



AGENDA

CORPORATE SERVICES COMMITTEE

7 MARCH 2024

MEMBERSHIP: Councillors J Black, L Burns, S Chowdhury, M Dickerson, V Etheridge, J Gough, R Ivey, D Mahon, P Wells and M Wright.

The meeting is scheduled to commence at 5.30 pm.

		Page
CSC24/1	LEAVE OF ABSENCE (ID24/51)	
CSC24/2	CONFLICTS OF INTEREST (ID24/52) In accordance with their Oath/Affirmation under the Act, and Council's Code of Conduct, Councillors must disclose the nature of any pecuniary or non-pecuniary interest which may arise during the meeting, and manage such interests accordingly.	
CSC24/3	REPORT OF THE FINANCIAL PERFORMANCE COMMITTEE - MEETING 16 NOVEMBER 2023 (ID24/285) The Committee had before it the report of the Financial Performance Committee meeting held 16 November 2023.	3
CSC24/4	REPORT OF THE WELLINGTON TOWN COMMITTEE - MEETING 11 DECEMBER 2023 (ID24/113) The Committee had before it the report of the Wellington Town Committee meeting held 11 December 2023.	6
CSC24/5	REPORT OF THE FINANCIAL PERFORMANCE COMMITTEE - MEETING 6 FEBRUARY 2024 (ID24/432) The Committee had before it the report of the Financial Performance Committee meeting held 6 February 2024.	11

**CSC24/6 MONTHLY REPORTING SNAPSHOT FOR COUNCILLORS -
DECEMBER 2023 AND JANUARY 2024 (ID24/409) 14**

The Committee had before it the report dated 26 February 2024 from the Corporate Strategy Performance Coordinator regarding Monthly Reporting Snapshot for Councillors - December 2023 and January 2024.

**CSC24/7 VALUE TO NEGOTIATE WITH THE DUBBO RSL FOR THE OLD
DUBBO BOWLING CLUB UPDATE (ID24/412)**

The Committee had before it the report dated 26 February 2024 from the Director Organisational Performance regarding Value to Negotiate with the Dubbo RSL for the Old Dubbo Bowling Club Update.

In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the Chief Executive Officer is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: commercial information of a confidential nature that would, if disclosed, confer a commercial advantage on a competitor of the Council (Section 10A(2)(d)(ii)).



**DUBBO REGIONAL
COUNCIL**

Report of the Financial Performance Committee - meeting 16 November 2023

AUTHOR: Governance Team Leader
REPORT DATE: 14 February 2024

The Council had before it the report of the Financial Performance Committee meeting held 16 November 2023.

RECOMMENDATION

That the report of the Financial Performance Committee meeting held on 16 November 2023, be noted.



REPORT
FINANCIAL PERFORMANCE COMMITTEE
16 NOVEMBER 2023

PRESENT: Councillors M Dickerson, M Wright, R Ivey, the Director Organisational Performance, the Chief Executive Officer and the Chief Financial Officer.

ALSO IN ATTENDANCE:

The Director Strategy, Partnerships and Engagement, the Director Community, Culture and Places, the Corporate Strategy and Performance Coordinator and the Executive Officer Organisational Performance.

Councillor M Wright assumed the Chair of the meeting.

The proceedings of the meeting commenced at 8.04 am.

FP23/30 ACKNOWLEDGEMENT OF COUNTRY (ID23/2683)

Councillor M Wright delivered an Acknowledgement of Country.

FP23/31 LEAVE OF ABSENCE (ID23/2684)

There were no requests for leave of absence.

R Ivey attended via Audio-Visual link.

FP23/32 CONFLICTS OF INTEREST (ID23/2723)

There were no Conflicts of Interest declared.

**FP23/33 REPORT OF THE FINANCIAL PERFORMANCE COMMITTEE - MEETING 19
SEPTEMBER 2023 (ID23/2734)**

The Committee had before it the report of the Financial Performance Committee meeting held 19 September 2023.

RECOMMENDATION

That the report of the Financial Performance Committee meeting held on 19 September 2023, be adopted.

**FP23/34 DRAFT SEPTEMBER 2023 QUARTERLY BUDGET REVIEW STATEMENTS (QBR)
(ID23/2675)**

The Committee had before it the report dated 8 November 2023 from the Director Organisational Performance regarding Draft September 2023 Quarterly Budget Review Statements (QBR).

RECOMMENDATION

- 1. That the Quarterly Budget Review Statements as at 30 September 2023, as attached to this report be noted.**
- 2. That a notes coding methodology be included in future finance reporting to provide more clarity.**
- 3. That the Committee presentation be provided on the Hub 2 days prior to the meeting date.**

FP23/35 FINANCIAL SUSTAINABILITY REVIEW - NEXT STEPS (ID23/2715)

The Committee will receive a presentation from the Director Organisational Performance regarding this matter.

RECOMMENDATION

- 1. That Council develop an Organisational Sustainability Review and Improvement Plan, as part of the development of the 2024/2025 Operational Plan and Budget process.**
- 2. That item CSC23/65 from the Corporate Services Committee meeting held 9 November 2023 be pulled out for further discussion and review at the November 2023 Ordinary Council Meeting.**

FP23/36 UPDATE ON SERVICE REVIEWS (ID23/2713)

The Committee was addressed by the Director Organisational Performance and the Director Strategy, Partnerships and Engagement regarding this matter.

The meeting closed at 9.41 am.

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CHAIRPERSON



**DUBBO REGIONAL
COUNCIL**

Report of the Wellington Town Committee - meeting 11 December 2023

AUTHOR: Governance Team Leader
REPORT DATE: 11 January 2024

The Council had before it the report of the Wellington Town Committee meeting held 11 December 2023.

RECOMMENDATION

That the report of the Wellington Town Committee meeting held on 11 December 2023, be noted.



REPORT
WELLINGTON TOWN COMMITTEE
11 DECEMBER 2023

PRESENT: Councillors J Gough, R Ivey, the Director Strategy, Partnerships and Engagement, the Manager Community Services, D Ramsland (Community Representative), D Mitchell (Community Representative), I Parkes (Community Representative), I Parkes (Community Representative), K Unwin (Community Representative), M Griggs (Community Representative), and J Wykes (Community Representative).

ALSO IN ATTENDANCE:

The Director Infrastructure, the Director Community Culture and Places, the Manager Strategic Partnerships and Investment, the Corporate Strategy and Performance Coordinator, the Economic Development and Visitor Services Team Leader and the Executive Officer Strategy Partnerships and Engagement.

Councillor R Ivey assumed the Chair of the meeting.

The proceedings of the meeting commenced at 5:32 pm.

WTC23/32 ACKNOWLEDGMENT OF COUNTRY (ID23/2757)

The Director Strategy, Partnerships and Engagement delivered an Acknowledgment of Country.

WTC23/33 CONFLICT OF INTEREST (ID23/2758)

There were no Conflicts of Interest declared.

WTC23/34 LEAVE OF ABSENCE (ID23/2759)

There were requests for leave of absence received from the Chief Executive Officer, T Kelly (Community Representative) and T Dray (Community Representative).

WTC23/35 REPORT OF THE WELLINGTON TOWN COMMITTEE - MEETING 4 SEPTEMBER 2023 (ID23/2877)

The Committee had before it the report of the Wellington Town Committee meeting held 4 September 2023.

OUTCOME

That the report of the Wellington Town Committee meeting held on 4 September 2023 be noted.

WTC23/36 WORKSHOP - POST SERVICE REVIEW (ID23/2878)

The Committee was addressed by the Director Strategy, Partnerships and Engagement.

OUTCOME

1. That the address by the Director Strategy, Partnerships and Engagement be noted.
2. That the Committee recommend that the Central West Orana Renewable Energy Zone be included as a standing agenda item for all future meetings.

WTC23/37 UPDATE FROM RWE RENEWABLES AUSTRALIA (ID23/2879)

The Committee was addressed by A Gorton from RWE Renewables Australia.

OUTCOME

1. That the address by A Gorton from RWE Renewables Australia be noted.
2. That the presentation be shared with the Committee members.

WTC23/38 THE GREAT AUSTRALIAN STONE FESTIVAL UPDATE (ID23/2880)

The Committee was addressed by E Knowles regarding this matter.

OUTCOME

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1. That the address by E Knowles be noted.
 2. That the supporting documents tabled by E Knowles be shared with the Committee members.

WTC23/39 PRESENTATION BY DIONNE MITCHELL - EV CARSHARE SCHEME/ EV COMMUNITY EDUCATION DAY (ID23/2888)

The Committee received a presentation from D Mitchell regarding this matter.

Discussion was held on the Economic Development team investigating the feasibility of a commercial ride-share business utilising electric vehicles in the Region..

OUTCOME

1. That the address by D Mitchell be noted
2. That the presentation be shared with Committee members.

WTC23/40 UPDATE ON THE CENTRAL - WEST ORANA RENEWABLE ENERGY ZONE (ID23/2881)

The Committee was addressed by the Director Strategy, Partnerships and Engagement regarding this matter.

OUTCOME

That the address by the Director Strategy, Partnerships and Engagement be noted.

WTC23/41 UPDATE ON THE RHINO RENEWAL PROJECT AND WELLINGTON CBD (ID23/2882)

The Committee was addressed by the Manager Strategic Partnerships and Investment and the Economic Development and Visitor Services Team Leader regarding this matter.

OUTCOME

- 1. That the address by the Manager Strategic, Partnerships and Investment and the Economic Development and Visitor Services Team Leader be noted.**
- 2. That the Committee encourage members of the community to have their say on the Rhino Renewal project, utilising Council's Your Say engagement website (or paper survey forms available from the Wellington Administration Building).**
- 3. That the Committee invite the Manager Strategic Partnerships and Investment to present the outcome of the Rhino Renewal Survey.**

WTC23/42 UPDATE ON OPERATIONAL PLAN ACTIONS (ID23/2883)

The Committee was addressed by the Corporate Strategy and Performance Coordinator, the Director Community, Culture and Places and the Director Infrastructure regarding this matter.

OUTCOME

That the address by the Corporate Strategy and Performance Coordinator, the Director, Community, Culture and Places and the Director Infrastructure be noted.

WTC23/43 UPDATE FROM THE DIRECTOR STRATEGY, PARTNERSHIPS AND ENGAGEMENT (ID23/2884)

The Committee was addressed by the Director Strategy, Partnerships and Engagement regarding this matter.

OUTCOME

- 1. That the address by the Director Strategy, Partnerships and Engagement on the following topics be noted:**
 - Drought Resilience Planning Funding Application**

-
- Grant Funding Opportunities for Community Groups
 - Australia Day Award Nominations
 - DRC Your Say Platform
 - Council Closure.
2. That the presentation by the Director Strategy, Partnerships and Engagement be shared with Committee members.

**WTC23/44 GENERAL BUSINESS, CORRESPONDENCE AND QUESTIONS ON NOTICE
(ID23/2885)**

The Committee was addressed by the Director Strategy, Partnerships and Engagement regarding this matter.

OUTCOME

That the address by the Director Strategy, Partnerships and Engagement be noted.

The meeting closed at 7.55 pm.

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CHAIRPERSON



DUBBO REGIONAL
COUNCIL

Report of the Financial Performance Committee - meeting 6 February 2024

AUTHOR: Governance Team Leader
REPORT DATE: 29 February 2024

The Council had before it the report of the Financial Performance Committee meeting held 6 February 2024.

RECOMMENDATION

That the report of the Financial Performance Committee meeting held on 6 February 2024, be noted.



**REPORT
FINANCIAL PERFORMANCE COMMITTEE
6 FEBRUARY 2024**

PRESENT: Councillors M Dickerson, R Ivey, M Wright, the Director Organisational Performance and the Chief Financial Officer.

ALSO IN ATTENDANCE:

The Director Strategy, Partnerships and Engagement, the Director Community Culture and Places and the Executive Officer Organisational Performance.

Councillor M Wright assumed the Chair of the meeting.

The proceedings of the meeting commenced at 8.09 am.

FP24/1 ACKNOWLEDGEMENT OF COUNTRY (ID24/144)

Councillor M Wright delivered an Acknowledgement of Country.

FP24/2 LEAVE OF ABSENCE (ID24/145)

An apology was received by the Chief Executive Officer

Clr Richard Ivey attended via Audio-Visual link.

FP24/3 CONFLICTS OF INTEREST (ID24/146)

There were no Conflicts of Interest declared.

**FP24/4 REPORT OF THE FINANCIAL PERFORMANCE COMMITTEE - MEETING 16
NOVEMBER 2023 (ID24/147)**

The Committee had before it the report of the Financial Performance Committee meeting held 16 November 2023.

RECOMMENDATION

That the report of the Financial Performance Committee meeting held on 16 November 2023, be adopted.

**FP24/5 DRAFT DECEMBER 2023 QUARTERLY BUDGET REVIEW STATEMENTS (QBRs)
(ID24/207)**

The Committee had before it the report dated 1 February 2024 from the Chief Financial Officer regarding Draft December 2023 Quarterly Budget Review Statements (QBRs).

RECOMMENDATION

That the Quarterly Budget Review Statements as at 31 December 2023, as attached to this report be noted.

**FP24/6 FEES AND CHARGES AND BUDGET DEVELOPMENT - PROGRESS UPDATE
(ID24/209)**

The Committee was addressed by the Chief Financial Officer and the Director Organisational Performance regarding this matter.

The Committee gave consideration to the message being sent out to the community by Councillors, Council staff and Council committees.

FP24/7 2023/2024 AUDIT UPDATE (ID24/210)

The Committee was addressed by the Chief Financial Officer and the Director Organisational Performance regarding this matter.

**FP24/8 ORGANISATIONAL SUSTAINABILITY REVIEW AND IMPROVEMENT PLAN
(ID24/192)**

The Committee was addressed by the Director Strategy, Partnerships and Engagement regarding this matter.

FP24/9 SERVICE REVIEW PROGRAM (ID24/191)

The Committee was addressed by the Director Strategy, Partnerships and Engagement regarding this matter.

FP24/10 GENERAL BUSINESS

The Committee was addressed by the Director Organisational Performance with the Investment report.

The meeting closed at 9.10 am.

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CHAIRPERSON



REPORT: Monthly Reporting Snapshot for Councillors - December 2023 and January 2024

DIVISION: Strategy, Partnerships and Engagement
REPORT DATE: 26 February 2024
TRIM REFERENCE: ID24/409

EXECUTIVE SUMMARY

Purpose	Provide review or update	
Issue	<ul style="list-style-type: none"> Provide high level report snapshots for Councillors regarding Council's Financial Performance, Facility Performance and Customer Experience. 	
Reasoning	<ul style="list-style-type: none"> Councillors are provided high level data and reporting on a monthly basis for visibility and oversight on performance trends. 	
Financial Implications	Budget Area	Various
	Funding Source	Various
	Proposed Cost	N/A
	Ongoing Costs	N/A
Policy Implications	Policy Title	There are no policy implications arising from this report
	Impact on Policy	N/A

STRATEGIC DIRECTION

The Towards 2040 Community Strategic Plan is a vision for the development of the region out to the year 2040. The Plan includes six principle themes and a number of objectives and strategies. This report is aligned to:

- Theme: 4 Leadership
- CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance
- Delivery Program Strategy: 4.1.3 Council provides quality customer service
-
- Theme: 4 Leadership
- CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance
- Delivery Program Strategy: 4.1.2 Council's decision-making processes are open, transparent and accountable

RECOMMENDATION

That the information contained within the report of the Corporate Strategy and Performance Coordinator, dated 26 February 2024, be noted.

Natasha Comber
Director Strategy, Partnership and Engagement

ZJ
Corporate Strategy
Performance Coordinator

BACKGROUND

Previous Resolutions of Council

<p>11 May 2023 CSC23/19</p>	<ol style="list-style-type: none"> 1. <i>That the report from the Chief Executive Officer dated 11 April 2023, be noted.</i> 2. <i>That the report in the current format continue to be produced monthly until the end of the current Council term.</i> 3. <i>That upon election of a new Council in September 2024, a review of the Monthly Report for Councillors be undertaken in consideration of the new Councillor's priorities.</i>
<p>24 August 2023 CCL23/212</p>	<ol style="list-style-type: none"> 1. <i>That the information contained within the report of the Chief Executive Officer dated 1 July 2023, be noted.</i> 2. <i>That the proposed changes to the presentation of Major Capital Projects dashboard, as outlined in the report, be endorsed.</i>
<p>15 February 2024 CCL24/11</p>	<p><i>That the item be deferred to the Corporate Services Committee to be held on 7 March 2024 in order to allow relevant amendments to be made.</i></p>

REPORT

This report is a standing monthly report for Councillors and provides high level data, statistics and commentary for Councillors from the Financial Performance and Services and Facility Performance and Customer Experience dashboards. It should be noted that select data is public facing, data that is not public facing is not provided within the monthly report and is provided to Councillors via other methods.

Data collected at the time of the reporting may not have been validated/audited and numbers are subject to change pending published annual reports.

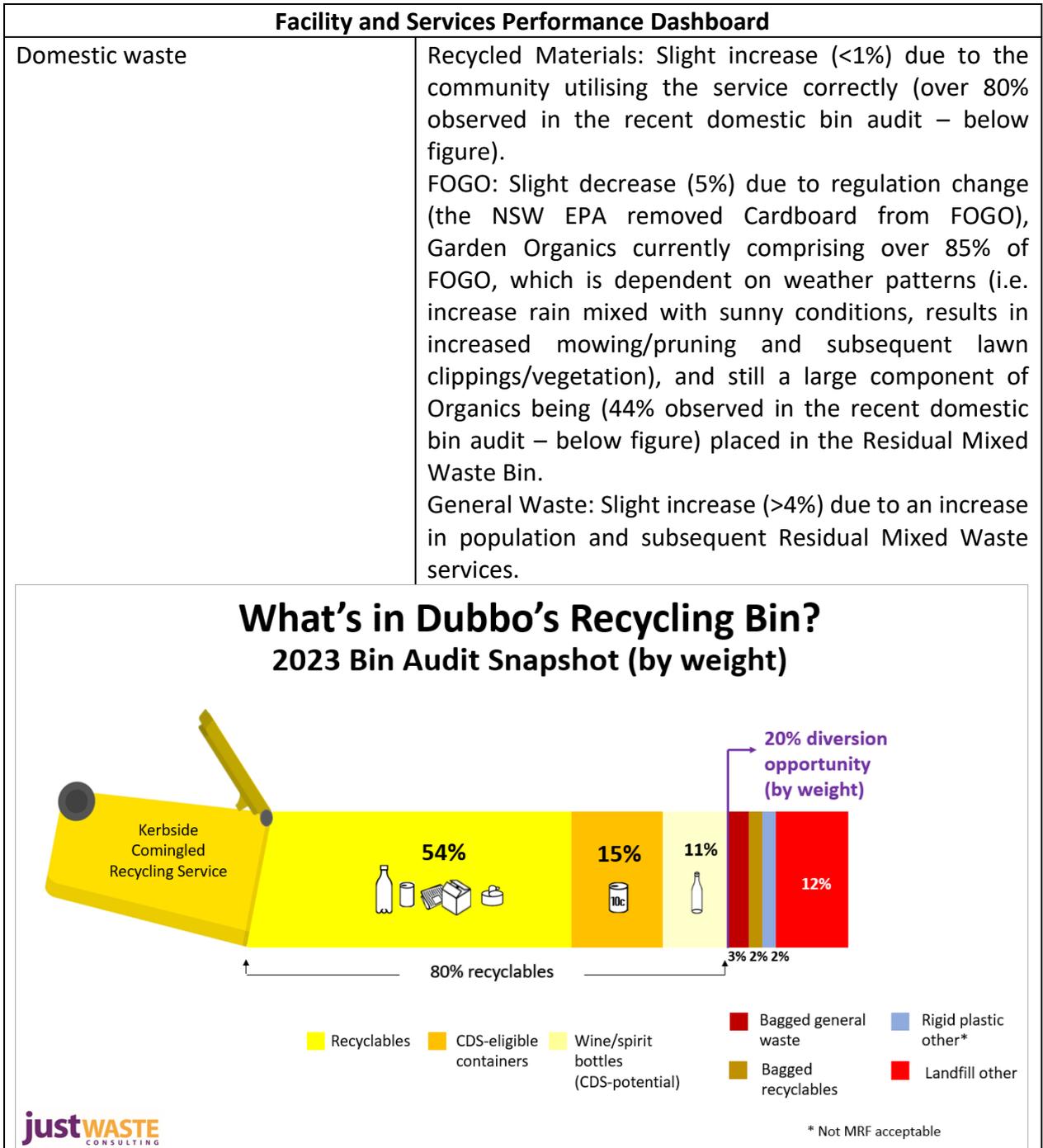
Comments relating to January 2024 data has been provided within **Appendix 1** under the relevant charts.

Major Projects: As at the end of December 2023, Council's Your Say platform was showcasing **52** Community consultation or engagement projects, with **15** of these being active capital works projects.

Major Projects: As at the end of January 2024, Council's Your Say platform was showcasing **57** Community consultation or engagement projects, with **18** of these being active capital works projects.

2023 Highlights

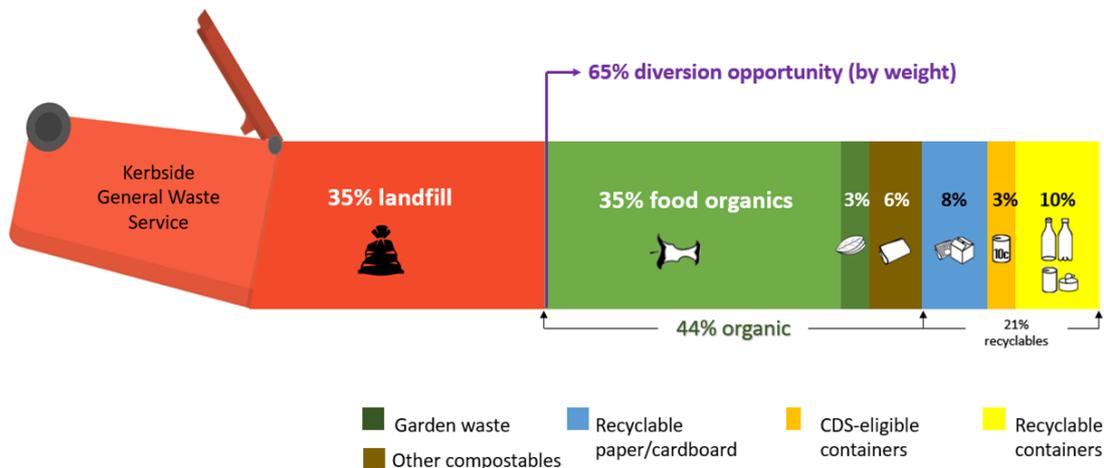
Staff have provided high level commentary relating to the 2023 calendar year below.



What's in Dubbo's FOGO Bin? 2023 Bin Audit Snapshot (by weight)



What's in Dubbo's General Waste Bin? 2023 Bin Audit Snapshot (by weight)



Dubbo Regional Airport – passengers

2023 Regular Passenger Transport (RPT) numbers totalled 193,180. The passenger numbers continue to grow, showing confidence in the industry post pandemic, despite the loss of direct services to Ballina and Newcastle. Dubbo Regional Airport recorded a 17% increase in all aircraft 14924 landings for 2023 compared to 12749 for 2022.

Wellington Aerodrome recorded a 17% increase in aircraft landings in 2023 registering 169 landings for the year compared to 144 landings in 2022.

<p>Dubbo Regional Livestock Markets – total head sold</p>	<p>2023 total number of head sold was an increase of 41% on previous year, approximately 200,000 more sheep and approximately 80,000 cattle sold on 2022 results. Changes in producer confidence over dryer weather patterns has resulted in a general destocking over 2023 which has attributed to the increase.</p>
<p>Aquatic Leisure Centre - visitors</p>	<p>Total number of visitors through the three Aquatic Leisure Centres September through to the end of December 2023 was 48,164. Visitation in 2022/2023 September to end of December was 50,629. This represents a 4.8% decrease from the previous year. Seasonal variance is heavily influenced by prevailing weather conditions and the timing of major events.</p>
<p>Macquarie Regional Library – visitors and items loaned</p>	<p>Macquarie Regional Library has seen increases in visitor numbers, physical items and online/digital loans in 2023 over 2022 results. These results reflect positively on the library's core function and importance in supporting community needs.</p>
<p>Visitor Information Centres – Dubbo and Wellington visitors</p>	<p>Door counter equipment was renewed in 2023 and has attributed to improved accuracy in recording visitation. Overall, physical visitors to both the Dubbo and Wellington centres continue to decrease. However there is a noticeable increase in retail and local produce sales across both centres, with a number of local businesses including real estates taking up hamper services.</p> <p>A number of events and programs including Christmas, New Residents, Dubbo Farmers Markets and the NSW Junior State Cup assisted in driving traffic to both centres on the event days.</p> <p>The Dubbo Visitor Information Centre continues to operate a retail stall at Dubbo Regional Airport, while Wellington continues to facilitate NSW Trainlink tickets for locals.</p>
<p>Dubbo Regional Theatre and Convention Centre – attendance</p>	<p>3,993 school students attended season shows travelling from as far as Girilambone (210 kms), Quambone (198 kms), Baradine (180 km), Hermidale (212 km) and Louth (428km).</p>
<p>Wellington Caves – paid admission</p>	<p>Visitor numbers were down in comparison to 2022. This can be directly attributed to the temporary closure of Cathedral Cave and for first three months of 2023 Gaden Cave tours running with reduced visitor capacity of 12 guests per tour.</p>
<p>Wellington Caves Holiday Park – occupancy %</p>	<p>Occupancy for the Caravan Park was slightly higher than 2022 by 0.98%. The Caravan Park saw an increase</p>

	in short term worker accommodation which contributed to the increase in occupancy.
Western Plains Cultural Centre – visitors	Visitor numbers increased during 2023 due to an increase in corporate venue hire attributed to the newly renovated meeting rooms. WPCC also changed from manual counting of visitation to a more accurate automated system and Creo Café has drawn increased patronage.
Customer Experience Charter Dashboard	
Number of calls handled	Consistent trends in call volumes were observed from 2022 to 2023. In 2022, there were 47,530 calls, compared to 47,572 in 2023, representing a marginal 0.08% increase. It's important to note that the extended Christmas closure impacted operational availability, affecting call numbers. The abandon rate also decreased by 0.7%. Trend graphs highlight peak call volumes during rating quarters.
Average wait time in call centre	Efficiencies gained in Customer Experience led to a decrease in the average wait time in the call centre from 58 seconds in 2022 to 52 seconds in 2023.
Number of counter transactions	In 2022, there were 12,468 counter transactions, increasing to 13,605 in 2023, reflecting a 9% growth. This rise can be attributed to expanded counter services, including the provision of Justice of the Peace services to the community and handling animal registrations.
Average wait time in counter queue	Consistent wait period trends were observed across both years for the average wait time in the counter queue.
Customer Service Request by category	In 2022, the number of customer requests (CRMs) lodged was 43,699, decreasing to 37,192 in 2023, indicating a 15% reduction. Notably, there was a significant decrease in CRMs received through email and phone channels, attributed to improved communication and advertising on how to contact Council. The shift towards digital channels, including online services like DRC&ME and the Council webchat function, saw a notable increase.

APPENDICES:

[1](#) Dashboard Snapshots - December 2023 and January 2024

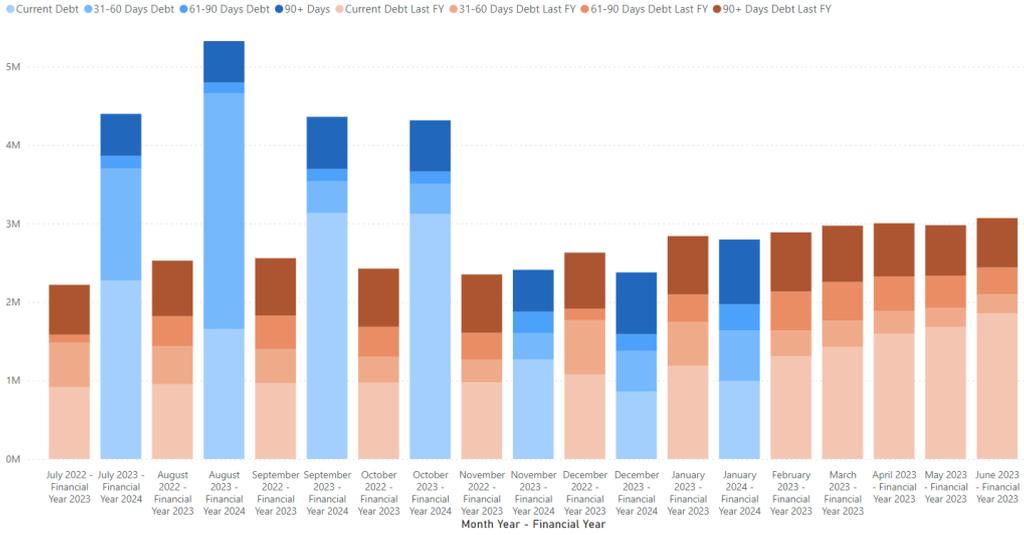


FINANCIAL PERFORMANCE DASHBOARD

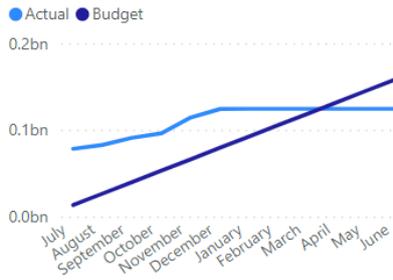
REPORT PRINT DATE: 05/02/2024

Associated fees are outlined in Councils' Fees & Charges document, however the overdue balances below do not include rates, annual charges or capital grants.

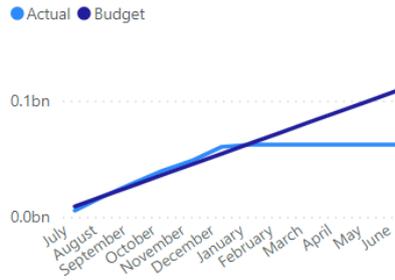
Current and Last Financial Year Overdue Debt



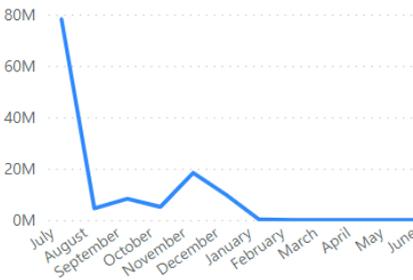
YTD Revenue



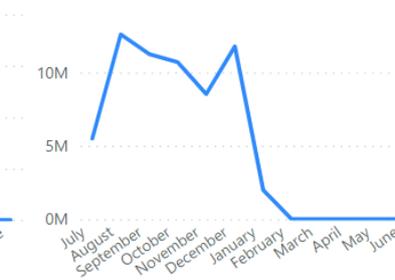
YTD Expenditure



Monthly Revenue

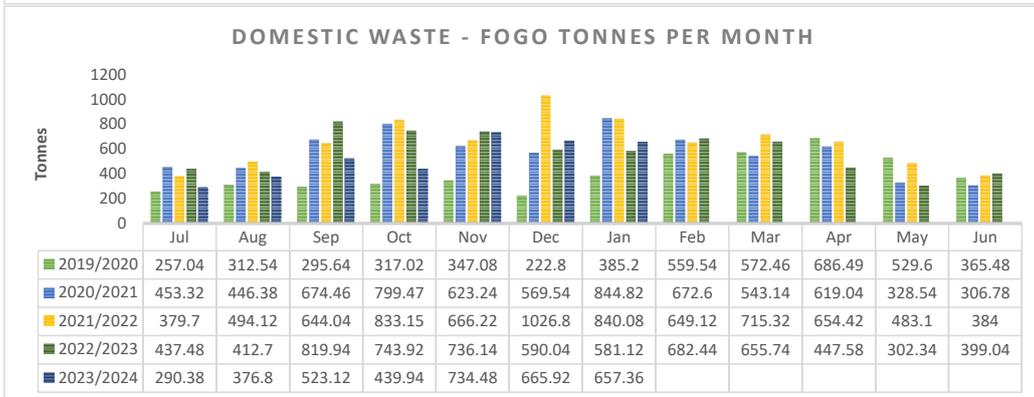


Monthly Expenditure





SERVICES PERFORMANCE

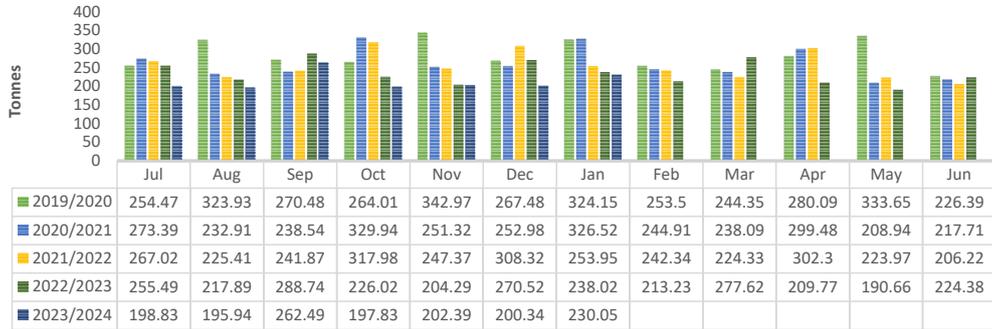




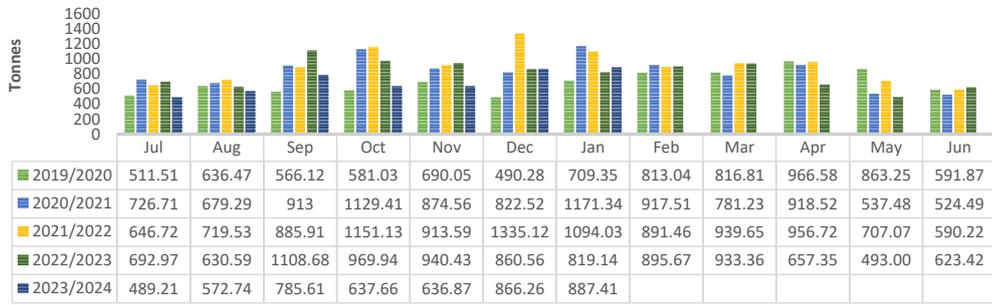
FACILITY AND SERVICE
PERFORMANCE DASHBOARD

REPORT PRINT DATE: 26/02/2024

DOMESTIC WASTE - RECYCLING TONNES PER MONTH

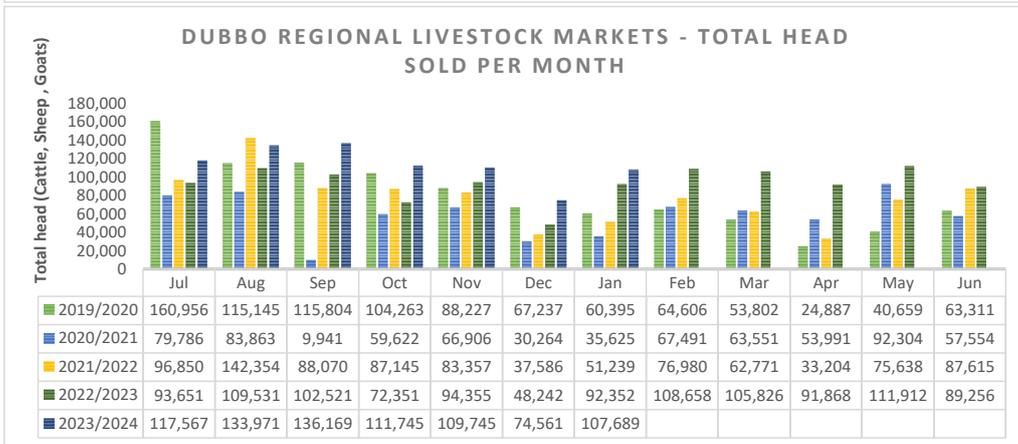
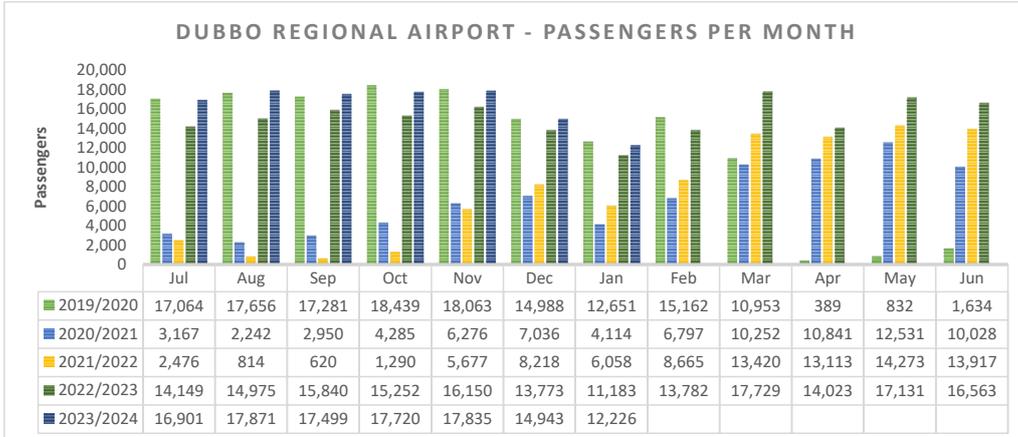


DOMESTIC WASTE - DIVERTED FROM LANDFILL TONNES PER MONTH



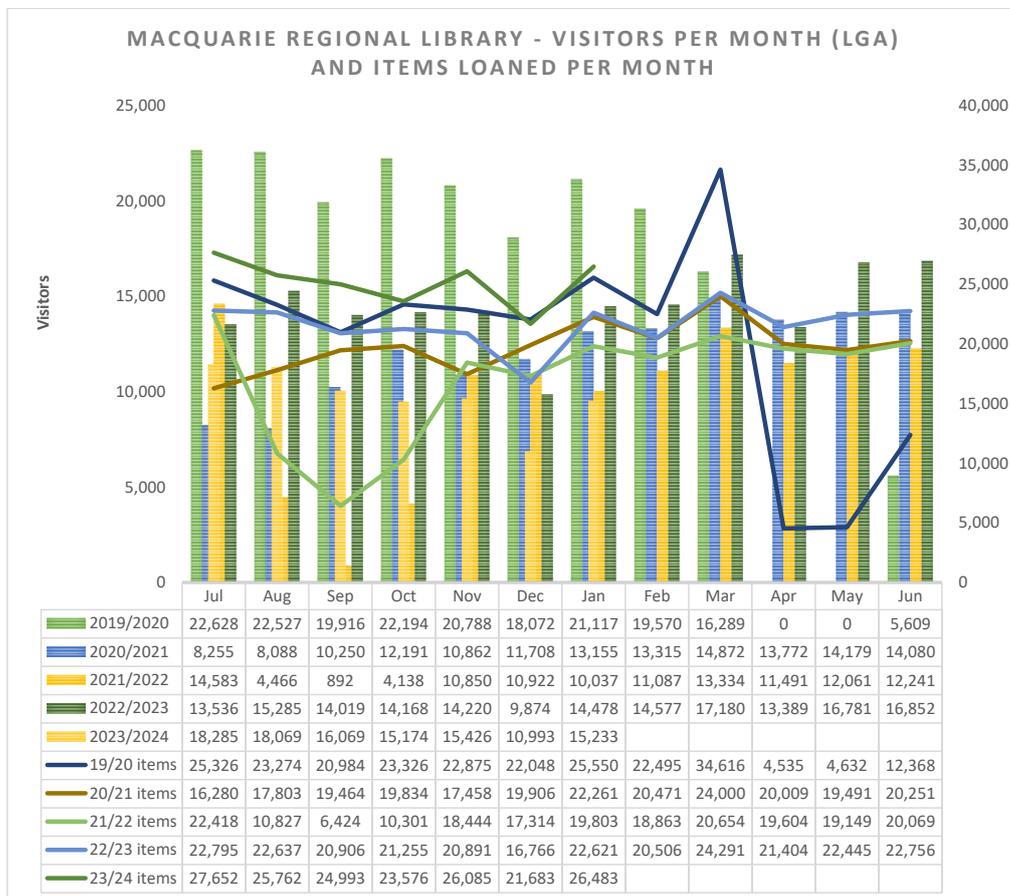
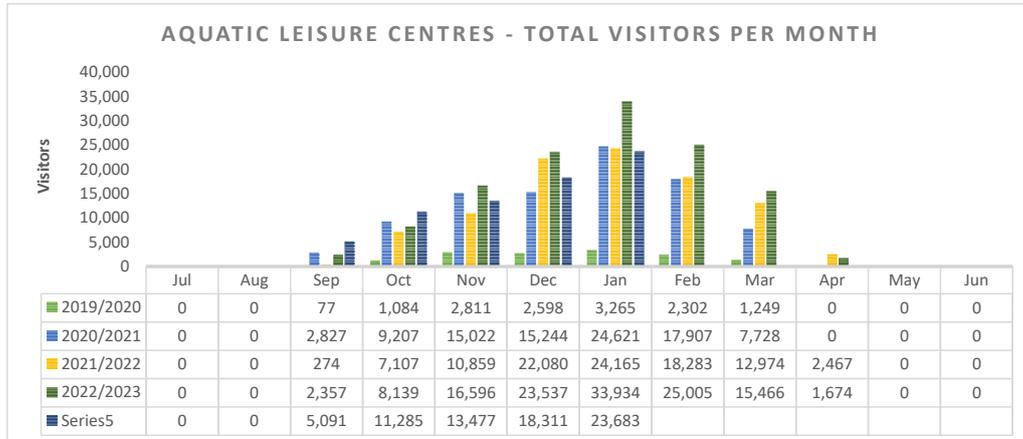


VISITORS & VOLUME – COMMERCIAL



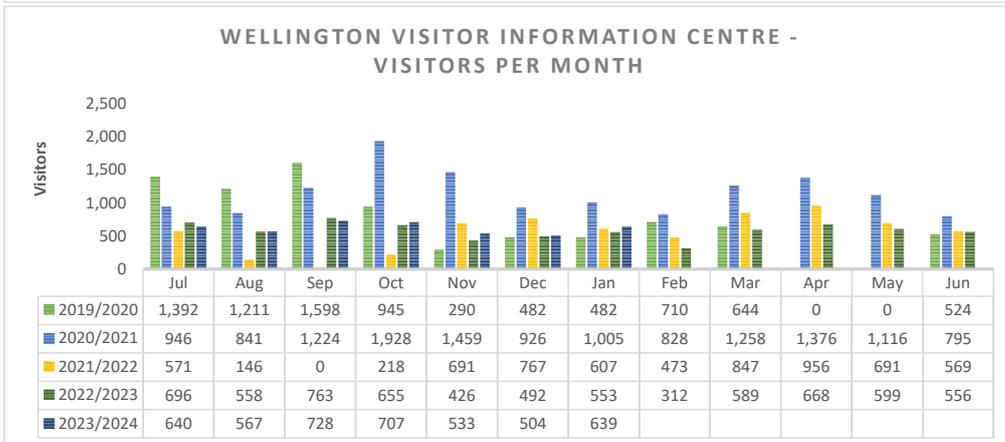
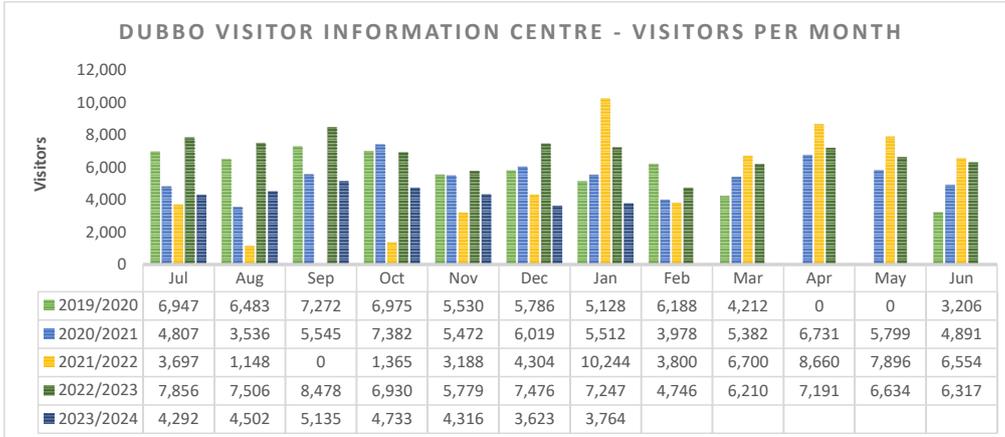


VISITORS & CUSTOMERS – COMMUNITY





VISITORS & CUSTOMERS – TOURISM & CULTURAL

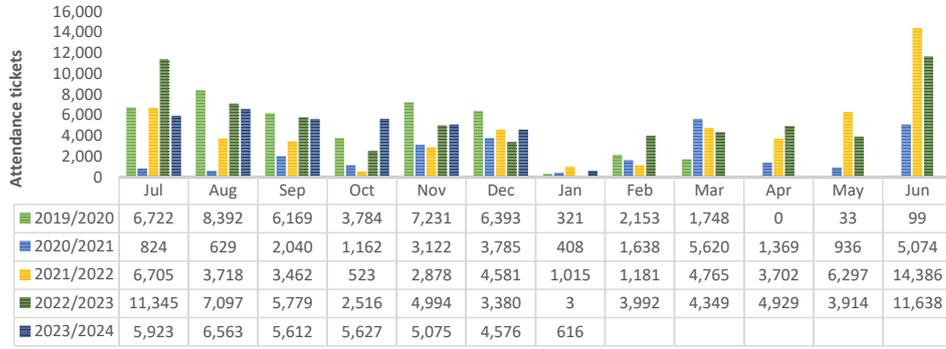




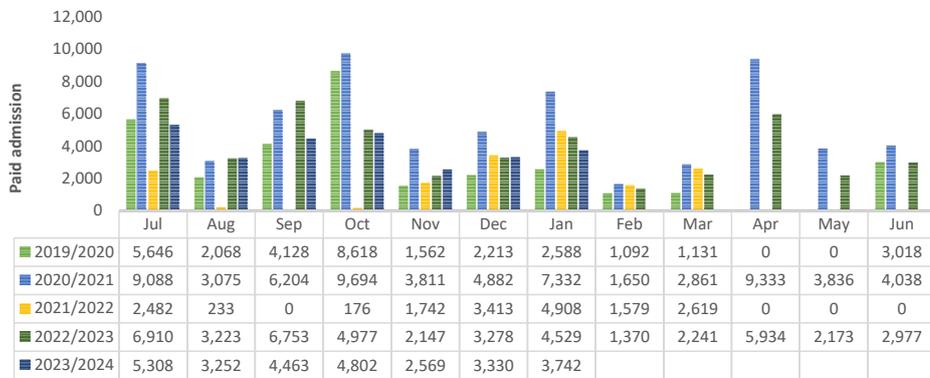
FACILITY AND SERVICE PERFORMANCE DASHBOARD

REPORT PRINT DATE: 26/02/2024

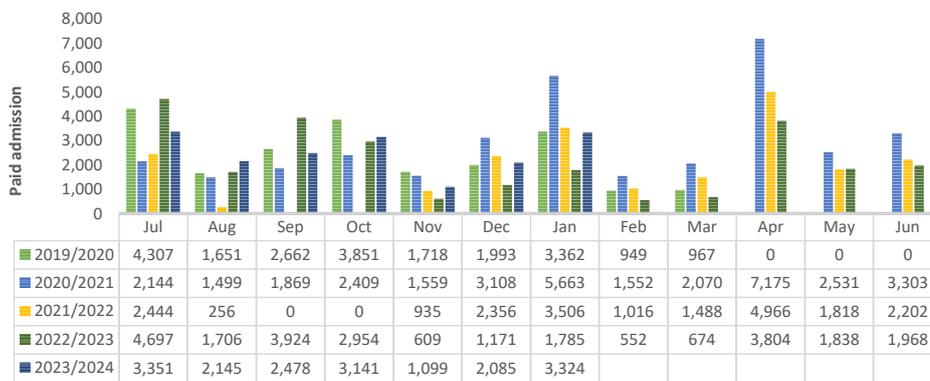
DUBBO REGIONAL THEATRE AND CONVENTION CENTRE - ATTENDANCE/TICKETS PER MONTH



OLD DUBBO GAOL - PAID ADMISSION PER MONTH



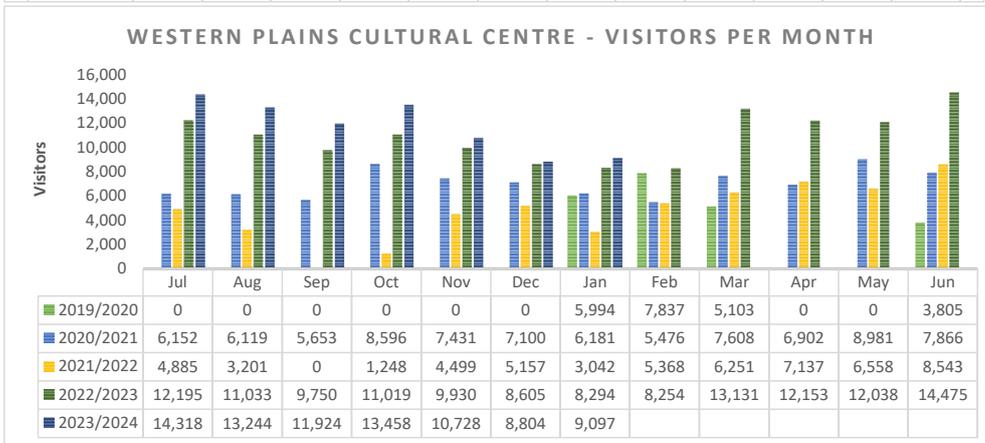
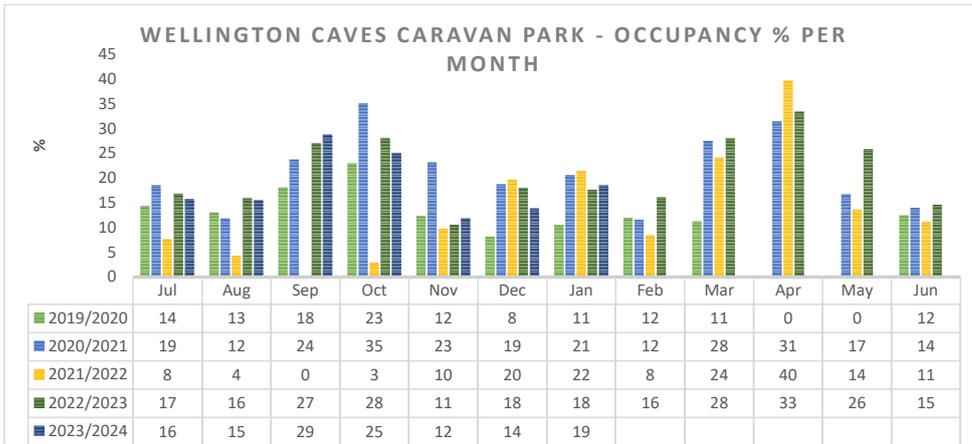
WELLINGTON CAVES - PAID ADMISSION PER MONTH





FACILITY AND SERVICE PERFORMANCE DASHBOARD

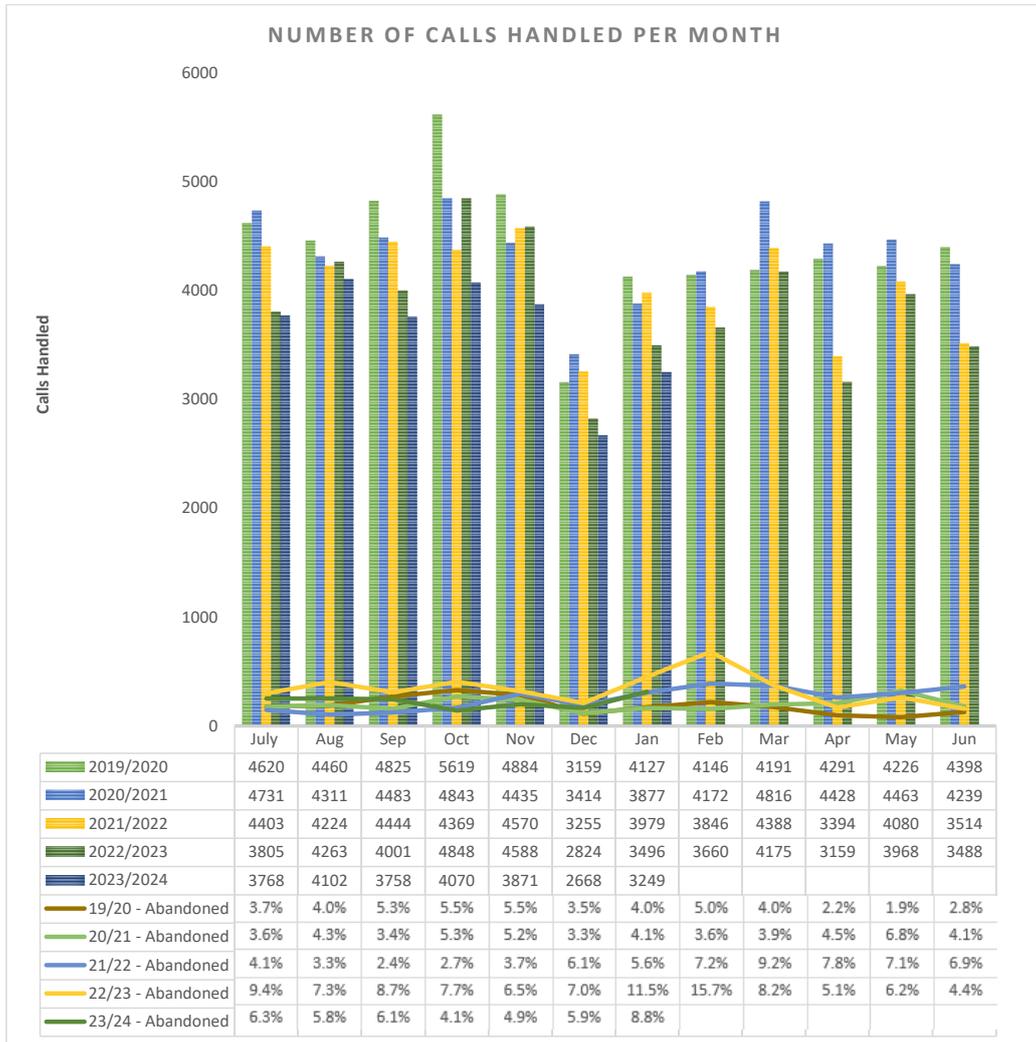
REPORT PRINT DATE: 26/02/2024

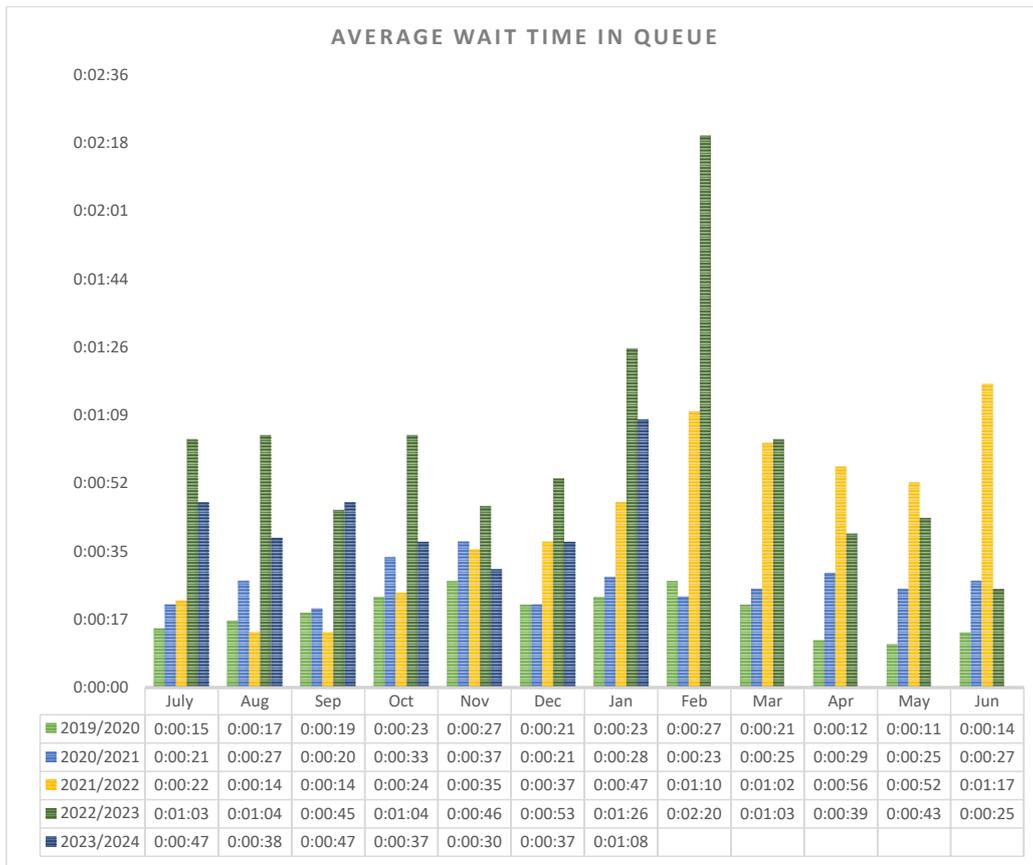


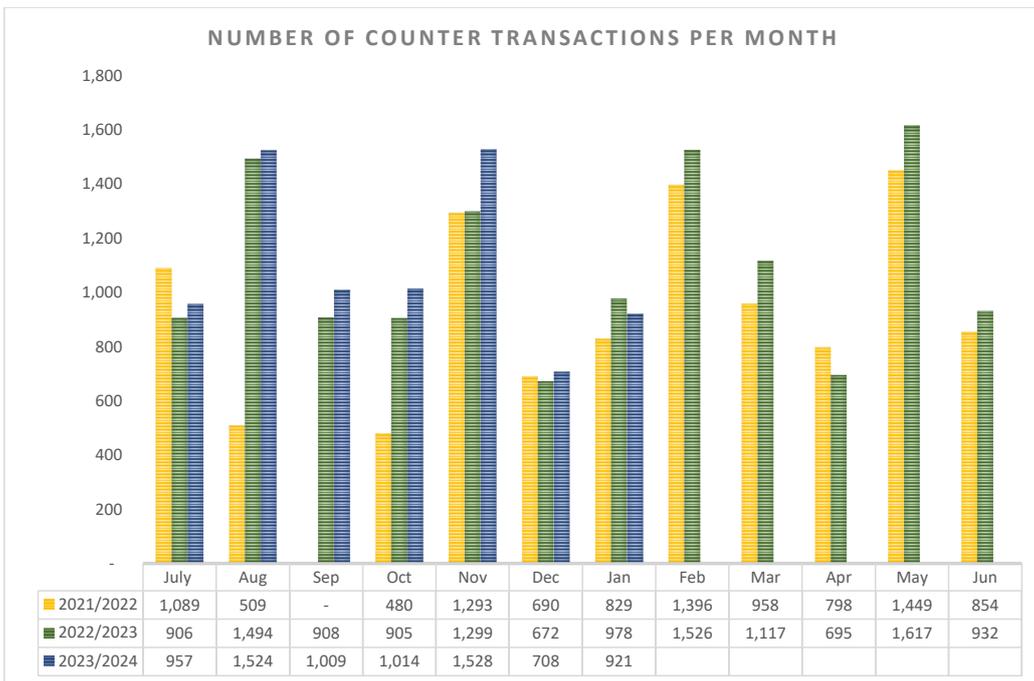
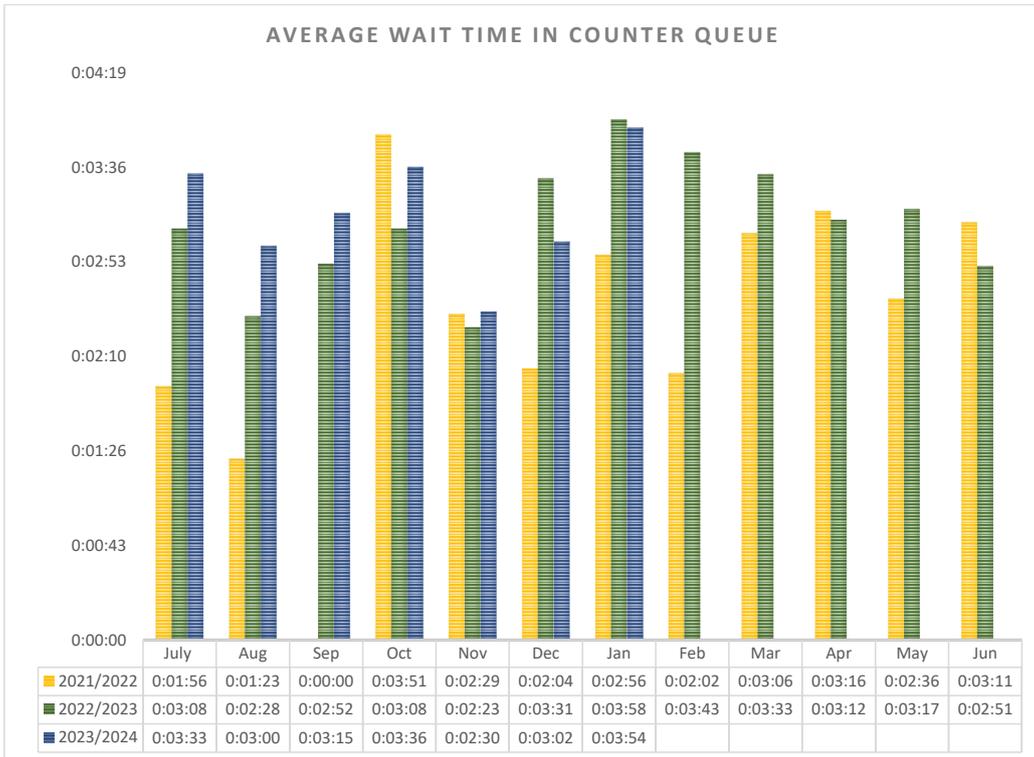


CUSTOMER EXPERIENCE
CHARTER DASHBOARD

REPORT PRINT DATE: 05/02/2024

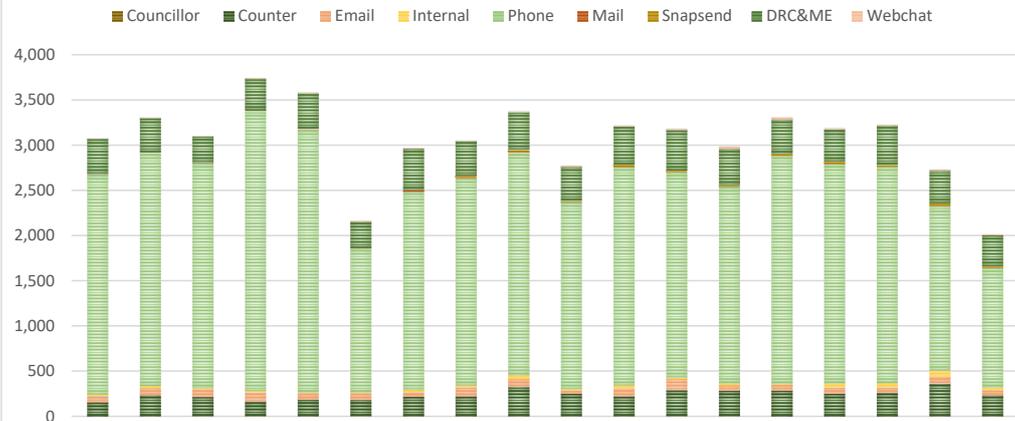








CUSTOMER SERVICE REQUEST TOTAL PER MONTH BY CATEGORY



	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Webchat	2	4	5	8	8	8	7	5	9	13	11	13	26	25	15	7	14	9
DRC&ME	391	384	292	354	394	295	457	381	417	380	422	449	400	379	354	436	359	342
Snapsend	0	0	0	0	0	0	0	18	24	8	25	18	15	22	23	17	28	15
Mail	1	1	3	4	9	2	20	7	8	2	2	0	0	2	1	0	0	0
Phone	2,433	2,577	2,485	3,091	2,900	1,590	2,191	2,292	2,459	2,067	2,411	2,272	2,177	2,518	2,427	2,394	1,825	1,327
Internal	16	25	14	16	11	9	23	21	42	17	38	14	22	13	45	48	70	30
Email	68	78	86	103	70	73	51	101	83	35	84	125	61	61	72	60	75	57
Counter	158	233	211	161	186	180	217	222	328	249	222	284	279	285	249	260	358	231
Councillor	0	1	4	4	2	5	1	1	1	2	1	4	3	0	0	0	2	2