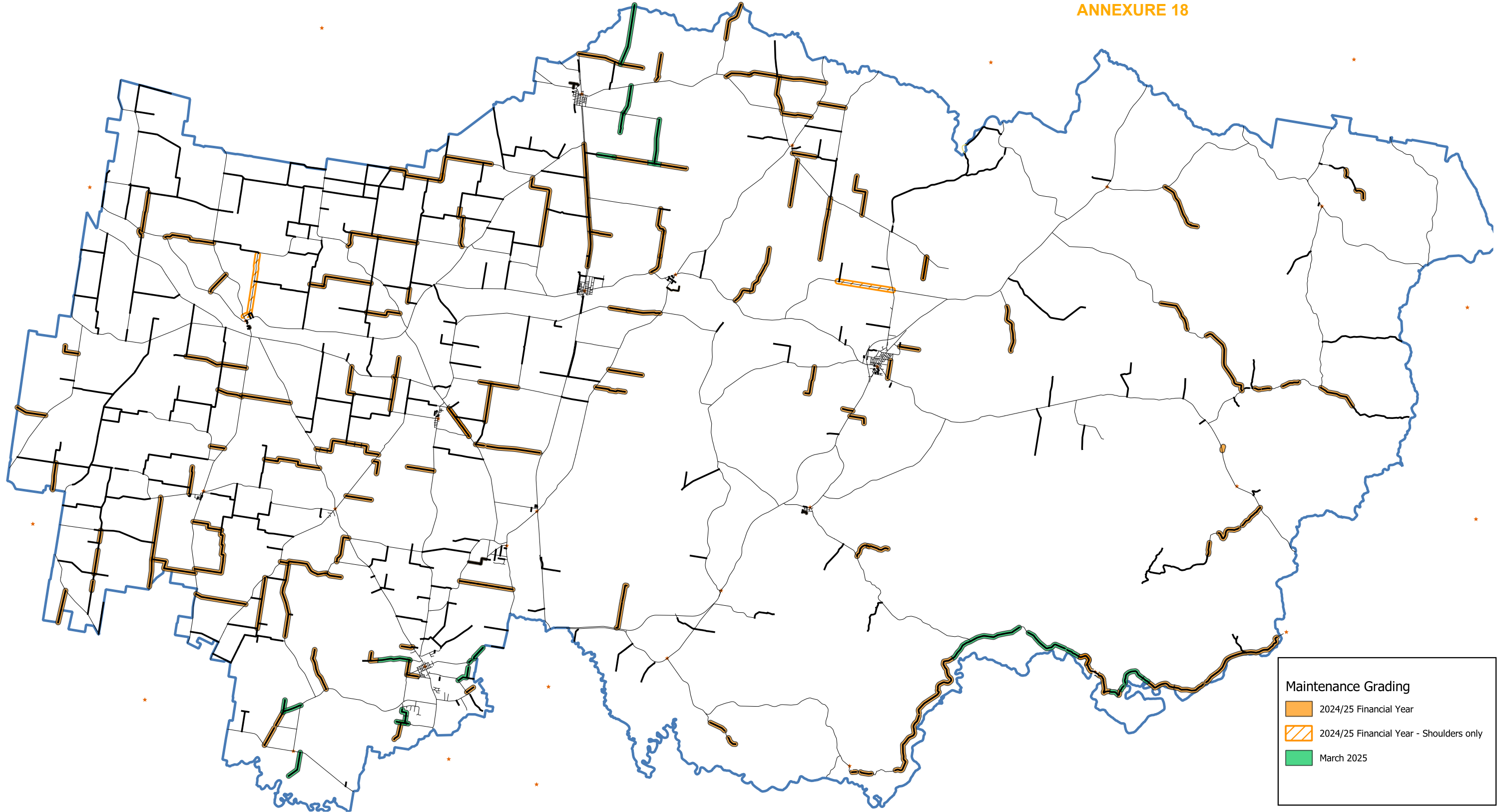
I certify that all of Council's surplus funds have been invested in accordance with the Act, the regulations and Council's investment policies and that all cheques drawn have been checked and are fully supported by vouchers and invoices and have been certified for payment.


Responsible Accounting Officer
2 April 2025

This is page no.1 of Schedule No.1 of the Director Corporate & Community Services' Schedule of Information to Ordinary Council Meeting held on 16th April 2025

GENERAL MANAGER

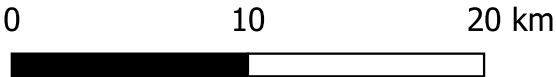
MAYOR



Greater
Hume
Council

Greater Hume Local Government Area

Maintenance Grading 2025 - March



Electronic Version is the controlled version. Printed copies are considered uncontrolled. Before using a printed copy verify that it is the current version.

Document Name	Working doc file path	Version Number	Date of Issue	Review Date
Maintenance grading March	G:\Projects&Maps\## Maintenance Grading\Maintenance Grading.qgz	1	2025-04-10	2026-04-10

Applications Approved



c_dm073

Approved Between 1/03/2025 and 31/03/2025

03/04/2025

Application No.	Location	Development Type	Est. Cost	Received	Determination	Total Elapsed Days	Stop Days	Adjusted Elapsed Days	
DA/2024/24	Applicant: A M Godde 2811 Walbundrie RD WALBUNDRIE Lot: 2 DP: 1151953	Single Storey Shed Dwelling - Continued Use	\$0	22/08/2024	Rejected	31/03/2025	29	193	29
DA/2024/174	Applicant: J Hay Land Survey 285 Hoffmanns RD CULCAIRN Lot: 1 DP: 1246838	Two (2) Lot Torrens Title Subdivision – Under Clause 4.2	\$0	21/01/2025	Approved	3/03/2025	24	18	24
DA/2025/2	Applicant: S L Bale Lot: 97 DP: 753726	New Dwelling, Deck & Ramp	\$100,000	3/03/2025	Approved	31/03/2025	29	0	29
DA/2025/7	Applicant: C A Patrick 65 Billabong ST WALBUNDRIE Lot: 1 DP: 882756	Additional Use - Small Bar (Use of part of the existing shop as a	\$0	11/02/2025	Withdrawn	12/03/2025	14	16	14
DA/2025/10	Applicant: Terra Tech Consulting 3620 Olympic HWY CULCAIRN Lot: 1 DP: 134394 Lot: 2 DP: 134394 Lot: 1 DP: 356941 Lot: 12 DP: 585865	Extractive Industry – Establishment of a New Quarry to Process	\$55,000	28/01/2025	Approved – Councillors	19/03/2025	51	0	51
DA/2025/13	Applicant: Walpole Surveying Pty Ltd 868 Walla Walla RD GEROGERY Lot: 2 DP: 587468	Two (2) Lot Torrens Title Subdivision— Under Clause 4.2A	\$0	31/01/2025	Approved	18/03/2025	47	0	47
DA/2025/17	Applicant: Peter Bowen Homes 24 Wagner DR JINDERA Lot: 215 DP: 1280394	New Dwelling & Garage	\$508,030	7/02/2025	Approved	5/03/2025	27	0	27

Applications Approved



c_dm073

Approved Between 1/03/2025 and 31/03/2025

03/04/2025

Application No.	Location	Development Type	Est. Cost	Received	Determination	Total Elapsed Days	Stop Days	Adjusted Elapsed Days
DA/2025/18	Applicant: N C Barrat 261 Sawyer RD JINDERA Lot: 12 DP: 586108	Alterations & Additions to Existing Dwelling	\$787,186	10/02/2025	Approved	24	0	24
DA/2025/20	Applicant: E M Smith 1 Main ST GEROGERY Lot: 113 DP: 10311	Demolition of Existing Verandah & Replace with New Verandah	\$4,000	17/02/2025	Approved	1	35	1
DA/2025/26	Applicant: Shed Boss 11 Sunnyside CR WALLA WALLA Lot: 221 DP: 790549	New Shed	\$39,589	27/02/2025	Approved	27	0	27
DA/2025/28	Applicant: MRN Rigging & Construction 22 Hay ST WOOMARGAMA Lot: 6 Sec: 14 DP: 759118	New Carport	\$13,138	24/02/2025	Approved	24	0	24
DA/2025/30	Applicant: Albury Sheds & Patios Pty Ltd 16 Durakar CL JINDERA Lot: 2 DP: 1203870	New Shed	\$47,740	27/02/2025	Approved	22	0	22
CDC/2025/2	Applicant: I & M Pools Pty Ltd 23 Spurr ST HOLBROOK Lot: 28 DP: 4045	New Swimming Pool	\$47,000	5/03/2025	Approved	1	0	1
CDC/2025/4	Applicant: Ultimate Shed 15 Cade CT JINDERA Lot: 8 DP: 1249885	New Shed	\$0	12/02/2025	Withdrawn	20	0	20
CDC/2025/6	Applicant: S A Brewster 11 Cade CT JINDERA Lot: 6 DP: 1249885	New Dwelling & Garage	\$400,545	3/03/2025	Approved	17	0	17

ANNEXURE 19

Applications Approved



c_dm073

Approved Between 1/03/2025 and 31/03/2025

03/04/2025

Application No.	Location	Development Type	Est. Cost	Received	Determination	Total Elapsed Days	Stop Days	Adjusted Elapsed Days
CDC/2025/7	Applicant: JG King (NSW) Pty Ltd 27 Kotzur CCT WALLA WALLA Lot: 93 DP: 1283527	New Dwelling & Garage	\$488,916	4/03/2025	Approved – Private Certifier	1	0	1
CDC/2025/8	Applicant: Bridgewood Homes 8 Wagner DR JINDERA Lot: 223 DP: 1280394	New Dwelling	\$709,618	7/03/2025	Approved – Private Certifier	1	0	1
CDC/2025/11	Applicant: R J Sneddon 75 Swift ST HOLBROOK Lot: 1 DP: 326210 Lot: 11 Sec: A DP: 2748	New Attached Patio	\$19,990	10/03/2025	Approved – Private Certifier	1	0	1
CDC/2025/12	Applicant: M E Cusick 24 Jacob Wenke DR WALLA WALLA Lot: 84 DP: 1283527	New Dwelling & Garage	\$371,040	18/03/2025	Approved – Private Certifier	1	0	2
CDC/2025/13	Applicant: Gary West Pools 3190 Jingellic RD LANKEYS CREEK Lot: 2 DP: 791569	New Swimming Pool	\$83,895	26/03/2025	Approved – Private Certifier	1	0	1
CDC/2025/14	Applicant: O'Neill Homes Pty Ltd Howlong Burrumbuttock RD BURRUMBUTTOCK Lot: 6 DP: 1057430	Dwelling & Garage Alterations and Additions	\$1,172,083	25/03/2025	Approved – Private Certifier	1	0	1

Report Totals & Averages

Total Number of Applications : 21

Total Estimated Cost : 4,847,770.00

Average Elapsed Calendar Days: 28.15

Average Calendar Stop Days: 12.48

Average Adjusted Calendar Days: 15.67

Total Elapsed Calendar Days: 591.00

Total Calendar Stop Days: 262.00

Total Adjusted Calendar Days: 329.00

ANNEXURE 19

Director for Environment & Planning
Greater Hume Shire Council

BROCKLESBY HALL AGM 23-9-24

PRESENT N. SCHILG (PRES) J. EVERITT (S/TREA) STEVE +
BREG KOSCHITZKE G. DREW JORDON + JESS
SCHILG.

APOLOGIES NIL

MINUTES MINUTES WERE READ AND DEALT WITH.
MOVED BY GREG KOSCHITZKE, 2ND STEVE KOSCH-
ITZKE.

TREASURER. THE BALANCE OF \$4535-48 AT 11-8-24
REPORT AUDITED BY D. TURNER 17-9-24
MOVED BY J. EVERITT IT BE ACCEPTED
2ND BY JORDON SCHILG.

PRESIDENT N. SCHILG THANKED EVERYONE FOR
REPORT THEIR SUPPORT DURING THE YEAR. IT
HAS BEEN A QUIET YEAR

ELECTION S. KOSCHITZKE WAS ELECTED SECRETARY-
OFFICE TREASURER ON THE MOTION OF JESS
BEARERS SCHILG 2ND G. DREW

N. SCHILG WAS NOMINATED BY G. DREW
2ND G. KOSCHITZKE

GENERAL S. KOSCHITZKE MOVED THAT CHAIR HIRE
BUSINESS BE 50^c FOR MEMBERS - \$1 FOR OTHERS.
2ND G. KOSCHITZKE

JESS SCHILG MOVED THAT AUXILIARY
LADIES BE INCLUDED IN OUR COMMITTEE
2ND S. KOSCHITZKE.

MEETING CLOSED 7.40 PM

M. Schilg

CULCAIRN COMMUNITY DEVELOPMENT COMMITTEE MEETING 18TH MARCH 2025.

7.30PM, CULCAIRN COUNCIL CHAMBERS

PRESENT: Phil McCartney, Les Fraser, Jennifer Christensen, Michelle Godde, Kirsty Wilksch, Lea Parker, Ben Hooper, Lee from Bendigo Bank, Matt Clancy and Michelle Fagan from LHAC.

APOLOGIES: Paul Wilksch, Nicole Pope, Ken Scheuner, Brian Liston, Annette Schilg, Alan Wilson, Glenice Miller accepted on the motion of Jennifer, seconded Les, carried.

Lee Eulenstein spoke about Bendigo Bank Henty, looking to increase their presence in Culcairn, doing sponsorship of bowling club, footy club etc, the more support/customers they have here, the more they will sponsor etc.. Council have moved some deposit funds across and aim to do more with them in future. Loans is where they make their money. In the 25 years they have been in Henty, they have put \$8 million back into the community! They have an agency in Holbrook, something similar could be looked at for Culcairn, if enough customers.

Phil thanked Lee, he left.

LHAC-Matt told us that the new Doctor, Dr Toby will be starting 1st April, he is leasing the rooms off Brent (where Dr Bond was) he will be 3 days a week, another lady Doctor will be 2 days a week. He is from Nigeria, has been in Australia 10 years, 4 in ED and 6 in Albury at the Gardens Medical Centre. His wife will be practice manager, he is applying for the VMO at the hospital. THERE WILL BE A WELCOME BBQ & CAKE ON THE 11TH OF APRIL 9-11AM. More details to follow.

LHAC have purchased a building, with funds from a trust held by Council from the sale of Kiltarn House and the Lions/Alan Fifield money. At present this will be converted into 2 consulting rooms and a meeting room for allied health to use. They are very grateful to the Council for the support given (expressed to Mayor and Deputy Mayor) and Bendigo Bank who are helping with the renovations.

Matt also mentioned a group called "Frontier Services" volunteer organisation out of the Uniting Church, looking for projects in this area. More details to follow, they might come and talk to us about how they can help in our community. Phil thanked them, and they left.

MINUTES OF LAST MEETING 18TH OF FEBRUARY 2025, were accepted on the motion of Jennifer, seconded Les, carried.

Lea and Ben spoke of Council matters. They and Colin Kane (acting GM) have looked into the FRRR grant criteria. Have suggested that the projects be applied for separately. Main issue we have for our Railway park project is needing Landowners consent to use the land. They are pushing very hard to get communication from ARTC/Inland Rail, as this issue has been raised for at least 4 years with no response from ARTC. They will also mention the D&D building.

Water pressure in Culcairn-an \$8 million dollar project to upgrade piping etc-if there is a change in federal government, there will be grants for infrastructure such as water and sewage, both of which are needed across several towns in our shire to allow the growth in housing to keep going.

The blocks in Kinvara Estate are for sale, signs and go live on Elders website this Friday.

Footpath for Munro Street, Phil has drafted a letter to Mayor about applying for Get Active NSW grant. Phil to email letter to Lea, Ben and Colin. The existing walking track through Golf Course grant application wasn't successful.

Light horse Commemoration when very well, Jena at Billabong Highschool did a great job. About 35 people came to the informal get together at the Bus Terminal.

Tree removal with no prior warning, Balfour Street, east of Highway (front of vacant block). Taken out Sunday 26th of January. Why??? Greg Blackie contacted, finally Essential Energy have apologised, taken out in error, was supposed to be a tree in TEMORA removed instead...??? Lea asked for emails to be sent to her to follow up request for a replacement tree. It was also noted that the next tree along on same side looks like it has been poisoned-dying back???

Shades for Plaza, ongoing, GXoutdoors have some great looking ones, more discussion next meeting.

Inland Rail, Phil has been in contact, they have just released some images of suggested walls in town. 100 homes in Culcairn and 150 in Henty have been identified as being affected. Phil suggested we have an action committee to represent these households and businesses to get a good outcome.

Hume Bank \$500 – to be decided in the April meeting.

Community Eftpos – Phil to discuss further with Lions/Ken.

Active Transport Fund – new grant – for sealing path around the golf course. Philp to draft a proposal for council.

Bald Archie – discuss at April meeting.

MEETING CLOSED 10.10pm

NEXT MEETING 15TH APRIL 2025

DATE and TIME : 19th March 2025 at 7.15 pm

LOCATION: GREATER HUME SHIRE COUNCIL CULCAIRN

PRESENT: Brett McAliece, Debbie Eady, Allie Murray, Andrew Fagan, Sarah McKay

APOLOGIES: Sarah Sheather.

MINUTES of PREVIOUS MEETING: NIL

BUSINESS ARISING FROM PREVIOUS MINUTES: NIL

CORRESPONDENCE:

IN NIL

OUT NIL

Brett McAliece thanked everyone for attending the meeting.

Brett has been the president for 25 years.

Heather Lowe and Brett McAliece were signatures for bank accounts and have now resigned.

Nominate a committee for 2025.

New committee for 2025

PRESIDENT: Allie Murray - nominated by Debbie Eady

Second by Sarah McKay

SECRETARY: Debbie Eady - nominated by Allie Murray

Second Brett McAliece

TREASURER: Sarah McKay nominated by Allie Murray

Second by Debbie Eady.

Andrew Fagan and Sarah McKay to be new signatures (bank accounts)

COMMITTEE: Brett McAliece, Andrew Fagan, Sarah Sheather.

GENERAL BUSINESS:

Council has accounts HUME BANK - Community pool account -\$2300.00

- Business pool visa - \$22800.00

Swimming pool to receive money from the Henty field days, Debbie Eady to speak to Barb Campbell or Colin Kane about joining the Henty Field days catering shed.

Committee looking for someone to write up submissions for grants. Matthew Clancy was suggested to approach.

Grants Guru site for information.

AGENDA:

- Disabled toilets only have a child change table, we are in need of an adult change table (Council expense).
- Culcairn Lions Club paid for a lifter for the disabled in our community to use at Culcairn's pool. It's not at the pool. Andrew Fagan to approach the council for it's whereabouts.
- Ramp in the pool.
- Hot water pressure washer missing.
- Canteen manager
- Water cooler, only one bubbler at the pool.

AGM Monday 14th July 7pm Greater Hume Shire Culcairn

Advertise meeting, facebook community happenings, Oasis, James Waite.

Next meeting Monday May 7th at 7pm.

TO MAIL @ GREATER HUME. COUNCIL

FROM WALLA WALLA COMMUNITY HALL
COMMITTEE

MINUTES OF MEETING HELD 3RD MARCH 2025

HELEN KRAUSE
SECRETARY 0427260737.

NEXT MEETING MONDAY 7TH APRIL 2025 AT 5.30PM**Minutes of Walla Walla Community Hall Committee meeting held 3rd March 2025.**

Meeting opened by President Jeff Grosse at 5.30pm. Jeff welcomed all.

Present: Jeff Grosse, Duina Hoffmann Karen Ofak, Leon Schoff, Herb Simpfendorfer, Ross & Helen Krause.

Apologies: Elaine Krause, Janet Paech, Ross moved seconded Herb that apologies be accepted. Carried.

Minutes of meeting held 3rd February 2025 taken as read. Moved Leon seconded Herb. Carried.

Business out of Minutes:

1. The Maintenance request – Council have repaired the power point and the 3 spaces near the other power points. The Cornice has not yet been repaired.
2. Councillor Brian Liston came to the Hall and inspected the ongoing repair to the Main Hall.
3. Jeff suggested we obtain a Drainage Plan of the Car Park to know where the water runs.
4. The Walla Sub Honour Board – Herb advised everyone agreed this should be relocated from Culcairn Hall to the Walla Memorial Hall.
5. Ross advised in the last minutes, he mainly questioned that people are aware the structure in the Main Hall is suitable for supporting changes in the new roof.

Correspondence:

1. A copy of an email from Chairperson Karen Wenke sent to Council asking was lime mortar being used in the Main Hall repair work. The reply from Council was yes.

Moved Leon seconded Duina all correspondence read and Secretary take necessary action.

Carried

Treasurer's Report:

Interest Bearing Deposit	\$25,347.01
S18 Account	<u>\$ 5,772.13</u>
Total Funds	\$31,119.14.

Jeff moved this report be adopted and Origin Energy account be ratified. Seconded Herb. Carried.

General Business:

1. Herb placed a photo of workmen working on the Hall in the March Newsletter.
2. Jeff asked should someone speak at the Community Development meeting about Main Hall repairs.
3. Herb suggested we put the tables and chairs left over from Childrens' Services out front with a free sign attached. Helen, Ross and Herb to meet Tomorrow 8am to do this.

There being no further business Jeff closed the meeting at 6.10pm and thanked all for attending.

Bookings

Wednesday 5th March – Meals on Wheels 3.00pm Youth meeting 7.00pm

Thursday 6th March – Anzac Committee planning meeting 7.00pm

Tuesday 11th March and each following Tuesdays – MOW Sconversations 1.30pm to 3.00pm

Sunday 23rd March – Generation Life Riverina Inc