



# AGENDA

## CORPORATE SERVICES COMMITTEE

### 13 APRIL 2023

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 5.30pm.

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<b>CSC23/6</b>	<b>LEAVE OF ABSENCE (ID23/740)</b>	
<b>CSC23/7</b>	<b>CONFLICTS OF INTEREST (ID23/744)</b>	
<b>CSC23/8</b>	<b>REPORT OF THE DUBBO REGIONAL LIVESTOCK MARKETS ADVISORY COMMITTEE - MEETING 13 DECEMBER 2022 (ID23/657)</b> The Committee had before it the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held 13 December 2022.	3
<b>CSC23/9</b>	<b>REPORT OF THE DUBBO REGIONAL LIVESTOCK MARKETS ADVISORY COMMITTEE - MEETING 14 MARCH 2023 (ID23/510)</b> The Committee had before it the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held 14 March 2023.	6
<b>CSC23/10</b>	<b>REPORT OF THE AUDIT AND RISK MANAGEMENT COMMITTEE - MEETING 4 APRIL 2023 (ID23/658)</b> The Committee had before it the report of the Audit and Risk Management Committee meeting held 4 April 2023.	10
<b>CSC23/11</b>	<b>INVESTMENT UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT - MARCH 2023 (ID23/581)</b> The Committee had before it the report dated 3 April 2023 from the Graduate Accountant regarding Investment Under Section 625 of the Local Government Act - March 2023.	15

<b>CSC23/12</b>	<b>QUARTERLY REPORT ON COMPLAINT STATISTICS UNDER COUNCIL'S CODE OF CONDUCT (ID23/663)</b>	22
	The Committee had before it the report dated 30 March 2023 from the Manager Corporate Governance regarding Quarterly Report on Complaint Statistics Under Council's Code of Conduct.	
<b>CSC23/13</b>	<b>RISK MANAGEMENT COUNCIL POLICY (ID23/648)</b>	25
	The Committee had before it the report dated 29 March 2023 from the Emergency and Risk Management Officer regarding Risk Management Council Policy.	
<b>CSC23/14</b>	<b>DRAFT COUNCIL POLICY RELATED PARTY DISCLOSURE (ID23/725)</b>	31
	The Committee had before it the report dated 5 April 2023 from the Governance Team Leader regarding Draft Council Policy Related Party Disclosure.	
<b>CSC23/15</b>	<b>AMENDMENT TO COUNCIL POLICY - PUBLIC INTEREST DISCLOSURES AND INTERNAL REPORTING (ID23/726)</b>	47
	The Committee had before it the report dated 5 April 2023 from the Governance Officer regarding Amendment to Council Policy - Public Interest Disclosures and Internal Reporting.	
<b>CSC23/16</b>	<b>2023/2024 DESTINATION PARTNERSHIP PROGRAM FEES AND CHARGES (ID23/737)</b>	69
	The Committee had before it the report dated 5 April 2023 from the Marketing and Creative Services Team Leader regarding 2023/2024 Destination Partnership Program Fees and Charges.	



**DUBBO REGIONAL  
COUNCIL**

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**Report of the Dubbo Regional Livestock  
Markets Advisory Committee - meeting  
13 December 2022**

**AUTHOR: Governance Officer  
REPORT DATE: 29 March 2023**

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The Council had before it the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held 13 December 2022.

**RECOMMENDATION**

**That the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held on 13 December 2022, be noted.**



**REPORT  
DUBBO REGIONAL LIVESTOCK MARKETS  
ADVISORY COMMITTEE  
13 DECEMBER 2022**

**PRESENT:** Councillors D Mahon, the Director Organisational Performance, the Chief Executive Officer and the Manager Dubbo Regional Livestock Market.

**ALSO IN ATTENDANCE:** Bree Agar (Local Land Services), Kevin Parker, Manager Commercial Strategy, Martin Simmons, Ross Plasto, Andy MacLean (Central Zone Coordinator of Rural Crime Prevention Team), John Morris, Robert Shanks.

Councillor D Mahon assumed the Chair of the meeting.

The proceedings of the meeting commenced at 4.02pm.

**LMAC22/13 ACKNOWLEDGEMENT OF COUNTRY (ID22/2554)**

**LMAC22/12 LEAVE OF ABSENCE (ID22/2553)**

The Committee gave consideration of apologies by Councillor V Etheridge and Paul Devenish

Peter Baldwin and Councillor Matt Wright via Microsoft Teams

**LMAC22/11 CONFLICTS OF INTEREST (ID22/2552)**

Nil reported

**LMAC22/14 REPORT OF THE DUBBO REGIONAL LIVESTOCK MARKETS ADVISORY  
COMMITTEE - MEETING 13 SEPTEMBER 2022 (ID22/2555)**

The Committee had before it the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held 13 September 2022.

**RECOMMENDATION**

**That the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held**

on 13 September 2022, be adopted.

**LMAC22/15 BUSINESS STRUCTURE SERVICE REVIEW PROGRAM (ID22/2556)**

The Committee gave consideration to presentation delivered.  
Action – Manager Commercial Strategy to develop engagement plan

**LMAC22/16 SHEEP RFID IMPLEMENTATION UPDATE (ID22/2557)**

The Committee gave consideration to presentation that was delivered as well as the short video presented. Hand out was provided to the committee.

**LMAC22/17 OPERATIONS STOCK CHECK – NSW RURAL CRIME PRESENTATION (ID22/2558)**

The Committee gave consideration to the presentation before it.

**LMAC22/18 OTHER BUSINESS (ID22/2559)**

Nil

The meeting closed at 4.58pm

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CHAIRPERSON



**DUBBO REGIONAL  
COUNCIL**

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## **Report of the Dubbo Regional Livestock Markets Advisory Committee - meeting 14 March 2023**

**AUTHOR: Governance Officer**  
**REPORT DATE: 13 March 2023**

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The Council had before it the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held 14 March 2023.

### **RECOMMENDATION**

**That the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held on 14 March 2023, be noted.**



**REPORT**  
**DUBBO REGIONAL LIVESTOCK MARKETS**  
**ADVISORY COMMITTEE**  
**14 MARCH 2023**

**PRESENT:** Councillors D Mahon, M Dickerson and V Etheridge, the Chief Executive Officer, the Director Organisational Performance (J Bassingthwaight), the Manager Commercial Strategy and the Manager Dubbo Regional Livestock Market.

**ALSO IN ATTENDANCE:**

The Governance Officer, J Morris (Independent), P Laurence Baldwin (Supply Chain), R Shanks (Supply Chain), R J Fletcher (Supply Chain), P Devenish (Supply Chain), A Maclean (Government (Police)), A Warriar (Government (LLS)), M Simmons (DSSA President).

Councillor V Etheridge assumed the Chair of the meeting.

The proceedings of the meeting commenced at 4.02pm.

**LMAC23/1 ACKNOWLEDGEMENT OF COUNTRY (ID23/384)**

Councillor M Dickerson delivered an Acknowledgement of Country.

**LMAC23/2 LEAVE OF ABSENCE (ID23/385)**

Apologies were received from R Plasto and K Parker.

A Warriar, P Laurence Baldwin and A Maclean attended via Audio-Visual Link

**LMAC23/3 CONFLICT OF INTEREST (ID23/386)**

There were no Conflicts of Interest declared.

**LMAC23/4 REPORT OF THE DUBBO REGIONAL LIVESTOCK MARKETS ADVISORY COMMITTEE - MEETING 13 DECEMBER 2022 (ID23/387)**

The Committee had before it the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held 13 December 2022.

**RECOMMENDATION**

**That the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held on 13 December 2022, be noted.**

The Chief Executive Officer joined the meeting, time being 4.12pm

**LMAC23/5 BUSINESS STRUCTURE SERVICE REVIEW PROGRAM UPDATE (ID23/389)**

The Committee was addressed by the Manager Commercial Strategy and CEO regarding this matter.

**OUTCOME**

- 1. The Committee gave consideration to business structure service review program update.**
- 2. Chief Executive Officer update on legal advice impact of PPP Legislation which is currently under review.**
- 3. That the Service Review Program be noted as it has been temporarily paused pending the outcome of the legal advice.**

J Morris joined the meeting, time being 4.30pm

**LMAC23/6 FEES & CHARGES CONSULTATION SESSION (ID23/390)**

The Committee was addressed by the Manager Commercial Strategy regarding this matter.

**OUTCOME**

- 1. The Committee gave consideration to fees & charges consultation session.**
- 2. That all matters contained within this report remain confidential to the Committee.**
- 3. That the Manager Commercial Strategy is to provide additional information to the committee meeting held the 13 June 2023 on the costing evidence of new fees and charges. Include comparisons of other saleyards and bench marking figures.**
- 4. That the Manager Dubbo Regional Livestock Market is to provide information to the committee meeting held the 13 June 2023 on the animal disposal costs, animal welfare costs, and transit fee survey data for the Dubbo Sale Yards.**

**LMAC23/7 BOOTHENBA ROAD UPGRADE (ID23/391)**

The Committee was addressed and presentation was given by the Manager Dubbo Regional Livestock Markets regarding this matter.

**OUTCOME**

- 1. The Committee gave consideration to Bootherba road upgrade and noted the presentation.**
- 2. That the Manager Dubbo Regional Livestock Market is to complete a project management plan in regards to Sheep on EID readers and advise the committee.**

**LMAC23/8 DRLM OPERATIONAL UPDATE (ID23/392)**

The Committee was addressed by the Manager Dubbo Regional Livestock Markets regarding this matter.

**OUTCOME**

- 1. The Committee gave consideration to the DRLM operational update and noted the presentation.**

**LMAC23/9 GENERAL BUSINESS (ID23/393)**

The following items of General Business were discussed:

- A Maclean – Saleyard Animal cruelty investigation.
- J Morris – Opening of Boothenba Road and failure of invitation
- R Shanks – Maintenance fees
- Chief Executive Officer – Questions to be asked and sent through the staff

**OUTCOME**

- 1. That a description of what the maintenance fees consist of to be included in the fees and charges document, as maintenance fees are only occurred if the beast needs feeding or care organised by council.**

The meeting closed at 5.15pm.

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CHAIRPERSON



**DUBBO REGIONAL  
COUNCIL**

**Report of the Audit and Risk  
Management Committee - meeting 4  
April 2023**

**AUTHOR: Governance Officer  
REPORT DATE: 29 March 2023**

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The Council had before it the report of the Audit and Risk Management Committee meeting held 4 April 2023.

**RECOMMENDATION**

**That the report of the Audit and Risk Management Committee meeting held on 4 April 2023, be noted.**



**REPORT  
AUDIT AND RISK MANAGEMENT  
COMMITTEE  
4 APRIL 2023**

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**PRESENT:** Councillor R Ivey (alternate), Mr J Walkom (Independent Member and Council Appointed Chairperson and Mr T Breen (Independent Member).

**ALSO IN ATTENDANCE:**

The Chief Executive Officer, the Manager Corporate Governance, the Emergency and Risk Team Leader the Governance Team Leader, the Administration Officer Governance, the Chief Financial Officer, the Chief Information Officer, Ms F Ali (Audit Office).

Mr J Walkom assumed the Chair of the meeting.

The proceedings of the meeting commenced at 11.00am.

**AUD23/9 ACKNOWLEDGEMENT OF COUNTRY (ID23/642)**

Mr J Walkom delivered an Acknowledgement of Country.

**AUD23/10 LEAVE OF ABSENCE (ID23/643)**

Requests for leave of absence were received from Councillors S Chowdhury and M Dickerson who were absent from the meeting due to personal reasons.

Ms F Ali attended the meeting via audio-visual link.

**AUD23/11 CONFLICTS OF INTEREST (ID23/644)**

Nil conflicts of interest were declared.

**AUD23/12 REPORT OF THE AUDIT AND RISK MANAGEMENT COMMITTEE - MEETING 7  
FEBRUARY 2023 (ID23/645)**

The Committee had before it the report of the Audit and Risk Management Committee meeting held 7 February 2023.

Moved by Councillor R Ivey and seconded by Mr T Breen

**RECOMMENDATION**

**That the report of the Audit and Risk Management Committee meeting held on 7 February 2023, be adopted.**

**CARRIED**

**AUD23/13 ANNUAL AUDIT ENGAGEMENT PLAN FOR DUBBO REGIONAL COUNCIL'S  
FINANCIAL STATEMENTS FOR YEAR ENDING 2023. (ID23/559)**

The Committee had before it the report dated 21 March 2023 from the Manager Corporate Governance regarding Annual Audit Engagement Plan for Dubbo Regional Council's Financial Statements for Year Ending 2023.

Moved by Councillor R Ivey and seconded by Mr T Breen

**RECOMMENDATION**

**That the Annual Audit Engagement Plan of Dubbo Regional Council's Financial Statements for Year Ending 30 June 2023, from the NSW Audit Office, be noted.**

**CARRIED**

At this juncture time being 11.07am item AUD23/14 was deferred and item AUD23/15 was brought forward to be dealt with at this time.

**AUD23/15 RISK MANAGEMENT PROCEDURES AND COUNCIL POLICY (ID23/595)**

The Committee had before it the report dated 27 March 2023 from the Emergency and Risk Management Officer regarding Risk Management Procedures and Council Policy. The Committee were addressed by Rod Farrer from Paladin Risk Management Services on this item.

Moved by Mr T Breen and seconded by Councillor R Ivey

**RECOMMENDATION**

1. That the ARMC review the draft Risk Management Policy.
2. That the ARMC review the draft Risk Management Procedure – Strategic Risk
3. That the ARMC review the draft Risk Management Procedure – Enterprise Risk

**CARRIED**

**AUD23/16 DRAFT RELATED PARTY DISCLOSURE POLICY FOR REVIEW (ID23/518)**

The Committee had before it the report dated 14 March 2023 from the Governance Team Leader regarding Draft Related Party Disclosure Policy for review.

Moved by Councillor R Ivey and seconded by Mr T Breen

**RECOMMENDATION**

1. That the draft Related Party Disclosure Policy, as attached at Appendix 1, be reviewed by the Audit and Risk Management Committee.
2. That following consideration by the Audit and Risk Management Committee, the draft Related Party Disclosure Policy, be reported to Council for adoption.
3. That, once adopted by Council, a copy of the Related Party Disclosure Policy be provided to the members of the Audit and Risk Management Committee.

**CARRIED**

**AUD23/17 AMENDMENT TO THE PUBLIC INTEREST DISCLOSURES AND INTERNAL REPORTING POLICY (ID23/640)**

The Committee had before it the report dated 27 March 2023 from the Governance Officer regarding Amendment to the Public Interest Disclosures and Internal Reporting Policy.

Moved by Mr T Breen and seconded by Councillor R Ivey

**RECOMMENDATION**

1. That the amendments to the Public Interest Disclosures and Internal Reporting Policy attached at Appendix 1, be accepted by the Audit Risk Management Committee.
2. That the members of the Audit and Risk Management Committee be forwarded the Council Policy, Public Interest Disclosures and Internal Reporting Policy following adoption by Council.

**CARRIED**

Councillor R Ivey left meeting the time being 12.03pm

**AUD23/18 ARMC ACTION ITEMS - APRIL 2023 (ID23/587)**

The Committee had before it the report dated 27 March 2023 from the Manager Corporate Governance regarding ARMC Action Items - April 2023.

Moved by Mr T Breen and seconded by Mr J Walkom

**RECOMMENDATION**

1. That the Action Items report from the Manager Corporate Governance be accepted.
2. That the Audit and Risk Committee concurs with the Auditor General's recommendation. Pursuant to Section 11 of the Charter, the ARMC advice is:
  - a. That if the council continues to operate without checking the transactions of privileged users, it is leaving itself wide open to fraud and compromises the transparency of operations.
  - b. That any checking process substantially lessens the risk since it introduces the necessity for collusion with someone to commit a fraud.
  - c. That the degree of independence of the review is a secondary consideration to the absence of a review.

**CARRIED**

At this juncture time being 12.16 pm Ms P Corkill from Centium joined the meeting via audio visual link to provide an update on this item.

**AUD23/14 CREDIT CARD AUDIT (ID23/589)**

The Committee had before it the report dated 27 March 2023 from the Manager Corporate Governance regarding Credit Card Audit. The committee was addressed by Penny Corkhill from Centium on this item.

Moved by J Walkom and seconded by Mr T Breen

**RECOMMENDATION**

**That the Credit Card Review from Centium, dated March 2023, be accepted.**

The meeting closed at 12.28pm.

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CHAIRPERSON



## REPORT: Investment Under Section 625 of the Local Government Act - March 2023

**DIVISION:** Organisational Performance  
**REPORT DATE:** 3 April 2023  
**TRIM REFERENCE:** ID23/581

### EXECUTIVE SUMMARY

<b>Purpose</b>	Provide review or update	Fulfil legislative requirement/compliance
<b>Issue</b>	<ul style="list-style-type: none"> <li>Investment Under Section 625 of the Local Government Act 1993</li> </ul>	
<b>Reasoning</b>	<ul style="list-style-type: none"> <li>Section 212 of the Local Government (General) Regulation 2021</li> <li>Section 625 of the Local Government Act 1993</li> <li>Council's Investment Policy and Strategy</li> </ul>	
<b>Financial Implications</b>	Budget Area	Organisational Performance
	Funding Source	Interest Earned on Investment
<b>Policy Implications</b>	Policy Title	Investment Policy 2023
	Impact on Policy	There are no policy implications arising from this report

### 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: 4.2 The resources of Council are sustainably managed  
 Delivery Program Strategy: 4.2.1 The system of raising revenue is equitable and revenue from grants and other income sources is maximised

### RECOMMENDATION

**That the information contained within the Investment is under Section 625 of the Local Government Act Report, dated 3 April 2023, be noted.**

*Jane Bassingthwaighe*  
Director Organisational Performance

*KC*  
Graduate Accountant

## BACKGROUND

As required by Section 212 of the Local Government (General) Regulation 2021, set out below, are the details of all monies that Council has invested under Section 625 of the Local Government Act as at 31 March 2023.

In accordance with the Investment Ministerial Order dated 12 January 2011, Dubbo Regional Council may only invest money (on the basis that all investments must be denominated in Australian Dollars) in the following forms of investment:

- a. any public funds or securities issued by or guaranteed by the Commonwealth, any State of the Commonwealth or a Territory;
- b. any debentures or securities issued by a council (within the meaning of the Local Government Act 1993 (NSW));
- c. interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit taking institution (as defined in the Banking Act 1959 (Cwth)), but excluding subordinated debt obligations;
- d. any bill of exchange which has a maturity date of not more the 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit-taking institution by the Australian Prudential Regulation Authority;
- e. A deposit with the New South Wales Treasury Corporation on investment in an Hour-Glass investment facility of the New South Wales Treasury Corporation.

Investments, when placed, have been done so in accordance with the Local Government Act, Local Government (General) Regulations 2021 and Council's Investment Policy and Strategy. Interest on investments for the month of March 2023 has been accounted for on an accrual basis. This report details investments and annualised returns for the month of March 2023.

Interest earned on investments has been included within Council's 2022/2023 Operational Plan, with total income generated from the Investment Portfolio forecast to be in excess of \$6,975,748.

## REPORT

### Consultation

- Laminar Capital Pty Ltd provides advisory services to Council on any investment related decision.

### Resourcing Implications

- The management of Council's investment portfolio is a primary activity of a staff member within Council's Financial Operations branch.

**Portfolio Overview**

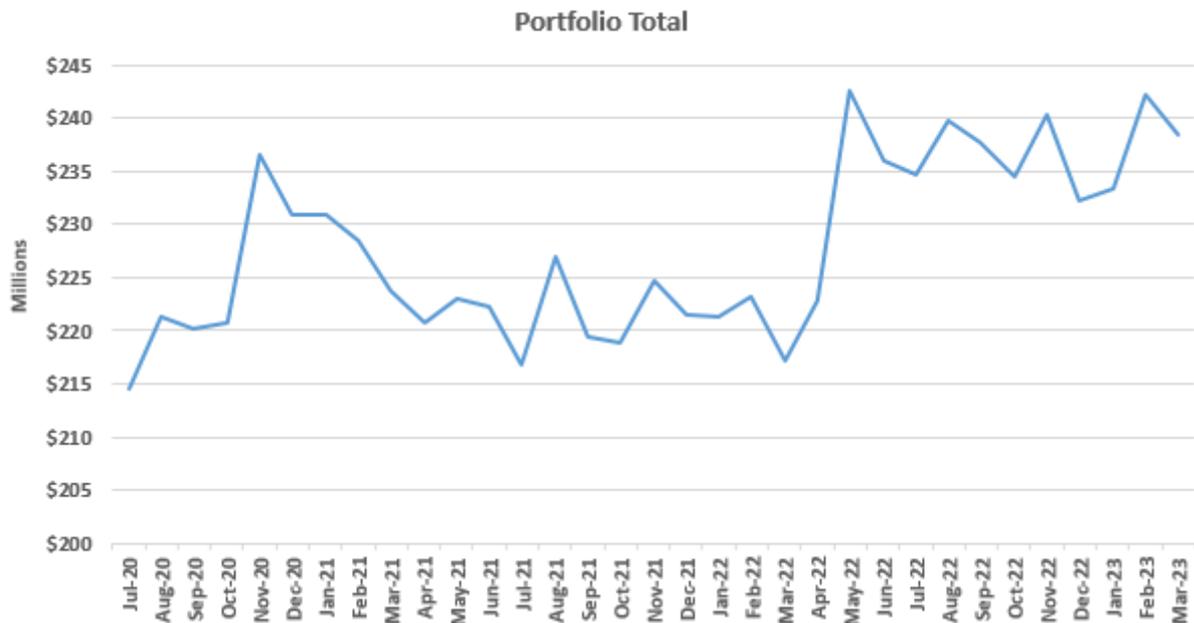
The below table details Council’s current investment portfolio:

Issuer	Market Value	% Total Value
AMP Bank Ltd	20,508,235.48	8.55%
Australian Unity Bank	4,062,257.52	1.69%
Auswide Bank Limited	13,559,655.00	5.66%
Bank of China (Australia) Limited	4,521,150.00	1.89%
Bank of China Limited, Sydney Branch	3,002,850.00	1.25%
Bank of Communications Co. Ltd. Sydney Branch	3,747,375.00	1.56%
Bank of Queensland Ltd	41,471,018.59	17.30%
Commonwealth Bank of Australia Ltd	23,173,282.19	9.67%
Judo Bank	16,118,704.67	6.72%
Macquarie Bank	7,633,440.00	3.18%
Macquarie Credit Union Limited	2,011,008.22	0.84%
ME Bank - a division of Bank of Queensland Ltd	16,506,865.75	6.88%
MyState Bank Ltd	16,029,360.00	6.69%
National Australia Bank Ltd	31,901,838.75	13.31%
Northern Territory Treasury Corporation	13,090,290.00	5.46%
Rabobank Nederland Australia Branch	5,065,900.00	2.11%
Suncorp-Metway Ltd	4,858,050.00	2.03%
UBS Australia Ltd	4,439,565.00	1.85%
Westpac Banking Corporation Ltd	8,055,380.00	3.36%
<b>Portfolio Total</b>	<b>239,756,226.17</b>	<b>100.00%</b>

*^Portfolio overview represents total market value. Investment face value is \$238,497,718.08*

*^ NAB is inclusive of Councils cash account.*

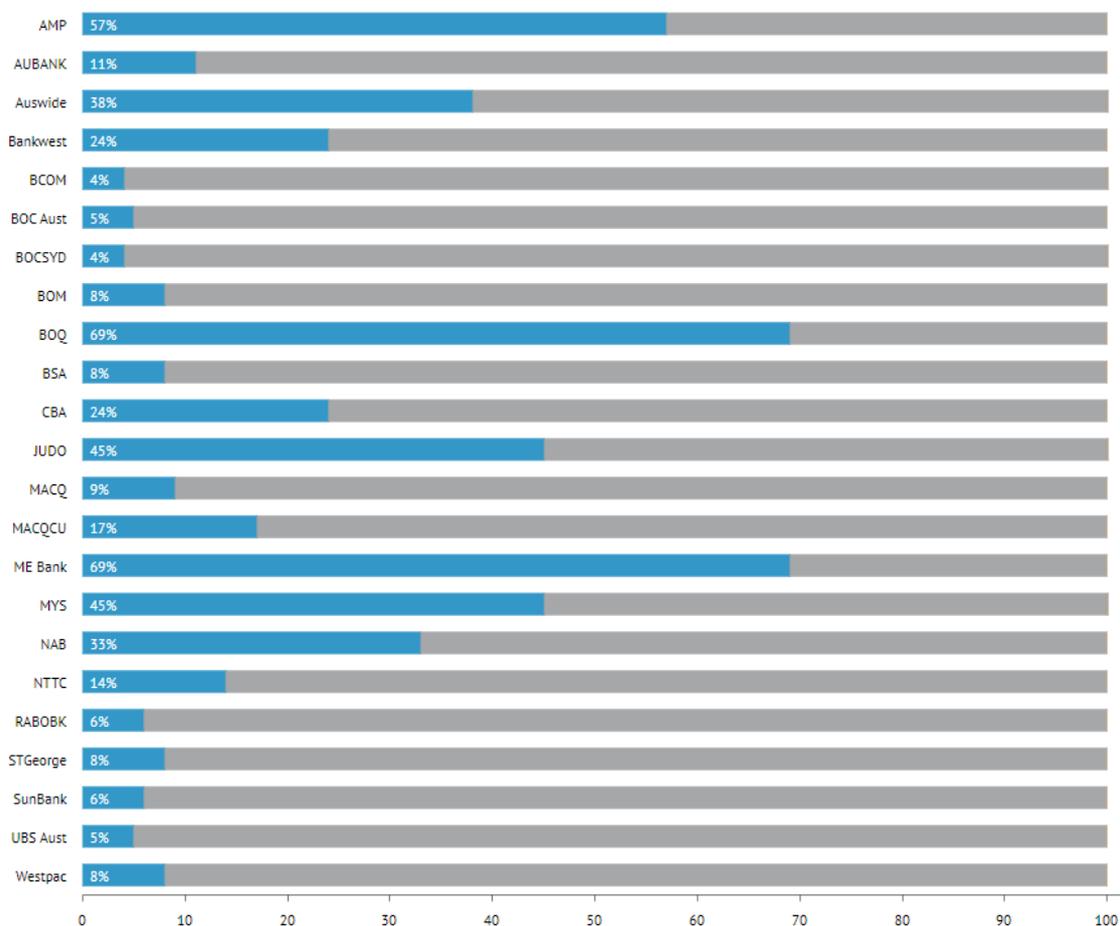
*^AMP is inclusive of Councils 31 day notice saver account.*



### Investment Compliance

The following table shows that Councils investments are compliant with the revised Investment Policy that was adopted at the Ordinary Council meeting held 23 March 2023.

Issuer limits as at Friday, 31 March 2023



### Interest Income

The below table details payments of interest paid to Council between 1 March 2023 to 31 March 2023.

Security ISIN	Security	Issuer	Income Expense Code	Settlement Date	Face Value (Basis of Interest Calculation)	Consideration Notional
	AMP 1 01 Mar 2023 365DAY TD	AMP Bank Ltd	IEI202393	1 Mar 2023	3,000,000.00	30,000.00
AU3FN0069555	Auswide 1.3 10 Jun 2025 FRN	Auswide Bank Limited	IEI281104	10 Mar 2023	5,000,000.00	53,549.81
AU3FN0061024	MYS 0.65 16 Jun 2025 FRN	MyState Bank Ltd	IEI283402	16 Mar 2023	8,000,000.00	75,716.38
AU3FN0067393	Auswide 0.9 17 Mar 2025 FRN	Auswide Bank Limited	IEI283985	17 Mar 2023	5,000,000.00	49,441.53
AU3FN0056529	BCOM 0.83 29 Sep 2023 FloatTCD	Bank of Communications Co. Ltd. Sydney Branch	IEI286737	29 Mar 2023	3,750,000.00	37,725.75
	JUDO 1.65 30 Mar 2023 365DAY TD	Judo Bank	IEI213513	30 Mar 2023	7,000,000.00	115,500.00
	JUDO 1.65 30 Mar 2023 365DAY TD	Judo Bank	IEI213514	30 Mar 2023	3,000,000.00	49,500.00
	NAB At Call In	National Australia Bank Ltd	IEI286709	31 Mar 2023		112,999.88
						<b>524,433.35</b>

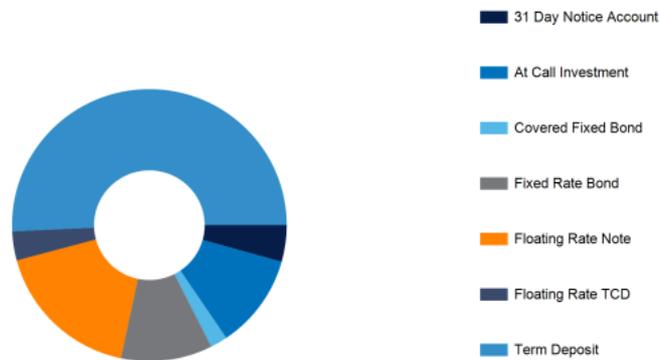
<sup>^</sup> Interest received consists of payments made to Council's allocated bank account and are exclusive of accruing interest.

**Investment by Asset Class**

The following table details Councils investment holdings by investment type:

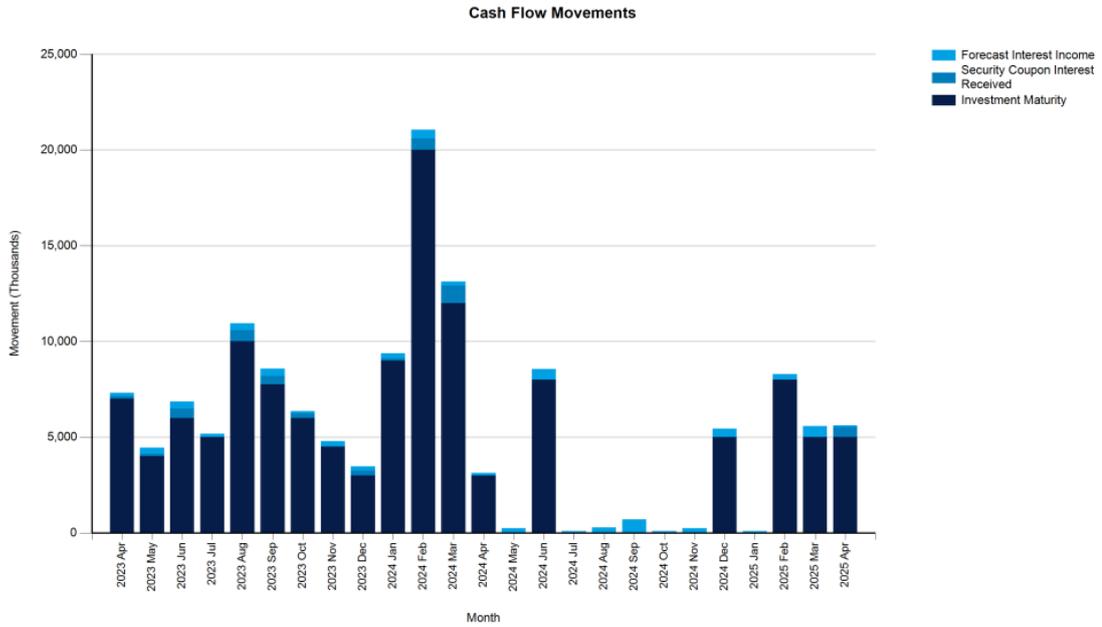
Security Type	Market Value	% Total Value
31 Day Notice Account	10,374,331.38	4.33%
At Call Investment	26,873,386.70	11.21%
Covered Fixed Bond	4,858,050.00	2.03%
Fixed Rate Bond	25,789,630.00	10.76%
Floating Rate Note	41,981,130.00	17.51%
Floating Rate TCD	8,268,525.00	3.45%
Term Deposit	121,611,173.09	50.72%
<b>Portfolio Total</b>	<b>239,756,226.17</b>	<b>100.00%</b>

Market Value by Security Type

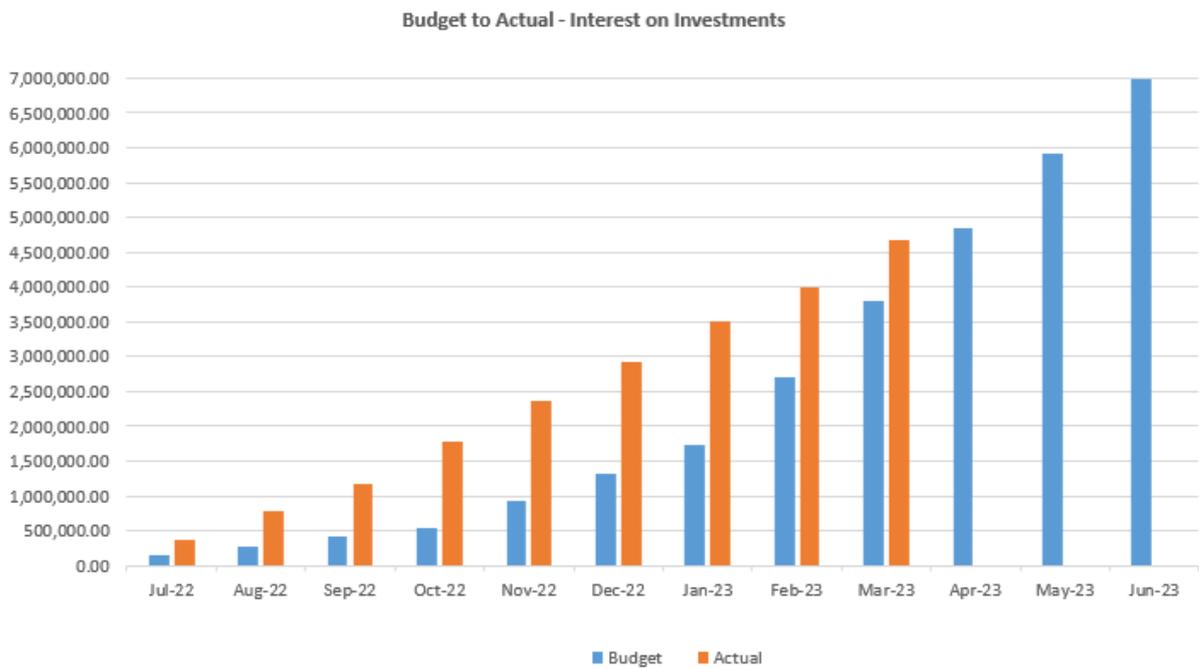


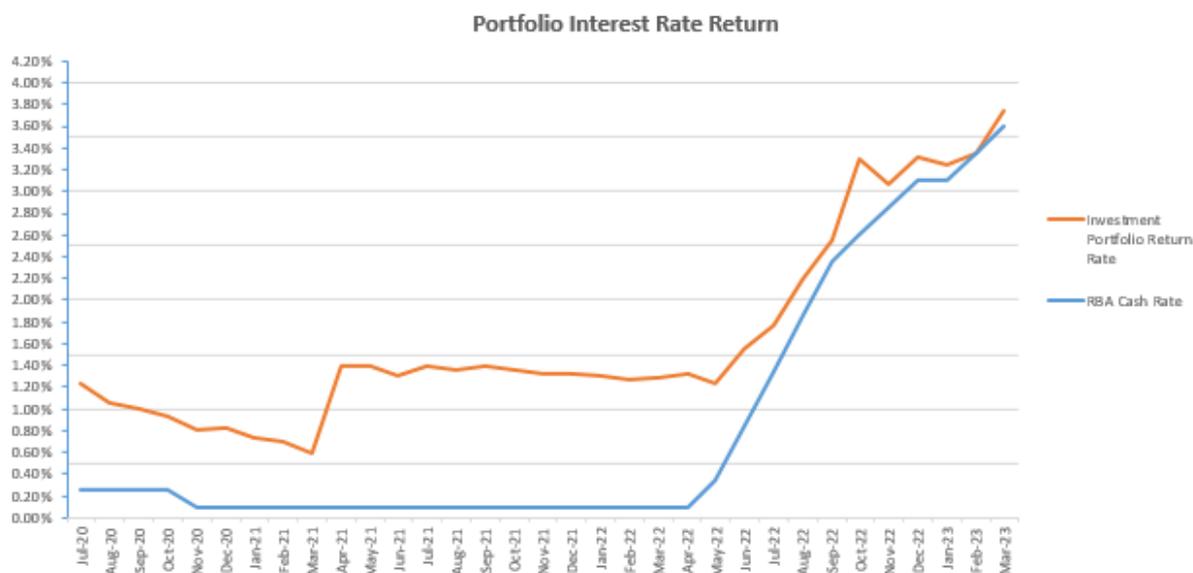
**Future Maturity Cash flow**

The below table details the expected cash flow of future investment maturity:



**Budget to Actual – Total Accumulated Interest on Investments – Year to Date**





The investment limit parameters prior to March 2021 were aligned to Tcorp’s investment guidelines, which are very restrictive and therefore reduced the opportunity to maximise investment returns for Council.

As at 31 March 2023 Council has investments totalling \$42,000,000 Face Value which were invested with fixed interest rates below the current Official Cash Rate of 3.60%. Of these investments \$16,000,000 will mature in the financial year ending 30 June 2024. These investments have interest rates ranging from 0.75% to 3.35%. Longer term investments beyond 30 June 2024 totalling \$26,000,000 were invested with interest rates ranging between 0.90% to 3.25%. These investments were placed with competitive interest rates at the time the investments were made. During March 2023 longer term investments have been made at improved interest rates up to 5.05%. The improved Official Cash Rate has impacted on the comparison of Councils portfolio interest rate return verse the current Official Cash Rate.

**Summary**

**Cash Account**

Council outperformed the 11.00am Official Cash Rate market benchmark for one month return of 3.60%, achieving a return of 3.73% for its At Call investments for the month of March 2023.

**Investment Portfolio**

Council outperformed the one month Bloomberg AusBond Bank Bill Index of 0.28%, with an average return of 3.74% for its overall portfolio return.



## REPORT: Quarterly Report on Complaint Statistics Under Council's Code of Conduct

**DIVISION:** Organisational Performance  
**REPORT DATE:** 30 March 2023  
**TRIM REFERENCE:** ID23/663

### EXECUTIVE SUMMARY

<b>Purpose</b>	Fulfil legislated requirement/Compliance Increase transparency	
<b>Issue</b>	<ul style="list-style-type: none"> <li>Quarterly report regarding the code of conduct reports received against Councillors.</li> </ul>	
<b>Reasoning</b>	<ul style="list-style-type: none"> <li>In accordance with Part 11.1 of the Procedures for the Administration of the Model Code of Conduct as issued by the NSW Department of Premier and Cabinet, Council's Complaints Coordinator is required to report to council within 3 months of the end of September each year on complaint statistics under Council's Code of Conduct.</li> <li>The current elected body has requested quarterly reporting in addition to the statutory annual report.</li> </ul>	
<b>Financial Implications</b>	Budget Area	Corporate Governance
	Funding Source	Corporate Governance - Members' Expenses
	Actual Cost	\$5,597.50
	Ongoing Costs	Budgeted \$50,000 per annum
<b>Policy Implications</b>	Policy Title	Council's Code of Conduct
	Impact on Policy	No policy implications from this report

### 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: 4.1.4 Statutory requirements are met and services are provided in a cost-effective and timely manner

**RECOMMENDATION**

**That the report of the Manager Corporate Governance, dated 13 April 2023, be noted.**

*Murray Wood*  
Chief Executive Officer

*AR*  
Manager Corporate  
Governance

## BACKGROUND

The current elected body have requested quarterly reports regarding code of conduct complaints against Councillors or the CEO.

The total costs for the 2021/2022 financial year, for code of conduct complaints totalled \$154,066.

## REPORT

This report covers complaints received for the 2022/2023 financial year to date, and particularly Q3, where 2 complaints were received; both determined with no breach of the Code of Conduct.

Q1 – 1 July 2022 to 30 September 2022 - two complaints received in this quarter - \$5,597.50

Q2 – 1 October 2022 to 31 December 2022 – zero complaints received – zero costs

Q3 – 1 January 2023 to 31 March 2023 – 2 complaints received – zero costs

The Office of Local Government also requires Council to report on its Code of Conduct statistics annually, for the period 1 September through to 31 August.

### Consultation

- Reporting complaint statistics regularly allows for transparency both within Council and in the broader community.
- Council is also required to report its annual Code of Conduct statistics to the Office of Local Government each December (for the period 1 September to 31 August). There was a delay with the most recent submission, which has been accepted by the Office of Local Government.

### Resourcing Implications

- Staff resources are used to manage the administration of complaints and liaise with external conduct reviewers.



## REPORT: Risk Management Council Policy

**DIVISION:** Organisational Performance  
**REPORT DATE:** 29 March 2023  
**TRIM REFERENCE:** ID23/648

### EXECUTIVE SUMMARY

<b>Purpose</b>	Provide update	
<b>Issue</b>	<ul style="list-style-type: none"> <li>Review of Council’s Risk Management Policy</li> </ul>	
<b>Reasoning</b>	<ul style="list-style-type: none"> <li>The examination of Council’s risk management documentation and processes has identified need for a review of Council’s risk management policy.</li> </ul>	
<b>Financial Implications</b>	Budget Area	Corporate Governance
	Funding Source	CivicRisk Mutual Risk Enhance Funding
	Proposed Cost	Nil
	Ongoing Costs	Nil
<b>Policy Implications</b>	Policy Title	Council Policy – Enterprise Risk Management
	Impact on Policy	Review
<b>Consultation</b>	ELT	<ul style="list-style-type: none"> <li>Report to March 2023 Executive Leadership Team</li> </ul>
	Consultant	<ul style="list-style-type: none"> <li>Industry Expert – Paladin Risk Management Services</li> </ul>

### 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: 4.1.2 Council’s decision-making processes are open, transparent and accountable

### RECOMMENDATION

**That Council adopt the draft Risk Management Policy.**

*Abbey Rouse*  
 Manager Corporate Governance

*PL*  
 Emergency and Risk  
 Management Officer

## BACKGROUND

Since September 2019, Council has gone through a restructure resulting in the risk management function moving to Corporate Governance in 2022. Corporate Governance has engaged Paladin Risk Management Services to assist in the review of council's risk management processes and documentation. The Insurance and Risk Officer has secured a Risk Enhance Funding Grant from Council's Insurer CivicRisk to assist in the facilitation of this review.

In February 2023 the consultant (Rod Farrar) attended Dubbo Regional Council and visited a number of sites unique to DRC including Dubbo Regional Airport, Old Dubbo Gaol, Dubbo Regional Livestock Markets and the Wellington Caves. The consultant met with relevant managers on site and discussed operations whilst observing the site to understand the unique risks that each site presents. Whilst in Dubbo the consultant also presented to the Executive Leadership Team.

## REPORT

The review of Council Policy – Enterprise Risk Management included a title change to 'Risk Management Policy'. The policy incorporates all aspects of Council's risk management, including strategic, enterprise and project risk, which is reflected in the change of title. The review of the policy encompasses the changes to Council's approach to risk management, and the current emphasis on this project. The policy is attached for review at **Appendix 1**. This policy has been considered by ARMC who were satisfied with the changes.

At an operational level, a management policy and supporting procedures have been developed between council officers and the risk consultant. These will not be reported to Council for adoption as they are operational in nature, however these have been presented to ARMC with the opportunity to review and provide feedback. ELT has endorsed the management policy and the initial draft of these procedures. Once the management procedures are endorsed, Council staff will work with the consultant to identify model controls and will conduct gap analyses on a number of risks.

### Consultation

- Consultant – Paladin Risk Management Services
- ELT meeting March 2023
- ARMC meeting April 2023

### Resourcing Implications

- Risk Management and Business Continuity Staff are already in place and there are no additional costs associated with these activities, rather the prioritising of projects.
- The cost of Paladin Risk Management consultancy firm is funded by Council's insurer Civic Risk Mutual, under a Risk Enhance Funding Grant.

**Next Steps**

- Council Policy – Risk Management will be presented to Council Meeting for endorsement.
- Develop ideal controls and conduct a gap analysis for a number of risks.
- This process will be used as part of risk management training and workshops for management.

**APPENDICES:**

- 1 [↓](#) Attachment to report ID23/595 - Council Policy - Risk Management



DUBBO  
REGIONAL  
COUNCIL

# COUNCIL POLICY

## RISK MANAGEMENT

**Date** 27 March 2023

**Council Resolution Date**

**Clause Number**

**Responsible Position** Manager Corporate Governance  
**Branch** Corporate Governance  
**Division** Organisational Performance  
**Version** 3.0  
**TRIM Reference Number**  
**Review Period** 2 years  
**Review Date** March 2025  
**Consultation** Staff have consulted with a risk management consultant and Executive Leadership Team in the review of this policy

Document Revision History	
Description	Date
Adopted by former Dubbo City Council	June 2015
Review facilitated by Echelon following merger of former Dubbo City and Wellington councils	December 2016
Review considered by Executive Leadership Team	August 2017
Adopted by Council	
Recommendations for review by Executive Leadership Team	January 2023
<b>Notes</b>	

## POLICY

### PURPOSE

The purpose of this Risk Management Policy is to provide direction and commitment to Risk Management principles as part of Council's management planning, decision making and the undertaking of operational activities. Dubbo Regional Council (Council) recognises that risk management is fundamental to the organisation achieving its strategic and operational objectives and that it plays an integral role in day-to-day management and decision making at all levels.

### BACKGROUND AND RELATED LEGISLATION

Council is required under the *Local Government Act 1993* to have effective risk management practices. Council is committed to the effective management of risks and ensuring that sufficient resources are available to achieve this. Those allocated responsibility for managing risks, or being accountable for critical controls, must ensure appropriate monitoring and reporting occurs through Council's existing management reporting and governance framework.

The Policy and the associated Framework are aligned with AS/NZS ISO 31000 2018.

### SCOPE

This policy applies throughout the organisation to be followed by staff, consultants and contractors.

### CLASSIFICATION OF RISKS

- 1. STRATEGIC RISK** - Strategic Risks are defined in the context of Council as risks where the causes/contributing factors are outside the control of Council, but, if they were to occur, they may be serious enough to require a revision of Council's Strategic plan and/or Council's Strategic Community Plan.
- 2. ENTERPRISE (OPERATIONAL RISK)** - Enterprise (Operational) Risks are those where the causes are either inside or outside the control of Council, but, if they occur, they will impact on the achievement of Council's current Strategic Plan and/or Council's Strategic Community Plan.
- 3. PROJECT RISK** - The management of risk in projects requires a unique approach given the significant difference in context. The assessment of project risk requires consideration of schedule, cost and performance within the context of the project so utilising the corporate risk context (e.g. Consequence Matrix) is not appropriate.

### AREAS OF FOCUS

As this Risk Management Policy covers all aspects of risk management within Council, the following paragraphs highlight specific areas of focus for the Risk Management Program.

- 1. SAFETY** - Safety has, and always will be, the number one priority for Council. Reducing workplace incidents within Council and incidents that may impact the safety of the community must be front of mind in the planning and conduct of all Council activities and services.

2. **FRAUD** - Council will make every effort to implement systems, procedures, and processes that prevent fraudulent and/or corrupt behaviour to the extent possible. Noting, however, that not all fraud and/or corruption can be prevented, Council will place a significant emphasis on detecting any instances of fraudulent/corrupt behaviour. Council will take the appropriate actions to highlight Council's zero tolerance for fraudulent and/or corrupt behaviours.
3. **INFORMATION AND PHYSICAL SECURITY** - The security of Council's information and physical assets is critical. Any unauthorised use of and/or loss of Council's information resources could have a significant impact on Council's reputation and may impact operations.
4. **COMPLIANCE** - Like all organisations, Council is required to comply with a significant number of Legislation, codes of practice, regulations, and policies. Any non-compliance with these requirements can have a significant impact on Council and may lead to fines against Council and/or prosecutions against individuals. It is critical, therefore, that Council maintains a significant focus on maintaining compliance through the management of risks that could lead to adverse compliance outcomes.
5. **DISRUPTION RELATED RISKS (BUSINESS CONTINUITY)** - There are critical business functions within Council that, if they were to be disrupted, would have a significant impact on the reputation of Council and, in some cases, may impact on the health and safety of staff and the community.
6. **ENVIRONMENT** - The climate and environment are changing and, as such, Council needs to adapt. A significant area of focus for Council, therefore, is ensuring that the Dubbo Regional Council is prepared for any of the ensuing results of the changing climate. In addition, it is critical that Council safeguards the environment from the actions of third parties, as well as ensuring that Council operations do not damage the environmental, cultural, heritage and/or Indigenous values within the LGA.
7. **PROJECT/PROCUREMENT RISKS** - Council spends a significant portion of its budget on projects and procurement activities. These projects are often the source of significant risk which, if not managed, can result in additional expenditure, time delays and/or projects being delivered that are not fit for purpose.

#### **ROLE OF THE AUDIT AND RISK MANAGEMENT COMMITTEE**

1. Monitor the implementation of Council's Enterprise Risk Management Plan and make recommendations for the continuous improvement of the Plan.
2. Ongoing review of Council's strategic and significant operational risks to ensure appropriate risk treatment/controls have been implemented and maintain effectiveness.
3. Make recommendations to Council, and provide advice on issues related to Council's Enterprise Risk Management Program's implementation, compliance and performance.



DUBBO REGIONAL  
COUNCIL

## REPORT: Draft Council Policy Related Party Disclosure

**DIVISION:** Organisational Performance  
**REPORT DATE:** 5 April 2023  
**TRIM REFERENCE:** ID23/725

### EXECUTIVE SUMMARY

<b>Purpose</b>	Review a policy	Fulfil legislated requirement/Compliance
<b>Issue</b>	<ul style="list-style-type: none"> <li>Revision of Council Policy: Related Party Disclosure.</li> </ul>	
<b>Reasoning</b>	<ul style="list-style-type: none"> <li>Requirement to revise policies to ensure that they are still current and meeting best practice standards.</li> <li>Ensure that overarching legislation and industry guidelines have not changed.</li> <li>Ensure that AASB 124 Standard has not had any significant changes that will impact this policy.</li> </ul>	
<b>Financial Implications</b>	Budget Area	There are no financial implications arising from this report.
<b>Policy Implications</b>	Policy Title	Related Party Disclosure.
	Impact on Policy	Revision of current policy.
<b>Consultation</b>	Audit and Risk Management Committee	

### 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: 4.1.2 Council's decision-making processes are open, transparent and accountable

**RECOMMENDATION**

**That the draft Related Party Disclosure Policy, as attached at Appendix 1, be adopted.**

*Jane Bassingthwaite*  
Director Organisational Performance

*SW*  
Governance Team Leader

## BACKGROUND

### Previous Resolutions of Council

16 October 2017	<i>The Committee recommends that the draft Council policy titled "Related Party Disclosures" as attached as Appendix 1 to the report of the Manager Governance and Risk dated 6 October 2017, be adopted.</i>
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Council's Audit, Risk and Improvement Committee developed a draft Related Parties Disclosure Policy for council's Key Management Personnel at its meeting on 17 March 2017; this was in preparation for the Related Parties Accounting Standard coming into effect on 1 July 2017. The Policy was then adopted by Council in October 2017.

This policy was due for review and update in July 2019. Notwithstanding a significant delay, the review has now been undertaken and the draft Related Party Disclosure Policy was provided for consideration by the Audit and Risk Management Committee on Tuesday 4 April 2023. The ARMC, endorsed the draft Policy and it is now being presented to Council for adoption, at which point it will replace the current 2017 version.

## REPORT

Council is committed to responsible corporate governance, including compliance with laws and regulations governing related party transactions. Related party relationships are a normal feature of commerce and business. For example, entities frequently carry on parts of their activities through subsidiaries, joint ventures and associates. In those circumstances, there is the possibility of the entity having the ability to affect the financial and operating policies of Council through the presence of control, joint control or significant influence.

A related party relationship could influence the normal business operations of Council even if related party transactions do not occur. The mere existence of the relationship may be sufficient enough to affect the transactions of the Council with other parties. Alternatively, one party may refrain from trading with Council because of the significant influence of another.

For these reasons, knowledge of Council's transactions and outstanding balances (including commitments and relationships with related parties) may affect assessments of Council's operations by users of financial statements.

Australian Accounting Standard's Board (AASB) 124 requires the relationship between Council and any subsidiary be disclosed irrespective of whether there have been transactions between them. AASB 124 provides that Council must disclose the nature of the related party relationship as well as information about those transactions and outstanding balances including commitments, in its financial statements necessary for users to understand the potential effect of the relationship on the financial statements.

To enable Council to comply with AASB 124, Council’s key management personnel are required to declare complete details of any related party transactions, other than those defined in this policy as a non-material ordinary citizen transaction.

Such information will be retained in an up-to-date register that will capture and record specified information for each existing or potential related party transaction during a financial year. This is then reported, where necessary, in Council’s annual financial statements.

**Timeframe**

Key Date	Explanation
4 April 2023	ARMC Meeting for review and endorsement
13 April 2023	Corporate Services Committee for recommendation for adoption
27 April 2023	Ordinary Council meeting for adoption

**Next Steps**

- Once adopted, Corporate Governance staff will seek updated Related Party Disclosure forms from Council’s Key Management Personnel, including the members of ARMC and the elected Council.

**APPENDICES:**

- 1 [Draft - Council Policy - Related Party Disclosures](#)



# COUNCIL POLICY

## Related Party Disclosure Policy

**Date** 27 March 2023

**Council Resolution Date**

**Clause Number**

**Responsible Position** Manager **Corporate** Governance  
**Branch** Governance and Internal Control  
**Division** **Organisational Performance**  
**Version** 2.0  
**TRIM Reference Number**  
**Review Period** 2 years  
**Review Date** **March 2025**  
**Consultation** Audit and Risk Management Committee **April 2023**

Document Revision History	
Description	Date
Draft adopted by Audit and Risk Management Committee for review by legal advisors prior to submission to Council.	June 2017
Reviewed by Crennan Legal with advice provided	September 2017
Adopted by Council	23 October 2017
Updated to reflect Position Title changes	4 May 2018
<b>Reviewed and draft presented to Audit and Risk Management Committee</b>	<b>April 2023</b>
<b>Draft presented to Corporate Services Committee for Council adoption</b>	<b>April 2023</b>
<b>Notes</b>	

## POLICY

### PURPOSE

The objective of this policy is to define the parameters for Related Party Transactions and the level of disclosure and reporting required for Council to achieve compliance with the *Australian Accounting Standard AASB 124 - Related Party Disclosures*.

### BACKGROUND AND RELATED LEGISLATION

- Australian Accounting Standard AASB 124 - Related Party Disclosures.
- Code of Accounting Practice and Financial

### SCOPE

This policy applies to related parties of Council and related party transactions with Council, as defined within this policy.

### DEFINITIONS

To assist in interpretation, the following definitions apply:

Term	Definition
<b>AASB 124</b>	The Australian Accounting Standards Board, Related Party Disclosures Standard.
<b>Close members of the family of a person</b>	In relation to a key management person, those family members who may be expected to influence, or be influenced by, that person in their dealings with the Council, including: <ul style="list-style-type: none"> <li>• that person's children and spouse or domestic partner;</li> <li>• children of that person's spouse or domestic partner; and</li> <li>• a dependant of that person or that person's spouse or domestic partner.</li> </ul> For the purpose of AASB 124, close family members could include extended members of a family (such as, without limitation, parents, siblings, grandparents, uncles/aunts or cousins) if they could be expected to influence, or be influenced by, the key management person in their dealings with Council.
<b>Control</b>	The power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. Control of an entity is present when there is: <ul style="list-style-type: none"> <li>• power over the entity;</li> <li>• exposure or rights to variable returns from involvement with the entity; and</li> <li>• the ability to use power over the entity to affect the amount of returns received.</li> </ul>
<b>Entity</b>	Includes a body corporate, a partnership or a trust, incorporated association, or unincorporated group or body.
<b>Joint control</b>	The contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the

	unanimous consent of the parties sharing control.
<b>Key management personnel</b>	Those persons having authority and responsibility for planning, directing and controlling the activities of Council, either directly or indirectly. Specifically, key management personnel of Council are: <ul style="list-style-type: none"> <li>• Councillors (including the Mayor and Deputy Mayor);</li> <li>• Chief Executive Officer;</li> <li>• Directors</li> </ul>
<b>Key management personnel compensation</b>	All forms of consideration paid, payable, or provided in exchange for services provided, and including: <ul style="list-style-type: none"> <li>• short-term employee benefits, such as wages, salaries and social security contributions, paid annual leave and paid sick leave, profit sharing and bonuses (if payable within twelve months of the end of the period) and non-monetary benefits (such as medical care, housing, cars and free and subsidised goods or services) for current employees;</li> <li>• post-employment benefits such as pensions, other retirement benefits, postemployment life insurance and post-employment medical care;</li> <li>• other long-term employee benefits, including long-service leave or sabbatical leave, jubilee or other long-service benefits, long-term disability benefits and, if they are not payable wholly within twelve months after the end of the period, profit sharing, bonuses and deferred compensation; and</li> <li>• termination benefits.</li> </ul>
<b>Ordinary citizen transaction</b>	A transaction that an ordinary citizen would undertake with Council, which is undertaken on an arm's length basis and in the ordinary course of carrying out Council's functions and activities.  With regard to key management personnel and their close family members, examples of ordinary citizen transactions assessed as unlikely to be material in nature include: <ul style="list-style-type: none"> <li>• paying rates and utility charges;</li> <li>• parking fees at rates available to the general public;</li> <li>• paying fines on normal terms and conditions;</li> <li>• pet registration fees; and</li> <li>• using Council's public facilities after paying the corresponding fees or where those facilities are available to members of the public for free.</li> </ul>
<b>Related party transaction</b>	A transfer of resources, services or obligations between a Council and a related party, regardless of whether a price is charged.

**POLICY**

Council is committed to responsible corporate governance, including compliance with laws and regulations governing related party transactions.

Related party relationships are a normal feature of commerce and business. For example, entities frequently carry on parts of their activities through subsidiaries, joint ventures and associates. In those circumstances, there is the possibility of the entity having the ability to affect the financial and operating policies of Council through the presence of control, joint control or significant influence.

A related party relationship could influence the normal business operations of Council even if related party transactions do not occur. The mere existence of the relationship may be sufficient to affect the transactions of the Council with other parties. Alternatively, one party may refrain from trading with Council because of the significant influence of another.

For these reasons, knowledge of Council's transactions and outstanding balances (including commitments and relationships with related parties) may affect assessments of Council's operations by users of financial statements.

AASB 124 requires the relationship between Council and any subsidiary be disclosed irrespective of whether there have been transactions between them. AASB 124 provides that Council must disclose the nature of the related party relationship as well as information about those transactions and outstanding balances including commitments, in its financial statements necessary for users to understand the potential effect of the relationship on the financial statements.

To enable Council to comply with AASB 124, Council's key management personnel are required to declare full details of any related party transactions, other than those defined in this policy as a non-material ordinary citizen transaction. Such information will be retained and reported, where necessary, in Council's annual financial statements.

#### **Related Parties**

A **related party** is a person or entity that is related to Council.

- (a) A person or a close member of that person's family is related to Council if that person:
  - i. Has control or joint control of Council
  - ii. Has significant influence over Council
  - iii. Is a member of the key management personnel of Council
- (b) An entity is related to Council if any of the following conditions apply:
  - i. The entity and Council are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
  - ii. The entity is an associate or joint venture of Council (or an associate or joint venture of a member of a group of which Council is a member);
  - iii. The entity is a joint ventures of a third entity and Council is an associate of the third entity;
  - iv. The entity is a post-employment benefit plan for the benefit of employees of either Council or an entity related to Council;
  - v. The entity is controlled or jointly controlled by a person identified in (a) above;

- vi. A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity);
- vii. The entity, or any member of a group of which it is a part, provides key management personnel services to Council.

#### **Entities related to Council**

Entities controlled by Council, jointly controlled by Council or over which Council has significant influence are related parties. If an entity holds, directly or indirectly (for example, through subsidiaries), 20% or more of the voting power, it is presumed that the entity has significant influence, unless it can be clearly demonstrated that this is not the case.

The existence of significant influence by Council is usually evidenced in one or more of the following ways:

- representation on the board of directors or equivalent governing body of the investee;
- participation in policy-making processes, including participation in decisions about dividends or other distributions;
- material transactions between the entity and its investee;
- interchange of managerial personnel; or
- provision of essential technical information.

Where the relationship is determined to be that of parent and subsidiary, the relationship will be disclosed irrespective of whether there have been transactions between Council and the entity. Otherwise Council will identify transactions with such entities and these may give rise to extra disclosure in Council's annual financial statements.

Council will identify transactions with these entities and may need to make extra disclosure about them in Council's annual financial statements.

#### **Disclosure of Related Party Transactions**

- (a) Subject to (c) below, related party transactions will be disclosed regardless of whether a price is charged.
- (b) The following are examples of transactions that are disclosed if they are with a related party:
  - i. purchase or sale of goods (finished or unfinished);
  - ii. purchase or sale of property and other assets;
  - iii. rendering or receiving services;
  - iv. leases;
  - v. transfers of research and development;
  - vi. transfers under licence agreements;
  - vii. transfers under finance arrangements (including loans and equity contributions in cash or in kind);
  - viii. provision of guarantees or collateral;

- ix. commitments to do something if a particular event occurs or does not occur in the future, including executory contracts (recognised and unrecognised) and settlements of liabilities on behalf of the entity or by entity on behalf of the related party.
- (c) Disclosure of related party transactions that are ordinary citizen transactions or are assessed by Council to be not material for disclosure in Council's general purpose financial statements will not be disclosed.

Key management personnel compensation is also required to be disclosed, on an aggregate basis only.

Transactions with related parties will be identified through self-assessment to be notified to Council by key management personnel.

#### **Materiality (Material)**

Whether a related party transaction is material and therefore to be disclosed in Council's general purpose financial statements is an assessment which will be undertaken by Council.

The assessment of whether omitting or misstating the transaction either individually or in aggregate with other transactions, could influence decisions that users make on the basis of Council's financial statements. A transaction may be material by either size or nature.

When assessing whether such transactions are significant, the closeness of the related party relationship shall be considered as will other factors relevant in establishing the level of significance of the transaction such as whether it is:

- Significant in terms of size
- Carried out on non-market terms
- Outside normal day-to-day Council operations
- Disclosed to regulatory or supervisory authorities
- Reported to senior management
- Subject to Council approval

Regard must be given to transactions that are collectively but not individually significant.

Prior to preparing the disclosure in Council's annual financial statements all related party transactions are to be assessed for materiality. Transactions that are not considered material will not be disclosed.

#### **Disclosure Requirements**

AASB 124 provides that Council must disclose all material and significant related party transactions in its annual financial statements by aggregate or general description and include the following detail:

- the nature of the related party relationship; and
- relevant information about the transactions including:

- the amount of the transaction;
- the amount of outstanding balances, including commitments, and
  - their terms and conditions, including whether they are secured, and the nature of the consideration to be provided in the settlement; and
  - details of any guarantee given or received;
- provision for doubtful debts related to the amount of outstanding balances; and
- the expense recognised during the period in respect of bad or doubtful debts due from related parties.

#### **Identifying Related Party Transactions with Key Management Personnel and their Close Family Members**

The method for identifying the close family members and associated entities of key management personnel will be by self-assessment. All key management personnel are responsible for self-assessing their own related parties on at least an annual basis. Key management personnel are responsible for informing the Chief Executive Officer when any changes to those related parties occur outside of those times. The self-assessment will be recorded on the prescribed Related Party Declaration Form (RPD Form).

The completed RPD Form must be provided to the Chief Executive Officer by no later than the following periods during a financial year (the specified notification period):

- 30 days after the commencement of the application of this policy;
- 30 days after a key management person commences their term of employment with Council;
- 30 days after there is a change to the close family members and associated entities of key management personnel;
- 31 January and 30 June.

If it is brought to Council's attention that any related party of a key management person has not been declared, an immediate review will be triggered, and the effected key management person will be required to review their existing declaration.

Key management personnel must also complete a Related Party Transactions Notification (RPT Notification) using the prescribed form, notifying any related party transactions between Council and either themselves, their close family members or entities controlled or jointly controlled by them or any of their close family members. This notification requirement does not apply to ordinary citizen transactions which are not material, or to key management personnel compensation which will be captured separately by Finance staff (eg Councillor X uses Council's public swimming pool throughout the summer and pays the standard entry fee to access the facility is an ordinary citizen transaction).

The completed RPT Notification must be provided to the Chief Executive Officer by no later than 30 June, for related party transactions during that financial year.

At least 30 days before a specified notification period, the **Manager Corporate Governance** will provide key management personnel with a RPD Form and/or RPT Notification, as applicable. These forms will also be provided at the end of each month throughout the year to allow the KMP to cumulatively complete the annual return.

#### **Registers of Related Parties and Related Party Transactions**

The **Manager Corporate Governance** will maintain a register of existing key management personnel related party declarations.

The **Manager Corporate Governance** will also maintain and keep up-to-date a register of related party transactions that captures and records the specified information for each existing or potential related party transaction during a financial year.

The contents of the register of related party transactions must detail for each related party transaction:

- the description of the related party transaction;
- the name of the related party;
- the nature of the related party's relationship with Council;
- whether the notified related party transaction is existing or potential;
- a description of the transactional documents the subject of the related party transaction; and
- the information specified in this policy under the heading *Disclosure Requirements*.

#### **Privacy**

Information provided by key management personnel and other related parties shall be held by Council for the purpose of compliance with Council's legal obligations under AASB 124 and shall be otherwise disclosed only where required by the *Government Information (Public Access) Act 2009* and *Privacy and Personal Information Protection Act 1998*.

Affected parties are entitled to access their personal information held by Council. They can also request that Council amends their personal information to ensure that it is accurate and, with regard to the purpose for which the information was collected, is relevant, up-to-date, complete and not misleading.

#### **Review**

This policy will be reviewed periodically every two years from the date of adoption and whenever any of the following events occur:

- a corporate restructure occurs impacting key management personnel;
- relevant legislation or policy is amended or replaced;
- other circumstances as determined from time to time by a resolution of Council; or
- changes to the Local Government Code of Accounting Practice and Financial Reporting.

**RESPONSIBILITIES**

Responsibilities for implementing this policy are shared between Councillors, Executive and relevant staff as follows:

Councillors, Executive and Relevant Managers

- Comply with this policy by identifying and self-reporting details of related parties and related party transactions to the Executive Manager Governance and Internal Control.

**Manager Corporate Governance**

- Provide advice and assistance to Councillors, Executive and Relevant Managers in relation to this policy. It should be noted that holders of Key Management Positions as defined in this policy, may consider obtaining independent legal advice in the completion of the required disclosures
- Maintain a register for each of related party declarations and related party transactions.

Manager Financial Operations

- Disclose all material and significant related party transactions in Council's annual financial statements as stipulated by AASB 124.

**RELATED DOCUMENTS**

- Related Party Declaration Form
- Related Party Transactions Notification by Key Management Personnel

**KEY MANAGEMENT PERSONNEL**  
**Related Party Declaration**  
**Financial Year:**



Private and Confidential	
Related Party Declaration by Key Management Personnel (KMP)	
Name of Key Management Person:	
Position of Key Management Person:	
<p><b>List details of close family member, entities that are controlled/jointly controlled by you and entities that are controlled/jointly controlled by close family members</b></p> <p><i>(Please refer to definitions in Related Party Disclosure Policy and consider the additional guidance provided in the Related Party Disclosure Information Sheet for KMP)</i></p>	
Name of person or entity	Relationship
<p>I ..... <i>(insert full name)</i>, ..... <i>(insert position)</i> declare that that the above list includes all my close family members and the entities controlled, or jointly controlled, by myself or my close family members. I make this declaration after reading the Council's Related Party Disclosure Policy which details the meaning of the words 'close family members' and 'entities controlled, or jointly controlled, by myself or my close family members'.</p>	
Declared at:	<i>(insert place)</i>
on the	<i>(insert date)</i>
Signature of KMP:	

**RELATED PARTY TRANSACTIONS  
NOTIFICATION BY  
KEY MANAGEMENT PERSONNEL**



Name of Key Management Person: \_\_\_\_\_

Position of Key Management Person: \_\_\_\_\_

*Please read the Related Party Disclosure Policy which explains what a related party transaction is and the purposes for which Council is collecting, and will use and disclose, the related party information provided by you in this notification.*

*Please Complete either Section 1 or Section 2*

**Section 1 (Please tick if applicable)**

No related party transactions have been carried out in the past 6 month period and I am not aware of any related party transactions anticipated in the future.

**Section 2**

Please complete the table attached for each related party transaction with Council that you, or a close member of your family, or an entity related to you or a close member of your family:

- a) has previously entered into and which will continue in the future, or
- b) has entered into, or is reasonably likely to enter into, in the future.

**Notification**

I, (Name) \_\_\_\_\_, (Position) \_\_\_\_\_ notify that,

to the best of my knowledge, information and belief, as at the date of this notification, the above list and attachments, if any, includes all existing and potential related party transactions with Council involving myself, close members of my family, or entities controlled or jointly controlled by me or close members of my family, relevant to the reporting period.

I make this notification after reading the Related Party Disclosure Policy provided by Dubbo Regional Council, which details the meaning of the words “related party”, “related party transaction”, “close members of the family of a person” and, in relation to an entity, “control” or “joint control” and the purposes for which this information will be used and disclosed.

I permit access to this information for the purpose of compliance with Council’s legal obligations and disclosure.

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

DUBBO REGIONAL COUNCIL





## REPORT: Amendment to Council Policy - Public Interest Disclosures and Internal Reporting

**DIVISION:** Organisational Performance  
**REPORT DATE:** 5 April 2023  
**TRIM REFERENCE:** ID23/726

### EXECUTIVE SUMMARY

<b>Purpose</b>	<ul style="list-style-type: none"> <li>Provide review or update</li> <li>Fulfil legislated requirement/Compliance</li> </ul>	
<b>Issue</b>	<ul style="list-style-type: none"> <li>Revision of Council Policy Public interest Disclosures and Internal Reporting Policy.</li> </ul>	
<b>Reasoning</b>	<ul style="list-style-type: none"> <li>Ensure information within the Policy is current.</li> <li>Requirement to revise policies to ensure that they are still meeting requirements and in line with best practice for the relevant function.</li> </ul>	
<b>Financial Implications</b>	Budget Area	There are no financial implications arising from this report.
	Funding Source	N/A
	Proposed Cost	N/A
	Ongoing Costs	N/A
<b>Policy Implications</b>	Policy Title	Public Interest Disclosure and Internal Reporting Policy
	Impact on Policy	Revision of current policy.
<b>Consultation</b>	Audit and Risk Management Committee	

### 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: 4.1.2 Council's decision-making processes are open, transparent and accountable

**RECOMMENDATION**

**That the amendments to the Public Interest Disclosures and Internal Reporting Policy attached at Appendix 1, be adopted.**

*Jane Bassingthwaite*  
Director Organisational Performance

*KW*  
Governance Officer

## BACKGROUND

Council is committed to responsible corporate governance, including compliance with laws and regulations. This extends to maintaining Council policies with current and relevant information.

The Public Interest Disclosures and Internal Reporting Policy was previously revised in 2020 in accordance with the recommendation of the NSW Ombudsman's Office and is based on the model policy, and guidelines, provided by the NSW Ombudsman's Office at that time.

## REPORT

This draft Public Interest Disclosures and Internal Reporting Policy makes administrative changes, and updates the details on 'Who Can Receive the (PID) Report', being the list of nominated Disclosures Officers in Schedule A. Some of the current 'Nominated Disclosures Officers' have ceased employment or position changes have occurred within Council and therefore require updates.

The current Public Interest Disclosure (PID) Act 1994 has been in force for almost 30 years. A review and rewrite of the Act was undertaken and the new Public Interest Disclosure Act 2022 received assent on 13 April 2022 and will come into force up to 18 months after assent. This means that Councils must have the new provision in place by October 2023; NSW Councils have been advised by the NSW Ombudsman's Office that a new Model policy and education materials will be released closer to October this year.

However, should this timeline be extended for any reason, Council's current Policy will become further outdated, and hence places Council at a higher level of vulnerability. Notwithstanding the fact that Council is waiting for the new Act to come into force in October 2023, and new model documents to be released, this interim review was deemed appropriate and was considered by the Audit and Risk Management Committee on Tuesday 4 April 2023.

### Preferred Option

- Accordingly, it is recommended that this revised Public Interest Disclosures and Internal Reporting Policy, as attached as **Appendix 1** be adopted.

### Timeframe

Key Date	Explanation
4 April 2023	ARMC Meeting for review and endorsement
13 April 2023	Corporate Services Committee for recommendation for adoption
27 April 2023	Ordinary Council meeting for adoption

## APPENDICES:

- 1 [Amended Public Interest Disclosures and Internal Reporting Policy](#)



# COUNCIL POLICY

## Public Interest Disclosures and Internal Reporting Policy

<b>Date</b>	1 August 2020
<b>Council Resolution Date</b>	7 December 2020
<b>Clause Number</b>	CCL20/218
<b>Responsible Position</b>	Executive Manager – Governance and Internal Control
<b>Branch</b>	Governance and Internal Control
<b>Division</b>	Executive Services
<b>Version</b>	2.0
<b>TRIM Reference Number</b>	ED21/1238
<b>Review Period</b>	2 years
<b>Review Date</b>	August 2020
<b>Next Review Date</b>	August 2022
<b>Consultation</b>	Not applicable

Document Revision History	
Description	Date
This draft policy has been based on the Model Policy as provided by Ombudsman New South Wales	October 2016
Adopted by Council	24 October 2016
Terminology and formatting updated. Reviewed to accord with July 2020 Model Code for Internal Reporting from Ombudsman NSW. Schedule document 'Nominated Disclosures Officers' included.	August 2020
Adopted by Council	7 December 2023
<b>Notes</b>	

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## **1. Purpose and context of the policy**

The purpose of this policy is to establish an internal reporting system for staff and Councillors to report wrongdoing without fear of reprisal. The policy sets out who you can report wrongdoing to in Dubbo Regional Council, what can be reported and how reports of wrongdoing will be dealt with by Dubbo Regional Council.

This policy is designed to complement normal communication channels between supervisors and staff. Staff are encouraged to raise matters of concern at any time with their supervisors, but also have the option of making a report about a public interest issue in accordance with this policy and the *Public Interest Disclosures Act 1994* (PID Act).

The internal reporting system established under this policy is not intended to be used for staff grievances, which should be raised through the Grievance Resolution Management Procedure. If a staff member makes a report under this policy which is substantially a grievance, the matter will be referred to Council's Human Resources Branch to be dealt with in accordance with the Grievance Resolution Management Procedure.

It should be noted that in the event Council is under Administration, Council's Administrator, has the same role and responsibilities of that of a Councillor or the Mayor.

## **2. Organisational commitment**

Dubbo Regional Council is strongly committed to creating a culture where reports of wrong doing can be dealt with effectively. The aims of this policy are to:

- create a climate of trust, where people are comfortable and confident about reporting wrongdoing
- encourage individuals to come forward if they are aware of wrongdoing within the council
- keep the identity of the person disclosing wrongdoing confidential, where this is possible and appropriate
- protect the person from any adverse action resulting from them making a report
- deal with reports thoroughly and impartially and if some form of wrongdoing has been found, taking appropriate action to rectify it
- keep the individual who makes a report informed of their progress and the outcome
- encourage the reporting of wrongdoing within the council, but respect any decision to disclose wrongdoing outside the council that is made in accordance with the provisions of the PID Act
- ensure managers and supervisors at all levels in the council understand the benefits of reporting wrongdoing, are familiar with this policy, and aware of the needs of those who report wrongdoing
- review the policy periodically to ensure it is relevant and effective
- provide adequate resources, to:
  - encourage reports of wrongdoing
  - protect and support those who make them
  - provide training about how to make reports and the benefits of internal reports to the council and the public interest generally
  - properly assess and investigate or otherwise deal with allegations
  - properly manage any workplace issues that the allegations identify or that result from a report
  - appropriately address any identified problems.

The policy needs to be signed by both the Mayor and the Chief Executive Officer.

Under the PID Act, the Chief Executive Officer, as the head of the public authority is responsible for ensuring that:

- the Council has an internal reporting policy
- the staff of the Council and Councillors are aware of the contents of the policy and the protection under the PID Act for people who make public interest disclosures
- the Council complies with the policy and the Council's obligations under the PID Act
- the policy delegates at least one staff member as being responsible for receiving public interest disclosures. Clause 3.15 of the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW requires the complaints coordinator to be a disclosures coordinator. The NSW Ombudsman recommends Councils nominate more than one person as being responsible for receiving public interest disclosures.

### 3. Who does this policy apply to?

This policy will apply to:

- both Council staff and Councillors
- permanent employees, whether full-time or part-time
- temporary or casual employees
- consultants
- individual contractors working for Dubbo Regional Council
- employees of contractors providing services to Dubbo Regional Council
- other people who perform Council official functions whose conduct and activities could be investigated by an investigating authority, including volunteers.

The policy also applies to public officials of another Council or public authority who report wrongdoing relating to Dubbo Regional Council.

### 4. Roles and responsibilities

#### a. The role of Council staff and Councillors

Staff and Councillors play an important role in contributing to a workplace where known or suspected wrongdoing is reported and dealt with appropriately. All Council staff and Councillors are obliged to:

- report all known or suspected wrongdoing and support those who have made reports of wrongdoing
- if requested, assist those dealing with the report, including supplying information on request, cooperating with any investigation and maintaining confidentiality
- treat any staff member or person dealing with a report of wrongdoing with courtesy and respect
- respect the rights of any person the subject of reports.

Staff and Councillors must not:

- make false or misleading reports of wrongdoing
- victimise or harass anyone who has made a report

Additionally, the behaviour of all Council staff and Councillors involved in the internal reporting process must adhere to the Dubbo Regional Council's Code of Conduct. A breach of the Code could result in disciplinary action.

#### **b. The role of the Dubbo Regional Council**

Dubbo Regional Council has a responsibility to establish and maintain a working environment that encourages staff and councillors to report wrongdoing and supports them when they do. This includes keeping the identity of reporters confidential where practical and appropriate, and taking steps to protect reporters from reprisal and manage workplace conflict.

Dubbo Regional Council will assess all reports of wrongdoing it receives from staff and councillors and deal with them appropriately. Once wrongdoing has been reported, the Dubbo Regional Council takes 'ownership' of the matter. This means it is up to Council to decide whether a report should be investigated, and if so, how it should be investigated and by whom. The Dubbo Regional Council will deal with all reports of wrongdoing fairly and reasonably, and respect the rights of any person the subject of a report.

Dubbo Regional Council must report on its obligations under the PID Act and provide statistical information about public interest disclosures in Council's annual report and to the NSW Ombudsman every six months.

To ensure the Dubbo Regional Council complies with the PID Act and deals with all reports of wrongdoing properly, all staff and Councillors with roles outlined below and elsewhere in this policy will receive training on their responsibilities.

#### **c. Roles of key positions**

##### Chief Executive Officer

The Chief Executive Officer, or Interim Chief Executive Officer, has ultimate responsibility for maintaining the internal reporting system and workplace reporting culture, and ensuring the Dubbo Regional Council complies with the PID Act. The Chief Executive Officer can receive reports from staff and Councillors and has a responsibility to:

- assess reports received by or referred to them, to determine whether or not the report should be treated as a public interest disclosure, and to decide how the report will be dealt with
- deal with reports made under the Council's Code of Conduct in accordance with the Council's adopted Code of Conduct procedures
- ensure there are strategies in place to support reporters, protect reporters from reprisal and manage workplace conflict that may arise in relation to a report
- make decisions following any investigation or appoint an appropriate decision-maker
- take appropriate remedial action where wrongdoing is substantiated or systemic problems are identified
- refer actual or suspected corrupt conduct to the Independent Commission Against Corruption (ICAC)
- refer any evidence of a reprisal offence under section 20 of the PID Act to the Commissioner of Police or the ICAC.

##### Disclosures Coordinator

Dubbo Regional Council's Disclosures Officer is the Internal Ombudsman. The Disclosures Coordinator has a central role in Council's internal reporting system and can receive and assess reports, being the primary point of contact in Dubbo Regional Council for the reporter. The Disclosures Coordinator has a responsibility to:

- assess reports to determine whether or not a report should be treated as a public interest disclosure, and to decide how each report will be dealt with (either under delegation or in consultation with the Chief Executive Officer)
- deal with reports made under the Council's Code of Conduct in accordance with the Council's adopted Code of Conduct procedures
- coordinate Dubbo Regional Council's response to a report
- acknowledge reports and provide updates and feedback to the reporter
- assess whether it is possible and appropriate to keep the reporter's identity confidential
- assess the risk of reprisal and workplace conflict related to or likely to arise out of a report, and develop strategies to manage any risk identified
- where required, provide or coordinate support to staff involved in the reporting or investigation process, including protecting the interests of any officer the subject of a report
- ensure Dubbo Regional Council complies with the PID Act
- provide six-monthly reports to the NSW Ombudsman in accordance with section 6CA of the PID Act.

#### Disclosures Officers

Disclosures Officers are additional points of contact within the internal reporting system. They can provide advice about the system and the internal reporting policy, receive reports of wrongdoing and assist staff and councillors to make reports. Dubbo Regional Council has made it easier for staff wanting to make a disclosure by increasing the number of staff who are Disclosure Officers. Trained Disclosure Officers are now located in a number of Council work locations. Please refer to Schedule Document 1, attached, for details of the current Disclosures Officers at Council.

Disclosures Officers have a responsibility to:

- document in writing any reports received verbally, and have the document signed and dated by the reporter
- make arrangements to ensure reporters can make reports privately and discreetly when requested, if necessary away from the workplace
- discuss with the reporter any concerns they may have about reprisal or workplace conflict
- carry out preliminary assessment and forward reports to the Disclosures Coordinator or Chief Executive Officer for full assessment.

#### Mayor (Or Administrator)

The Mayor can receive reports from staff and Councillors about the Chief Executive Officer. Where the Mayor receives such reports, the Mayor has a responsibility to:

- assess the reports to determine whether or not they should be treated as a public interest disclosure, and to decide how they will be dealt with
- deal with reports made under the Council's Code of Conduct in accordance with the Council's adopted Code of Conduct procedures
- refer reports to an investigating authority, where appropriate

- liaise with the Disclosures Coordinator (Internal Ombudsman) to ensure there are strategies in place to support reporters, protect reporters from reprisal and manage workplace conflict that may arise in relation to a report
- refer actual or suspected corrupt conduct to the ICAC
- refer any evidence of a reprisal offence under section 20 of the PID Act to the Commissioner of Police or the ICAC.

#### Supervisors and Managers

Supervisors and Managers play an important role in managing the immediate workplace of those involved in or affected by the internal reporting process. Supervisors and Managers should be aware of the internal reporting policy and are responsible for creating a local work environment where staff are comfortable and confident about reporting wrongdoing. They have a responsibility to:

- encourage staff to report known or suspected wrongdoing within the organisation and support staff when they do
- identify reports made to them in the course of their work which could be public interest disclosures, and assist the staff member to make the report to an officer authorised to receive public interest disclosures under this policy
- implement local management strategies, in consultation with the disclosures coordinator, to minimise the risk of reprisal or workplace conflict in relation to a report
- notify the Disclosures Coordinator or Chief Executive Officer immediately if they believe a staff member is being subjected to reprisal as a result of reporting wrongdoing, or in the case of suspected reprisal by the Chief Executive Officer, notify the Mayor.

## **5. What should be reported?**

You should report any suspected wrongdoing within Dubbo Regional Council, or any activities or incidents you see within the Dubbo Regional Council that you believe are wrong.

Reports about five categories of serious misconduct – corrupt conduct, maladministration, serious and substantial waste of public money, breach of the GIPA Act, and local government pecuniary interest contravention – which otherwise meet the criteria of a public interest disclosure, will be dealt with under the PID Act and according to this policy. See below for details about these types of conduct. More information about what can be reported under the PID Act can be found in the [NSW Ombudsman's Guideline B2: What should be reported?](#)

All other wrongdoing or suspected wrongdoing should be reported to a supervisor, to be dealt with in line with the relevant policies. This might include:

- harassment or unlawful discrimination
- practices that endanger the health or safety of staff or the public.

Even if these reports are not dealt with as public interest disclosures, Dubbo Regional Council recognises such reports may raise important issues. Council will respond to all reports and make every attempt to protect the staff member making the report from reprisal.

#### **a. Corrupt conduct**

Corrupt conduct is the dishonest or partial exercise of official functions by a public official.

For example, this could include:

- the improper use of knowledge, power or position for personal gain or the advantage of others
- acting dishonestly or unfairly, or breaching public trust
- a Council official being influenced by a member of public to use their position in a way that is dishonest, biased or breaches public trust.

**b. Maladministration**

Maladministration is conduct that involves action or inaction of a serious nature that is contrary to law, unreasonable, unjust, oppressive or improperly discriminatory or based wholly or partly on improper motives.

For example, this could include:

- making a decision and/or taking action that is unlawful
- refusing to grant an approval for reasons that are not related to the merits of their application.

**c. Serious and substantial waste of public money**

Serious and substantial waste is the uneconomical, inefficient or ineffective use of resources that could result in losing or wasting public money.

For example, this could include:

- not following a competitive tendering process for a large scale contract
- having bad or no processes in place for a system involving large amounts of public funds.

**d. Breach of the GIPA Act**

A breach of the *Government Information (Public Access) Act 2009* (GIPA Act) is a failure to properly fulfil functions under that Act.

For example, this could include:

- destroying, concealing or altering records to prevent them from being released
- knowingly making decisions that are contrary to the legislation
- directing another person to make a decision that is contrary to the legislation.

**e. Local government pecuniary interest contravention**

A local government pecuniary interest contravention is a failure to comply with requirements under the *Local Government Act 1993* relating to the management of pecuniary interests. These include obligations to lodge disclosure of interests returns, disclose pecuniary interests at council and council committee meetings and leave the meeting while the matter is being discussed. A pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person.

For example, this could include:

- a senior Council staff member recommending a family member for a council contract and not declaring the relationship
- a Councillor participating in consideration of a DA for a property they or their family have an interest in.

## **6. Assessment of reports**

All reports will be promptly and thoroughly assessed to determine what action will be taken to deal with the report and whether or not the report will be treated as a public interest disclosure.

The Disclosures Coordinator is responsible for assessing reports, in consultation with the Chief Executive Officer where appropriate. All reports will be assessed on the information available to the Disclosures

Coordinator at the time. It is up to the Disclosures Coordinator to decide whether an investigation should be carried out and how that investigation should be carried out. In assessing a report the Disclosures Coordinator may decide that the report should be referred elsewhere or that no action should be taken on the report.

## 7. When will a report be treated as a public interest disclosure?

Dubbo Regional Council will treat a report as a public interest disclosure if it meets the criteria of a public interest disclosure under the PID Act. These requirements are:

- the report must be about one of the following five categories of serious wrongdoing – corrupt conduct, maladministration, serious and substantial waste of public money, breach of the GIPA Act, or local government pecuniary interest contravention
- the person making the disclosure must honestly believe on reasonable grounds that the information shows or tends to show wrongdoing
- the report has to be made to either the Chief Executive Officer or, for reports about the Chief Executive Officer, the Mayor, a position nominated in this policy (see section 8).

Reports by staff are not public interest disclosures if they:

- mostly question the merits of government policy (see section 17)
- are made with the sole or substantial motive of avoiding dismissal or other disciplinary action (see section 18).

## 8. Who can receive a report within the Dubbo Regional Council

Staff are encouraged to report general wrongdoing to their supervisor. However the PID Act requires that, for a report to be a public interest disclosure, it must be made to certain public officials identified in this policy.

The following positions are the only people within Dubbo Regional Council who are authorised to receive a public interest disclosure. Any supervisor who receives a report that they believe may be a public interest disclosure is obliged to assist the staff member to make the report to one of the positions listed below. The broader responsibilities of these positions are outlined under Roles and Responsibilities (section 4).

If your report involves a councillor, you should make it to the Chief Executive Officer. If your report relates to the Chief Executive Officer, you should make it to the Mayor.

### Chief Executive Officer

- **Murray Wood**  
[murray.wood@dubbo.nsw.gov.au](mailto:murray.wood@dubbo.nsw.gov.au) – (02) 6801 4110

### Mayor (for reports about the General Manager only)

- **Mathew Dickerson**  
[mayor@dubbo.nsw.gov.au](mailto:mayor@dubbo.nsw.gov.au) – (02) 6801 4101

### Disclosures Coordinator

- **Manager Corporate Governance – Abbey Rouse**  
[abbey.rouse@dubbo.nsw.gov.au](mailto:abbey.rouse@dubbo.nsw.gov.au) – (02) 6801 4240

Dubbo Regional Council's current Disclosures Officers are listed in Schedule A. 'Nominated Disclosures Officers' – attached. The Executive Manager of Governance and Internal Control is authorised to update Schedule A. 'Nominated Disclosures Officers' as required to reflect staffing changes and the inclusion of further Disclosures Officers.

## 9. Who can receive a report outside of the Dubbo Regional Council

Staff and councillors are encouraged to report wrongdoing within the Dubbo Regional Council, but internal reporting is not your only option. You can also make a public interest disclosure to an investigating authority.

### a. Investigating authorities

The PID Act lists a number of investigating authorities in NSW that staff and councillors can report wrongdoing to and the type of wrongdoing each authority can deal with. In certain circumstances it may be preferable to make a report of wrongdoing to an investigating authority, for example a report about either the Chief Executive Officer or the Mayor.

The relevant investigating authorities for the Dubbo Regional Council are:

- the Independent Commission Against Corruption (ICAC) — for reports about corrupt conduct
- the Ombudsman — for reports about maladministration
- the Information Commissioner — for disclosures about a breach of the GIPA Act
- the Office of Local Government— for disclosures about local councils including pecuniary interest breaches.

You should contact the relevant investigating authority for advice about how to make a disclosure to them. Contact details for each investigating authority are provided at the end of this policy.

You should be aware that the investigating authority may well discuss any such reports with the Dubbo Regional Council. Council will make every effort to assist and cooperate with the investigating authority to ensure the matter is dealt with appropriately and there is a satisfactory outcome. Council will also provide appropriate support and assistance to staff or Councillors who report wrongdoing to an investigating authority, if we are made aware that this has occurred.

### b. Other external reporting

If you report wrongdoing to a person or authority that is not listed above, you may not be protected under the PID Act. This may mean you will be in breach of legal obligations or Council's Code of Conduct – by, for example, disclosing confidential information.

For more information about reporting wrongdoing outside Dubbo Regional Council, contact the Disclosures Coordinator or the NSW Ombudsman's Public Interest Disclosures Unit. Their contact details are provided at the end of this policy.

## 10. How to make a report

You can report wrongdoing in writing or verbally. You are encouraged to make a report in writing as this can help to avoid any confusion or misinterpretation. Dubbo Regional Council's Internal Reporting Form which is included within this policy is also available for staff or Councillors to use to make a report.

If a report is made verbally, the person receiving the report will make a comprehensive record of the report and ask the person making the report to sign this record. The reporter should keep a copy of this record.

## **11. Can a report be anonymous?**

There will be some situations where you may not want to identify yourself when you make a report. Although these reports will still be dealt with by Dubbo Regional Council, it is best if you identify yourself. This allows us to provide you with any necessary protection and support, as well as feedback about what action is to be taken or has been taken to deal with the issues raised in the report, or the outcome of any investigation.

It is important to realise that an anonymous disclosure may not prevent you from being identified by the subjects of the report or your colleagues. If Council does not know who made the report, it is very difficult for Council to prevent any reprisal should others identify you.

## **12. Feedback to staff who report wrongdoing**

Staff and councillors who report wrongdoing will be told what is happening in response to their report.

### **a. Acknowledgement**

When you make a report, Dubbo Regional Council will contact you to confirm that your report has been received and to advise:

- the timeframe within which you will receive further updates
- the name and contact details of the people who can tell you what is happening or handle any concerns you may have.

After a decision is made about how your report will be dealt with, Dubbo Regional Council will send you an acknowledgment letter, providing:

- information about the action that will be taken in response to your report
- the likely timeframes for any investigation or other action
- information about the internal and external resources or services available that you can access for support.

Council will provide this information to you within ten (10) working days from the date you make your report. Council will also advise you if we decide to treat your report as a public interest disclosure and provide you with a copy of this policy at that time, as required by the PID Act.

Please note, if you make a report which meets the requirements of the PID Act but the report was made under a statutory or legal obligation or incidental to the performance of your day to day functions, you will not receive an acknowledgement letter or a copy of this policy.

### **b. Progress updates**

While your report is being dealt with, such as by investigation or making other enquiries, you will be given:

- information about the progress of the investigation or other enquiries and reasons for any delay
- advice of any decision by Dubbo Regional Council not to proceed with the matter
- advice if your identity needs to be disclosed for the purposes of investigating the matter or making enquiries, and an opportunity to talk about this beforehand.

### **c. Feedback**

Once the matter has been finalised you will be given:

- enough information to show that adequate and appropriate action was taken and/or is proposed to be taken in response to your disclosure and any problem that was identified

- advice about whether you are likely to be called as a witness in any further matters, such as disciplinary or criminal proceedings.

### **13. Maintaining confidentiality**

Dubbo Regional Council realises reporters may want their identity and the fact they have made a report to remain confidential. This can help to prevent any action being taken against them for reporting wrongdoing.

Where possible and appropriate Council will take steps to keep your identity, and the fact you have reported wrongdoing, confidential. Council will discuss with you whether it is possible to keep your identity confidential.

If confidentiality cannot be maintained, Council will develop a plan to support and protect you from reprisal in consultation with you.

If you report wrongdoing, it is important that you only discuss your report with those responsible for dealing with it. This will include the Disclosures Coordinator and the Chief Executive Officer, or in the case of a report about the Chief Executive Officer, the Disclosures Coordinator and the Mayor. The fewer people who know about your report, before and after you make it, the more likely it will be that Council can protect you from any reprisal.

Any staff or councillors involved in the investigation or handling of a report, including witnesses, are also required to maintain confidentiality and not disclose information about the process or allegations to any person except for those people responsible for handling the report.

### **14. Managing the risk of reprisal and workplace conflict**

When a staff member or Councillor reports wrongdoing, Dubbo Regional Council will undertake a thorough risk assessment to identify the risk to you of detrimental action in reprisal for reporting, as well as indirect but related risks of workplace conflict or difficulties. The risk assessment will also identify strategies to deal with those risks and determine the level of protection and support that is appropriate.

Depending on the circumstances, Dubbo Regional Council may:

- relocate the reporter or the staff member who is the subject of the allegation within the current workplace
- transfer the reporter or the staff member who is the subject of the allegation to another position for which they are qualified
- grant the reporter or the staff member who is the subject of the allegation leave of absence during the investigation of the disclosure.

These courses of action are not punishment and will only be taken in consultation with the reporter.

### **15. Protection against reprisals**

Dubbo Regional Council will not tolerate any reprisal against staff or Councillors who report wrongdoing or are believed to have reported wrongdoing.

The PID Act provides protection for staff and councillors who have made a public interest disclosure by imposing penalties on anyone who takes detrimental action against another person substantially in reprisal for that person making a public interest disclosure. These penalties also apply to cases where a person takes detrimental action against another because they believe or suspect the other person has made or may have made a public interest disclosure, even if they did not.

Detrimental action means action causing, comprising or involving any of the following:

- injury, damage or loss
- intimidation or harassment
- discrimination, disadvantage or adverse treatment in relation to employment
- dismissal from, or prejudice in, employment
- disciplinary proceedings.

A person who is found to have committed a reprisal offence may face criminal penalties such as imprisonment and/or fines, and may be required to pay the victim damages for any loss suffered as a result of the detrimental action. Taking detrimental action in reprisal is also a breach of Council's Code of Conduct which may result in disciplinary action. In the case of councillors, such disciplinary action may be taken under the misconduct provisions of the *Local Government Act 1993* and may include suspension or disqualification from civic office.

It is important for staff and councillors to understand the nature and limitations of the protection provided by the PID Act. The PID Act protects reporters from detrimental action being taken against them because they have made, or are believed to have made, a public interest disclosure. It does not protect reporters from disciplinary or other management action where the Dubbo Regional Council has reasonable grounds to take such action.

#### **a. Responding to allegations of reprisal**

If you believe that detrimental action has been or is being taken against you or someone else in reprisal for reporting wrongdoing, you should tell your supervisor, the Disclosures Coordinator or the Chief Executive Officer immediately. In the case of an allegation of reprisal by the General Manager, you can alternatively report this to the Mayor.

All supervisors must notify the Disclosures Coordinator or the General Manager if they suspect that reprisal against a staff member is occurring or has occurred, or if any such allegations are made to them. In the case of an allegation of reprisal by the Chief Executive Manager, the Mayor can alternatively be notified.

If the Dubbo Regional Council becomes aware of or suspects that reprisal is being or has been taken against a person who has made a disclosure, Council will:

- assess the allegation of reprisal to decide whether the report should be treated as a public interest disclosure and whether the matter warrants investigation or if other action should be taken to resolve the issue
- if the reprisal allegation warrants investigation, ensure this is conducted by a senior and experienced member of staff
- if it is established that reprisal is occurring against someone who has made a report, take all steps possible to stop that activity and protect the reporter
- take appropriate disciplinary action against anyone proven to have taken or threatened any action in reprisal for making a disclosure
- refer any breach of Part 8 of the Council's Code of Conduct (reprisal action) by a councillor or the General Manager to the Office of Local Government.
- refer any evidence of an offence under section 20 of the PID Act to the ICAC or NSW Police Force.

If you allege reprisal, you will be kept informed of the progress and outcome of any investigation or other action taken in response to your allegation.

If you have reported wrongdoing and are experiencing reprisal which you believe is not being dealt with effectively, contact the Office of Local Government, the Ombudsman or the ICAC (depending on the type of wrongdoing you reported). Contact details for these investigating authorities are included at the end of this policy.

**b. Protection against legal action**

If you make a public interest disclosure in accordance with the PID Act, you will not be subject to any liability, and no action, claim or demand can be taken against you for having made the public interest disclosure. You will not have breached any confidentiality or secrecy obligations and you will have the defence of absolute privilege in defamation.

**16. Support for those reporting wrongdoing**

Dubbo Regional Council will make sure that staff who have reported wrongdoing, regardless of whether their report is treated as a public interest disclosure, are provided with access to any professional support they may need as a result of the reporting process – such as stress management or counselling services.

Access to support may also be available for other staff involved in the internal reporting process where appropriate. Reporters and other staff involved in the process can discuss their support options with the Disclosures Coordinator.

Council currently offers an Employee Assistance Program and details can be sourced from Council’s People Culture and Safety branch or on Councilpedia.

**17. Sanctions for making false or misleading statements**

It is important all staff and Councillors are aware that it is a criminal offence under the PID Act to wilfully make a false or misleading statement when reporting wrongdoing. Dubbo Regional Council will not support staff or councillors who wilfully make false or misleading reports. Such conduct may also be a breach of the Code of Conduct resulting in disciplinary action. In the case of Councillors, disciplinary action may be taken under the misconduct provisions of the *Local Government Act 1993* and may include suspension or disqualification from civic office.

**18. The rights of persons the subject of a report**

Dubbo Regional Council is committed to ensuring staff or Councillors who are the subject of a report of wrongdoing are treated fairly and reasonably. This includes keeping the identity of any person the subject of a report confidential, where this is practical and appropriate.

If you are the subject of the report, you will be advised of the allegations made against you at an appropriate time and before any adverse findings. At this time you will be:

- advised of the details of the allegation
- advised of your rights and obligations under the relevant related policies and procedures
- kept informed about the progress of any investigation
- given a reasonable opportunity to respond to any allegation made against you
- told the outcome of any investigation, including any decision made about whether or not further action will be taken against you.

Where the reported allegations against the subject officer are clearly wrong, or have been investigated and unsubstantiated, the subject officer will be supported by Dubbo Regional Council. The fact of the allegations and any investigation will be kept confidential unless otherwise agreed to by the subject officer.

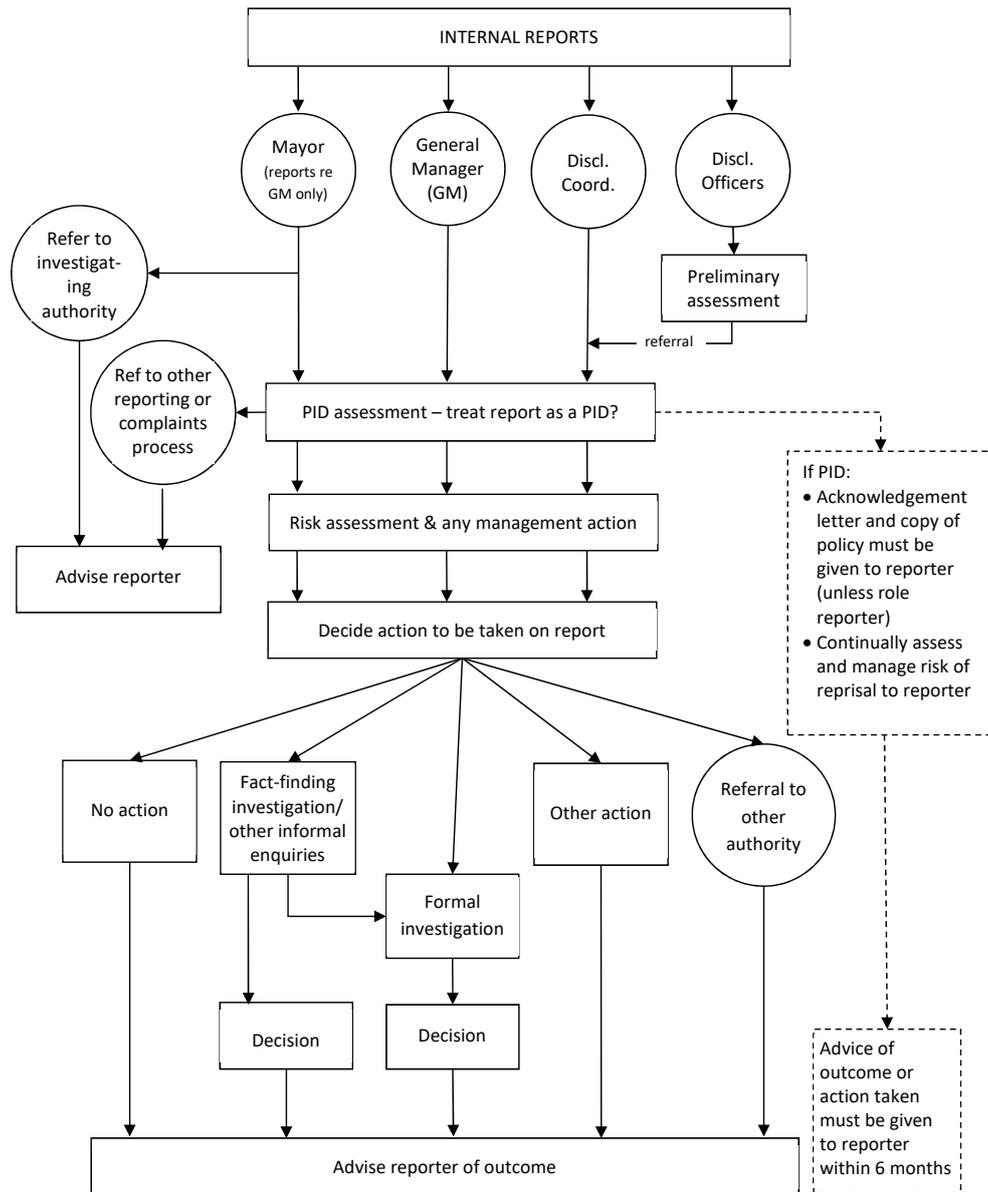
## **19. Review**

This policy will be reviewed by the Dubbo Regional Council every two years.

## **20. More information**

More information around public interest disclosures is available on Councilpedia. Staff can also seek advice and guidance from the Disclosures Coordinator and the NSW Ombudsman's website at [www.ombo.nsw.gov.au](http://www.ombo.nsw.gov.au).

21. Flow chart of internal reporting process



## 22. Resources

The contact details for external investigating authorities that staff can make a public interest disclosure to or seek advice from are listed below.

**For disclosures about corrupt conduct:  
Independent Commission Against Corruption  
(ICAC)**

Phone: 02 8281 5999  
Toll free: 1800 463 909  
Tel. typewriter (TTY): 02 8281 5773  
Facsimile: 02 9264 5364  
Email: [icac@icac.nsw.gov.au](mailto:icac@icac.nsw.gov.au)  
Web: [www.icac.nsw.gov.au](http://www.icac.nsw.gov.au)  
Address: Level 21, 133 Castlereagh Street,  
Sydney NSW 2000

**For disclosures about breaches of the GIPA Act:  
Information Commissioner**

Toll free: 1800 472 679  
Facsimile: 02 8114 3756  
Email: [ipcinfo@ipc.nsw.gov.au](mailto:ipcinfo@ipc.nsw.gov.au)  
Web: [www.ipc.nsw.gov.au](http://www.ipc.nsw.gov.au)  
Address: Level 11, 1 Castlereagh Street, Sydney  
NSW 2000

**For disclosures about maladministration:  
NSW Ombudsman**

Phone: 02 9286 1000  
Toll free (outside Sydney metro): 1800 451 524  
Tel. typewriter (TTY): 02 9264 8050  
Facsimile: 02 9283 2911  
Email: [nswombo@ombo.nsw.gov.au](mailto:nswombo@ombo.nsw.gov.au)  
Web: [www.ombo.nsw.gov.au](http://www.ombo.nsw.gov.au)  
Address: Level 24, 580 George Street, Sydney NSW  
2000

**For disclosures about local councils:  
Office of Local Government**

Phone: 02 4428 4100  
Tel. typewriter (TTY): 02 4428 4209  
Facsimile: 02 4428 4199  
Email: [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au)  
Web: [www.olg.nsw.gov.au](http://www.olg.nsw.gov.au)  
Address: 5 O'Keefe Avenue, Nowra, NSW 2541



## Internal Report Form

To be completed and submitted to a nominated Disclosures Officer

*(Refer to Council's Internal Reporting Policy for further details)*

<b>Details of reporter</b> <i>(You can make an anonymous report by leaving this section blank)</i>		
Name:		
Position:		
Division/Branch/Section:	Preferred method of contact	
Telephone:	<input type="checkbox"/> Telephone	
Email:	<input type="checkbox"/> Email	
Postal address:	<input type="checkbox"/> Post	
<b>Details of the wrongdoing being reported</b>		
Please indicate what category of serious misconduct you are reporting		
<input type="checkbox"/> Corrupt Conduct <input type="checkbox"/> Maladministration <input type="checkbox"/> Serious and substantial waste of public money <input type="checkbox"/> Breach of the GIPA Act <input type="checkbox"/> Local Government pecuniary interest contravention		
Description: <ul style="list-style-type: none"> <li>• <i>What happened?</i></li> <li>• <i>Where did this happen?</i></li> <li>• <i>When did this happen?</i></li> <li>• <i>Is it still happening?</i></li> </ul> <i>[Attach an additional page if required]</i>		
How did you become aware of this?		
Name and position of people involved in the wrongdoing:	<b>Name                      Position</b>	
Attach any additional relevant information or indicate where supporting evidence may be found:	<b>Supporting evidence                      Attached</b>	
		<input type="checkbox"/>
		<input type="checkbox"/>
Name and position of other people who may have additional information:	<b>Name                      Position</b>	
<b>Statement</b>		
I honestly believe that the above information shows or tends to show wrongdoing.		
_____ Signature of reporter <i>(Do not sign if you want to make an anonymous report)</i>	_____ Date report submitted <i>(Essential information)</i>	

**SCHEDULE A.**

Nominated Disclosures Officers		
Staff Member	Position	Work Location
Karen Robertson	Executive Manager, People Culture and Safety	Council Administration Building, Level 1
Abbey Rouse	Manager Corporate Governance	Council Administration Building, Level 1
Michael Howlett	Chief Financial Officer	Council Administration Building, Level 1
Tim Nicholls	Economic Development and Visitor Services Team Leader	Council Administration Building, Level 1
Desmond Mackay	Team Leader, Natural Resources	Dubbo Works Depot
Lana Willetts	Events and Partnership Team Leader	Council Administration Building, Level 2
Gavin Bornham	DRLM Compliance and Operations Coordinator	Dubbo Regional Saleyards
Michelle Tonkins	Wellington Caves Complex Operations Coordinator	Wellington Caves
Samuel McGregor	Stores and Depot Coordinator	Dubbo Works Depot
Daniel Peterson	Fleet Maintenance Coordinator	Dubbo Works Depot



## REPORT: 2023/2024 Destination Partnership Program Fees and Charges

**DIVISION:** Strategy, Partnerships and Engagement  
**REPORT DATE:** 5 April 2023  
**TRIM REFERENCE:** ID23/737

### EXECUTIVE SUMMARY

<b>Purpose</b>	Fulfil legislated requirement/Compliance	
<b>Issue</b>	<ul style="list-style-type: none"> <li>Need for Council to adopt the fees and charges for the upcoming 18 month Destination Partnership Program.</li> </ul>	
<b>Reasoning</b>	<ul style="list-style-type: none"> <li>The 2023 / 2024 Destination Partnership Program will commence sales of advertising space in April 2023.</li> <li>Due to the timing of the 18 month program being fees are not adopted as part of Council’s annual revenue policy process</li> </ul>	
<b>Financial Implications</b>	Budget Area	Strategic Partnerships and Investment
	Funding Source	Destination Partnership Program
	Proposed Cost	Nil
	Ongoing Costs	Nil
<b>Policy Implications</b>	Policy Title	Revenue Policy
	Impact on Policy	Removal of all fees listed as “Visitor Information Centre – Partnership Program”
<b>Consultation</b>	Internal	Internal discussion with Finance Partners and Economic Development and Visitor Services staff

### 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: 3 Economy  
 CSP Objective: 3.1 Visitor economy growth is supported  
 Delivery Program Strategy: 3.1.1 Diverse and unique tourism opportunities are explored, developed and supported

**RECOMMENDATION**

- 1. That Council adopts the charges for the 2023/2024 Destination Partnership Program as outlined in this report.**
- 2. That the Visitor Information Centre (VIC) Partnership Program fee be removed from the Revenue Policy.**

*Natasha Comber*  
Director Strategy, Partnerships and Engagement

*CJ*  
Marketing and Creative  
Services Team Leader

## BACKGROUND

Council has delivered on four Destination Partnership Programs for the Dubbo Region LGA. Development and implementation of destination marketing activity is identified in the community strategic plan. The associate 'fee for marketing' service was delivered under the former Dubbo City Council for 10 years and has attracted high industry support. Council businesses and related services also pay to join the partnership program. There is no charge for not-for-profits to join the VIC Partnership program.

Council's collaborative approach also extends to a strategic marketing partnership with the Great Western Plains Councils (Warrumbungles, Coonamble, Narromine, Gilgandra and Warren). This partnership has been ongoing since the Great Western Plains brand was developed in 2014.

The Dubbo Regional Destination Partnership Program currently focuses on two key target markets; visitor and new resident attraction. Each program is delivered in partnership with local businesses who share target markets of visitor and new resident attraction with marketing activity underpinned by the production of aspirational guides and content across [dubbo.com.au](http://dubbo.com.au) and [visit.wellington.com.au](http://visit.wellington.com.au).

Benefits provided to businesses are commensurate with the level of investment and can range from advertising in one or more of the printed guides, digital marketing, attendance at new resident events, electronic direct marketing and out-of-home advertising.

Prior to each program, a partnership prospectus is created that clearly sets out each tiered level into the program and benefits aligned to each entry point.

Partnership fees from this collaborative approach to destination marketing enables the Dubbo Region to undertake marketing in partnership with Destination NSW and support initiatives to attract and retain investment in the Region.

Some highlights and key outcomes in recent years thus far of the Destination Partnership Program have been included below for reference:

- Over 3.7 million in social media activity reach
- Over 186,000 website sessions to [Dubbo.com.au](http://Dubbo.com.au)
- Over 140,000 YouTube video views
- Five TV campaigns executed across three networks within a drive market of Dubbo
- An on-site activation and marketing execution delivered in collaboration with the Great Big Adventure Pass partners in Charlestown Square Shopping Centre across the 2020 Australia Day weekend
- Over 1.2 million transit advertising impressions
- Collaborative partnership with Rod Pilon Transport to establish a branded B double transporting regularly between Dubbo and Melbourne on the Newell Highway
- Over 43,000 direct mail recipients
- Three supersite billboards in Newcastle, Parramatta and Rozelle (Sydney)

- In shopping centre advertising in seven shopping centres across the Newcastle region, with over 466,000 advertisement plays scheduled
- PR executions in collaboration with Destination NSW on the TODAY Show, Sunrise, Daily Telegraph, Sydney Morning Herald, Canberra Times and the Australia Day Live video road trip series undertaken by Department of Premier and Cabinet
- Independent PR executions in Australian Traveller magazine, the Newcastle Herald and the Byron Bay Echo
- An estimated 2.56 million visitors to the Dubbo Region between September 2019 and December 2020.

During the pandemic it was endorsed to extend the current program to support the businesses during this challenging time.

**Previous Resolutions of Council**

4 May 2021	<ol style="list-style-type: none"><li>1. That the report of the Manager Economic Development and Market, dated 23 April 2021, be noted.</li><li>2. That the costs for businesses to collaborate in destination marketing activities as set out in the report be approved.</li></ol>
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**REPORT**

The Destination Partnership Program in 2023/2024 will continue with a structure of two core pillars being Visitor Attraction and New Resident Attraction with new elements of digital strategy and active public relations being applied to the programs.

The Visitor and New Resident Attraction programs will maintain the print components of the Guides, as it has been identified that a tangible component is an essential tool in communicating and connecting with these target markets.

The printed guides are a tangible execution of the overall strategy that has been designed with a multi-channel approach in order to deliver optimum results for partner investment.

Entry points and associated benefits will be in line with the former 2021/2022 Destination Partnership Prospectus with, a renewed focus on digital marketing and proactive media placements and engagement.

Partnership fees are proposed not to increase as the program is self-funding and with set sale targets proposed, the income will cover costs and marketing across the 18 months program to continue the growth and success. Maintaining previous fee structure will also be welcomed news by the partners and support the high program retention.

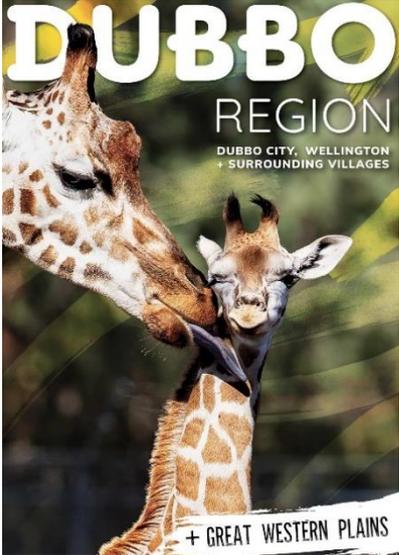
It is also proposed to include a new low cost entry level partnership option as well as the existing Visitor Information Centre (VIC) Partnership Program option, to allow smaller or establishing businesses an opportunity to join the program without the need for a larger

financial investment. This consolidation of the two program and partnership tiers will allow Council to deliver a quality market product without a single cost increase to the industry.

The Visitor Information Centre (VIC) Partner entry level will be maintained as a pro-rata option that allows businesses to join the program at any time of the year as an affordable level. This is a pro rata rate, to the end of the relevant full Partnership Program relevant to the individual business (i.e. \$36.60 per month).

Entry points and return benefits have also been scoped for Great Western Plains Council partners to allow for a continuation of the growth of the Great Western Plains brand and collaborative marketing strategy. Additionally, a new entry level directory listing partnership has been scoped for businesses located in the Great Western Plains LGAs that also service the Dubbo LGA and enhance the visitor experience offering (for example, touring companies).

An outline of the 2023/2024 Destination Partnership Program is as follows:

	<p><b><u>Visitor Attraction</u></b>  Key deliverables:</p> <ul style="list-style-type: none"> <li>• 100,000 Dubbo + Wellington and Great Western Plains Visitor Guides</li> <li>• Online flip-book guide</li> <li>• Update of content on dubbo.com.au</li> <li>• Collaborative marketing with Destination NSW as opportunities arise</li> <li>• In-destination visitor information across visitor centres and signage</li> <li>• Digital marketing</li> <li>• Direct marketing campaigns targeting family and empty nester markets</li> <li>• Seasonal marketing campaigns</li> </ul>
<p><b><u>VISITOR GUIDE PARTNER</u></b>  Premier Partnership \$7,245 (inc GST) – Full page advertisement, priority placement in guide + 18 benefits  Level 1 Partnership \$3,900 (inc GST) – Half page advertisement + 16 benefits  Level 2 Partnership \$1,785 (inc GST) – Quarter page advertisement + 13 benefits  Level 3 Partnership \$945 (inc GST) – One eighth page advertisement + 12 benefits  Directory Listing \$660 (inc GST) – One listing in the printed guide directory + 11 benefits  Great Western Plains Partner \$5,500 (inc GST) – Inclusion in Great Western Plains feature plus destination campaign activity  Great Western Plains Directory Listing \$660 (inc GST) – One listing in the printed guide directory + three benefits</p> <p><b><u>VIC PARTNER</u></b>  Visitor Information Centre (VIC) - \$660 (inc GST) Brochure display + 3 benefits (inc GST)  Not-for-profit - \$0 (inc GST) Not-for-profit organisation display brochure only</p>	

**NEW RESIDENT PARTNER**

Level 1 Partnership \$945 (inc GST) – One eighth page advertisement + 12 benefits  
Directory Listing \$660 (inc GST) – One listing in the printed guide directory + nine benefits

This report does not include costings for the Event Attraction Partnership Program, which has been run as a separate program since the creation of Council’s Regional Events branch.

**Consultation**

- Internal discussions with Finance Partner and Economic Development and Visitor Services staff.
- Initial engagement has been undertaken with Great Western Plains partner Councils.
- Discussions included analysis of program design, program costing and associated pricing
- It was believed that program outcomes and partnership targets could be achieved with investment levels remaining the same as the 2021/2022 program.

**Resourcing Implications**

- The Destination Partnership Program is funded from the Strategic Partnerships and Investment operational budget. Contributions from industry, via partnership fees, enable the production of key marketing materials and extend Council’s investment in larger scale destination branded campaigns to attract visitors to the region.
- Engagement with industry to participate in the partnership program is shared between staff in Marketing and Creative Services and Economic Development and Visitor Services This enables the program to be developed whilst also ensuring staff can provide ongoing services to community and industry.
- Creative development of content including guides, websites and campaign material is developed in house within existing staff resource levels.

**Timeframe**

Key Date	Explanation
28 April 2023	Formal engagement with industry and Council partners on partnership program commences.
September 2023	Visitor Guide and New Resident Guide in market and ongoing delivery of program commitments.