



ANNUAL REPORT

2021/2022



Acknowledgement of country

We acknowledge the Wiradjuri people as the original custodians of the land on which the Dubbo region is built.

We pay our respects to Elders past, present and emerging and acknowledge the Aboriginal people for their custodianship of this land.

May we all work together to achieve positive outcomes as a community for a united region that respects the land on which we live, work and play.

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Mayoral message



As I read through the pages of this annual report, I am reminded time and time again of one outstanding aspect of Council. It was something that hit me between the eyes as a new Councillor way back in 2004 and an area that has been both a challenge and a source of pride over the years.

Council does a lot!

The old saying about Council being involved in roads, rates and rubbish is wide off the mark in a modern progressive regional Council.

In the 173 years since Dubbo was gazetted a Village, leaders of this community have made various decisions to enhance our community and deliver what the residents needed. The result of all of that history is that Council has an incredible job to undertake.

As you read through the report, you will see information on many facets of our daily lives. When you turn on a tap, Council is at work treating and delivering clean drinking water to your home. When you flush the toilet, Council takes away the waste and treats it to the required standard. Building a new house? Council has zoned land appropriately and is the consent authority on your house plans. Council may have even developed some of the land you are building your house on!

Council touches many aspects of your family life. Council runs a childcare centre as well as a Family Day Care service. Sporting fields and athletics facilities are available for a vast array of sports for your children – and adults – and our Aquatic Leisure Centres provide hours of summer relaxation for families. Our Libraries are changing to meet the modern needs of our community and culture is not forgotten with our Western Plains Cultural Centre and the Dubbo Regional Theatre and Convention Centre.

Tourism activities are enhanced with the Wellington Caves and the Old Dubbo Gaol in addition to the Dubbo Holiday Park. The Airport is owned by Council to enhance our transport options and our important location in a farming region is catered for with the Dubbo Regional Livestock Markets. To put the icing on the cake, we are even involved at the end of your life with our cemeteries.

Council has to manage all of that in addition to roads, rates and rubbish and do it all in a financially sustainable manner.

To make the task more difficult, we continue to face droughts or bushfires or mouse plagues or pandemics or floods...

Despite these challenges, Council continues to plan and deliver the long-term vision that our residents have requested and comply with the legislation under the Local Government Act 1993 (as amended).

In the short time your team of Councillors has been together, they have already shown a commitment to ensuring the best outcomes will be delivered for the community with a diverse range of skills and backgrounds to help guide our team of over 500 exceptional staff who all bring their own skills to the table.

One of my many undertakings to the community is that of open and transparent communication. With regular interviews on seven radio stations, two weekly newspaper columns and a weekly podcast, I want to ensure our community is always informed about the activities of your Council.

In the meantime, enjoy reading through the activities of Council over the past financial year and if you have questions, never hesitate to email me – mayor@dubbo.nsw.gov.au

A handwritten signature in black ink, appearing to be 'Mathew Dickerson'.

Mathew Dickerson
Mayor of Dubbo Regional Council



From left: Councillors Vicki Etheridge, Shibli Chowdhury, Mayor Mathew Dickerson, Jessica Gough and Dubbo Station Officer Chris Cusack

Your new Council

At the 2021 Local Government Election, Dubbo Regional Council (DRC) welcomed its ten (10) Councillors for the next term. Nine of the new cohort have not been previously elected as a DRC Councillor.

DRC's rich cultural heritage and diversity is reflected in the makeup of the 2021 elected Councillors.

With the 2021 Census figure of 16.6% of the DRC's population being of Aboriginal or Torres Strait Islander heritage, DRC now has 20% of the Councillors who identify as Aboriginal.

The 2021 Census also identified that DRC has 18.5% of the population born overseas and 10% of the newly elected Council were born overseas.

At the Extraordinary Meeting of Council on 23 December 2021, the first meeting of Council was held. Each Councillor was sworn in and signed their Oath or Affirmation of commitment to serve the community. Afterwards, friends, family and Councillors were invited to a celebratory morning tea.

Councillors have been actively participating in several important workshops that cover the significance of good governance and Council's Code of Conduct as well as other items of Council-related performance, policies and processes.

The 2021 Local Government Election also included a Referendum to vote on whether to keep or abolish the Ward system that was put in place after amalgamation between Dubbo City Council and Wellington Shire Council. The result was in favour of abolishing the Ward system and again electing the Councillors from the entire LGA as a single area at the next DRC election.

Your Councillors 2021

Mayor: Mathew Dickerson

Deputy Mayor: Richard Ivey

Councillors:

Joshua Black
Lewis Burns
Shibli Chowdhury
Vicki Etheridge
Jessica Gough
Damien Mahon
Pamella Wells
Matthew Wright



From left: Mayor Mathew Dickerson, Councillors Lewis Burns, Shibli Chowdhury, Pamella Wells, Damien Mahon, Matthew Wright, Joshua Black, Jessica Gough, Deputy Mayor: Richard Ivey and Councillor Vicki Etheridge

CEO's message



As a council and a community we have continued to face significant challenges throughout 2021/2022. I am extremely proud, as always, of our people who maintain resilience, creativity and dedication in delivering positive outcomes for our regional community. This is no small achievement amongst a tight financial environment, becoming a COVID-19 pandemic hot spot and centre for emergency response, experiencing national skills shortages, flooding and other ongoing La Niña impacts on infrastructure and projects.

Pleasingly we have welcomed and on-boarded a diverse new elected body. The relationship between the elected body, the Board in effect, and the organisation is critical to achieving community outcomes and meeting future challenges.

We also have a new and energised executive leadership team that is focused on building capability and systems to meet our community's current and future needs.

I encourage you to read about the progress Council has been making towards delivering services whilst also starting the difficult journey towards financial sustainability. We're pleased to share the 2021/22 Annual Report which demonstrates how much has been achieved by Dubbo Regional Council during this adverse period.

Key focus areas for the organisation are:

- Undertaking and implementing the findings from the service review program whilst ensuring other business improvement opportunities are a focus for all service areas.
- Address the asset management backlog and the impacts on infrastructure from the flooding and saturated landscapes.
- Continue to deliver strategic planning to effectively manage the region's growth and opportunities so that all may share in economic growth.
- Continue to work collaboratively with Government agencies and the private sector to achieve best outcomes for the community.
- Undertake workforce strategic planning for the short term and longer term skills needs of the organisation.
- Continue the financial repair task and address the operational deficit in an open and transparent manner with community.
- Continue the focus on internal morale building and staff satisfaction as every role is helping to make our region the wonderful place that it is.

I am looking forward to working with our staff, Councillors and community to meet the challenges and take advantage of the opportunities that will help shape our sustainable future.

Murray Wood
Chief Executive Officer



From left: CEO Murray Wood, Councillor Shibli Chowdhury, Mayor Mathew Dickerson and Councillor Joshua Black at the 2022 ANZAC Day service.

The community we serve

55,518*

population Dubbo region

9,101

people who are Aboriginal or Torres Strait Islander

36 years

average age



*Source - Dubbo Regional Council Community Profile | Age, Population | REMPLAN based on the 2021 census and ABS estimations
 ** Estimated 2022

Popular employment industries



Healthcare and social assistance



Retail trade



Education and training



Public administration and safety



Construction

Dwellings in the Dubbo region

22,939 houses

\$390 median weekly rent

\$500,000 median house price - Dubbo

\$247,000 median house price - Wellington

1.9%** population growth rate
 **annualised growth rate (2016-2021)

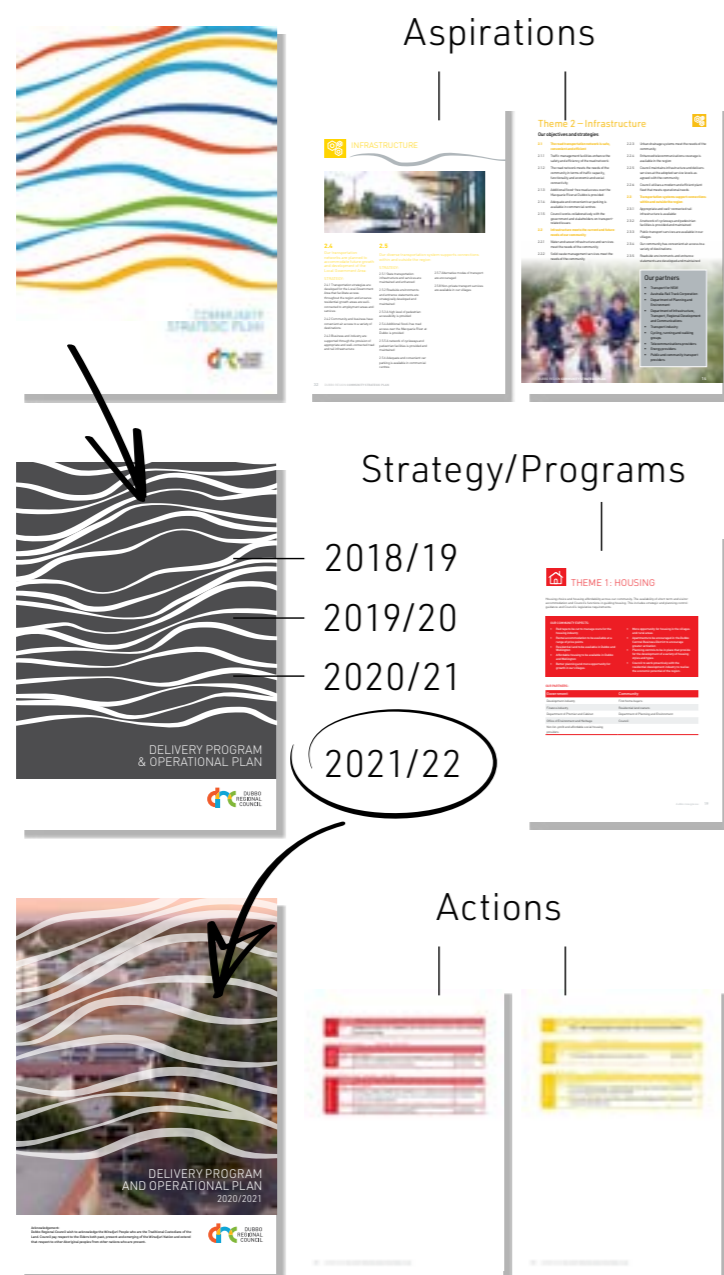


Delivering for our community

Welcome to Dubbo Regional Council's 2021/22 Annual Report. This report is a snapshot of the Dubbo region, the Council, our plans for the future and our local community. It includes highlights and challenges, operational performance and an overview of financial performance and expenditure for 2021/22.

It also contains information as prescribed by the Local Government (General) Regulation 2005, including a detailed progress report on our Delivery Program and Operational Plan.

The report will showcase the projects and achievements we have made in implementing the final Operational Plan as highlighted in the Community Strategic Plan and designed to meet the aspirations of our community.



During the height of the COVID-19 restrictions, a number of small group community consultation sessions were held.



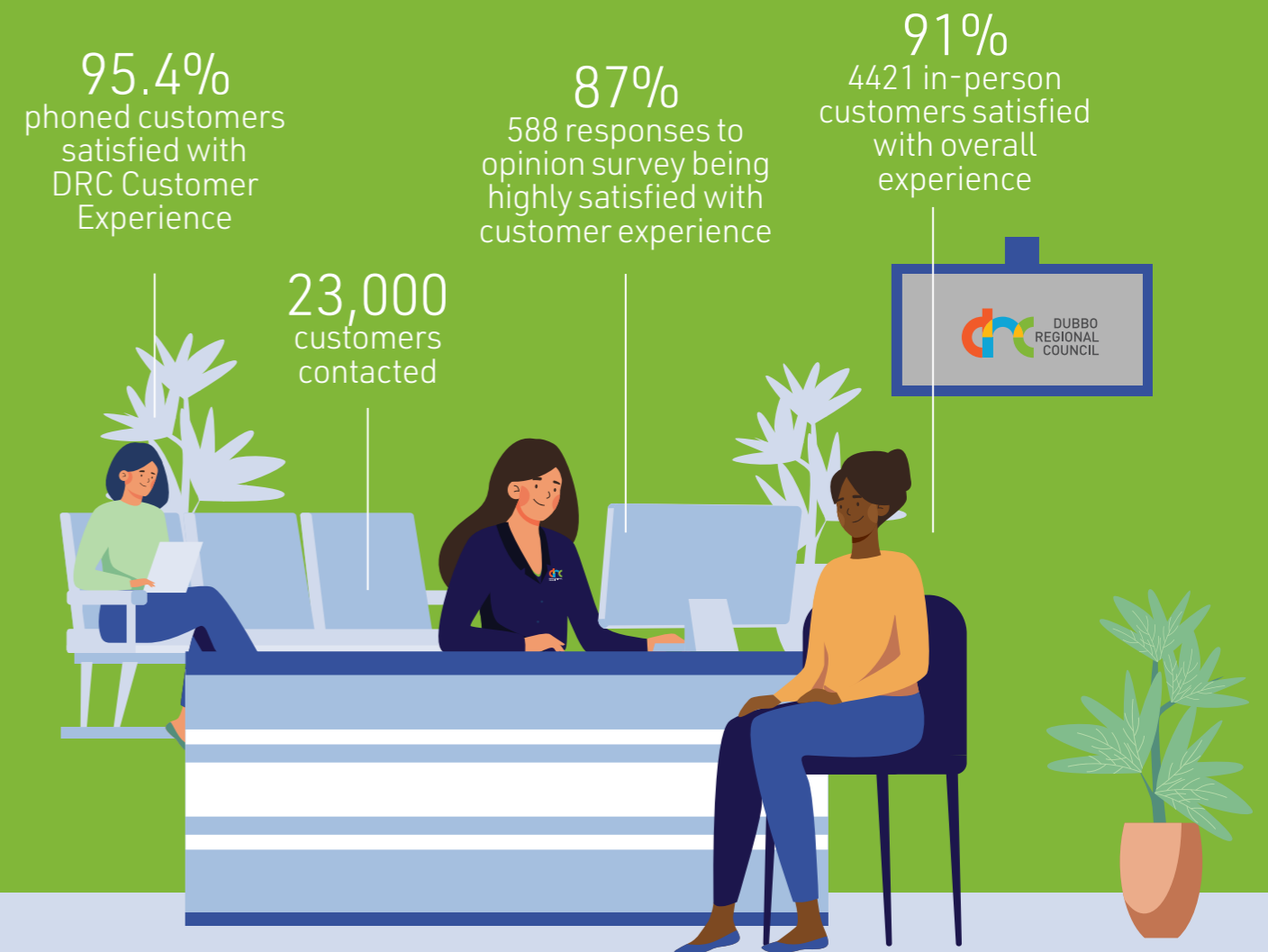
In the peak of Dubbo's COVID-19 lockdown, Council partnered with a number of local organisations to deliver hampers and care packages.

Our vision, purpose & values



Council's Customer Experience Strategy

Through the implementation of Council's Customer Experience Strategy, Council has ensured that positive customer experience is championed across all functions of our diverse organisation. This enables Council to utilise customer data and insights to make informed strategic and operational decisions. The Customer Experience Strategy was implemented to focus on not just the interactions we have with our customers and community, but the entire relationship we have with them. Through Customer Experience Surveys, 23,000 customers who contacted Council by phone were 95.4% satisfied with their customer experience at Council and 4421 customers who visited Council in-person were 91% satisfied with the overall experience with Council. The introduction of web chat resulted in 1,172 chats and 253 offline messages responded to the next day, with an overall satisfaction rate of 92%. 588 responses to optional satisfaction survey on council emails identified 87% being highly satisfied with the overall experience of Council.



An organisation working in partnership

With a new team of Councillors on board, Council's Executive Leadership Team headed by CEO Murray Wood, established an agreed strategic direction and organisational priorities in early 2022. Importantly, the organisation's direction was centred on delivering on Council's new vision and on responding to the expectations of the regional community.

Regional community expectations are not only defined in a strategic and operational sense through the community planning process, but are also articulated on a daily basis to the organisation through community feedback and sentiment via a range of channels. Our dedicated team is passionate about delivering real outcomes and making a positive contribution to the region they call home in each interaction with our internal and external customers.

Aligning to the type of culture our team members want to be part of and how the organisation can best deliver value to our community, drives our Council's aim to be the best in Australia at building trusting and respectful relationships at every level. Endorsed by the elected leaders, this direction informs us on how we most effectively deliver partnership outcomes for our community - with every decision we make and project we undertake starting with the same question: How do we put relationships at the centre?

2022 Organisational priorities centred on building relationships

PRIORITY 1: TRANSPARENT DECISION MAKING

We're committed to being open, honest and transparent community leaders who make fair decisions with integrity.

PRIORITY 2: WORK BETTER TOGETHER

We bring our community together to collaborate and coordinate progress, so we need to walk that talk internally, by partnering to deliver the best outcomes.

PRIORITY 3: EMPOWER OUR PEOPLE

With a workforce of committed, empowered leaders enabled by leadership, systems and processes - there's nothing we can't do!

Following his appointment in October 2021, CEO Murray Wood tabled a new senior staff structure in March 2022, which was endorsed by Council. This important organisational change enabled redesigning service delivery in some key functions and the building of capability in alignment with community expectations and Council's vision and organisational priorities. This change included the creation of a new division centred on strengthening partnerships, improving engagement with the community and bringing a strategic focus to the design of services that are being delivered now and how such services may look in the future.

The organisational reset identified five divisions and associated directorships, namely;

- Director Community, Culture and Places - Jane Bassingthwaighte
- Director Development and Environment - Stephen Wallace
- Director Infrastructure - Luke Ryan
- Director Organisational Performance - Dean Frost
- Director Strategy Partnerships and Engagement - Natasha Comber



From left to right:
Luke Ryan , Stephen Wallace, Dean Frost , Murray Wood, Natasha Comber and Jane Bassingthwaighte.

Dubbo Regional Council – who we are

502*

Employees

*Permanent employees as at 25/05/2022

\$225M

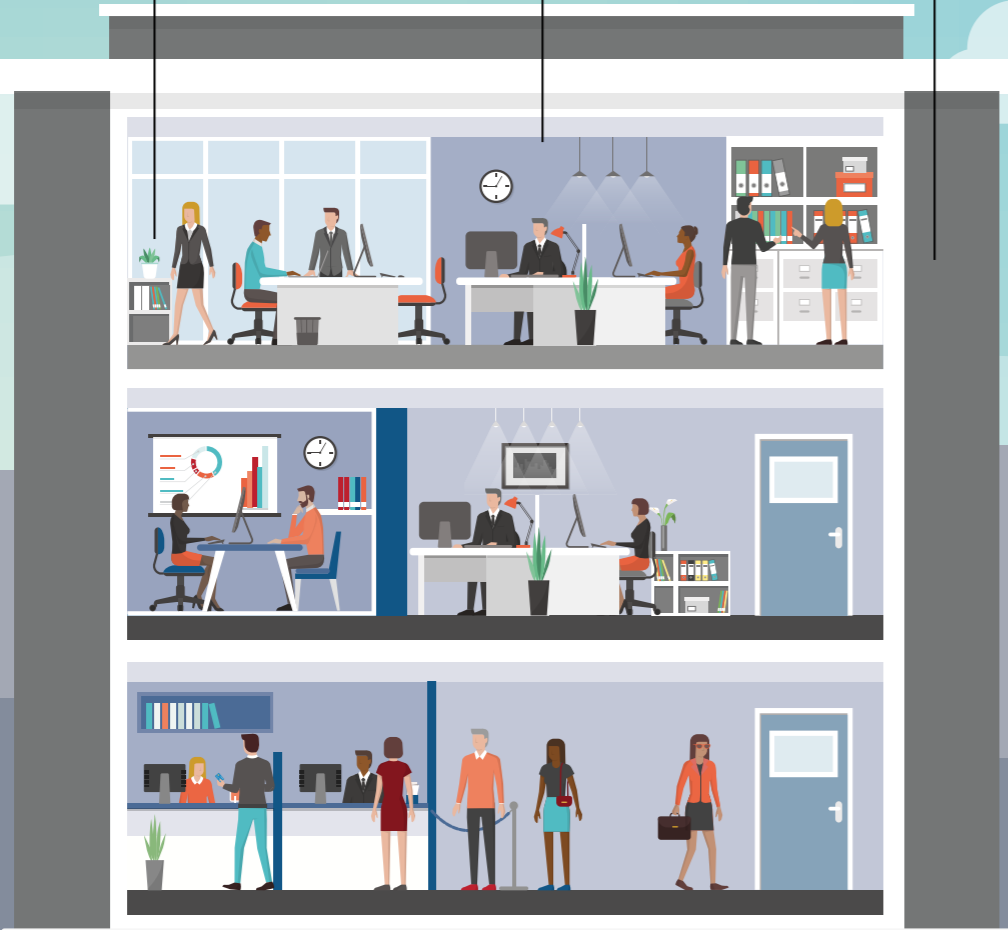
Budget

**Operating and capital

\$3.52B

Value of assets

This includes buildings at a value of \$266 M



2,760km roads
1,404km sealed road
1,356km of unsealed roads

2 libraries*

*Macquarie Regional Library encompasses the local governments of Dubbo Regional, Narromine Shire and Warrumbungle Shire. It serves a population of over 65,000 and covers an area of more than 25,000 square kilometres.



3 aquatic centres
(Dubbo, Wellington & Geurie)

118 parks
200.78 hectares

85 landcare reserves
1,028.75 hectares

32 sporting facilities



2 childcare services

11 tourism and cultural facilities



2021 – 2022 at a glance

BUILDING PARTNERSHIPS

Signing of MOU with Dubbo Aboriginal Community Working Party

An updated Memorandum of Understanding (MOU) with the Dubbo Aboriginal Community Working Party (DACWP) was endorsed by Council at its May 2022 meeting. The MOU, first developed in 2017, has been updated to a Partnership Agreement which seeks to provide common goals between Council and the DACWP and to enhance working relations between the Dubbo Aboriginal community and Council. The Partnership Agreement details the approach to be taken by the DACWP and Council to work in partnership to fulfil the aspirations of the Dubbo community.

The signing was marked with a celebratory morning tea with the Dubbo Aboriginal Community Working Party, Mayor and CEO of Dubbo Regional Council.

Drought-proofing our region: 5.5km Wellington Groundwater Pipeline Project

Dubbo Regional Council commenced the next stage of construction works to secure Wellington's underground water supply in times of severe drought. After experiencing one of the worst droughts on record, the Wellington Groundwater Pipeline Project is part of a \$30M investment by the NSW Government to expand the local underground water supply within the whole region. The project will see 5.5km of pipeline that will connect a new production bore at Lay Street and Bicentennial Park to the Wellington Water Treatment Plant on Falls Road. The pipeline will enable Wellington's water treatment plant to 'blend' bore water with river water, or to operate entirely with bore water in extreme drought conditions.

NRL Game

For the second year, Dubbo's Apex Oval hosted a National Rugby League (NRL) game. On 22 May 2022 the South Sydney Rabbitohs played the Canberra

Raiders. The NRL Round 11 clash was played in front of a crowd of more than 11,124 people, with Council driving the behind-the-scenes preparations of the field, event set-up, working with football clubs, ticket sales and much more. The game created an economic return for the region of \$2.8M and delivered a wide range of social and community engagement activities across the region.

Community Committees

To ensure community representation in all that Council delivers, Dubbo Regional Council resolved to form a number of committees to allow public forums for Councillors and Council Staff to engage and consult with specialised and passionate local representatives. Committees include:

- Aquatics Working Party
- Climate Change and Resilience Committee
- Cultural and Tourism Facility Committee
- Dubbo Regional Livestock Markets Advisory Committee
- Disability Access and inclusion Advisory Committee
- Multicultural Advisory Committee
- Public Spaces Tree Committee
- Reconciliation Action Plan Working Group
- Sister City Committee
- Social Justice Advisory Committee
- SPARC (Shaping Plans to Advance Regional Culture) Committee
- Villages Committee
- Wellington Town Committee
- Wiradjuri Tourism Project Committee
- Youth Council

These Committees of Council aim to provide a positive platform for targeted community engagement and participation. This is achieved through the provision of a formal avenue to raise priorities and concerns as well as discuss projects and initiatives of Council to support positive community outcomes.



Mayor Mathew Dickerson and Dubbo Aboriginal Community Working Party (DACWP) Chairperson Robert Riley at the signing of the Memorandum of Understanding (MOU) with the DACWP.



Mayor Mathew Dickerson and James Mckechnie, Director, External Engagement at the signing of the Memorandum of Understanding (MOU) with Charles Sturt University (CSU)



NRL game – Rabbitohs V Raiders, Apex Oval Dubbo

COMMUNITY CHALLENGES

COVID-19

Dubbo Regional Council (DRC) continued to stand shoulder-to-shoulder with the community and the State and Federal governments to combat the COVID-19 pandemic during the past financial year. In July 2021 COVID-19 was detected in the sewage system and shortly after the first local cases were reported. On 11 August 2021 the region found itself under strict lockdown, the health system was overwhelmed and our indigenous groups were at risk. In response DRC took a leading role in the Local Emergency Management Committee, involvement in regional sub-committees, Koori Yarning Circle and provision of staff to support Emergency Management arrangements including:

- Immediate support for most impacted communities, supporting or coordinating delivery of support packages to households in isolation
- Provision and coordination of community messaging and information across a variety of media platforms
- Provision of our people and facilities to government agencies and NGOs for logistical support such as storage, pre-staging, cooking, packing and deliveries, provision of facilities to support Public Health Order requirements such as testing and vaccination

As we entered the recovery phase in our region in late 2021, our services and facilities gradually emerged from lockdowns making the reopening a 'one-team' effort to ensure its success. Council thanks the community for being patient, respectful of public health orders and flexible as we returned to the much missed elements of daily life.

Extreme weather events

Another wet year saturated the Dubbo Regional Council's existing 2,760km urban and rural road network. The network and table drains were waterlogged, making it difficult for road maintenance machinery to access these roads for repairs without causing further damage. Only basic, temporary maintenance has been able to be applied to these surface defects when it's wet; more permanent repairs can only be undertaken during extended dry weather. Other challenges have included short supply of materials, such as gravel and pre-cast concrete products, with long lead times for their delivery. Gravel stockpiles are saturated, making it difficult to use on wet roadwork sites. With Australia experiencing its third La Niña event, these issues are not unique to the Dubbo Region and Council is doing all it can to keep its road network safe under extreme conditions.

Heading into the 2022/23 financial year, the Dubbo Region was faced with more wet weather and the prospect of widespread flooding, adding further stress to the region's assets and infrastructure.

Financial sustainability

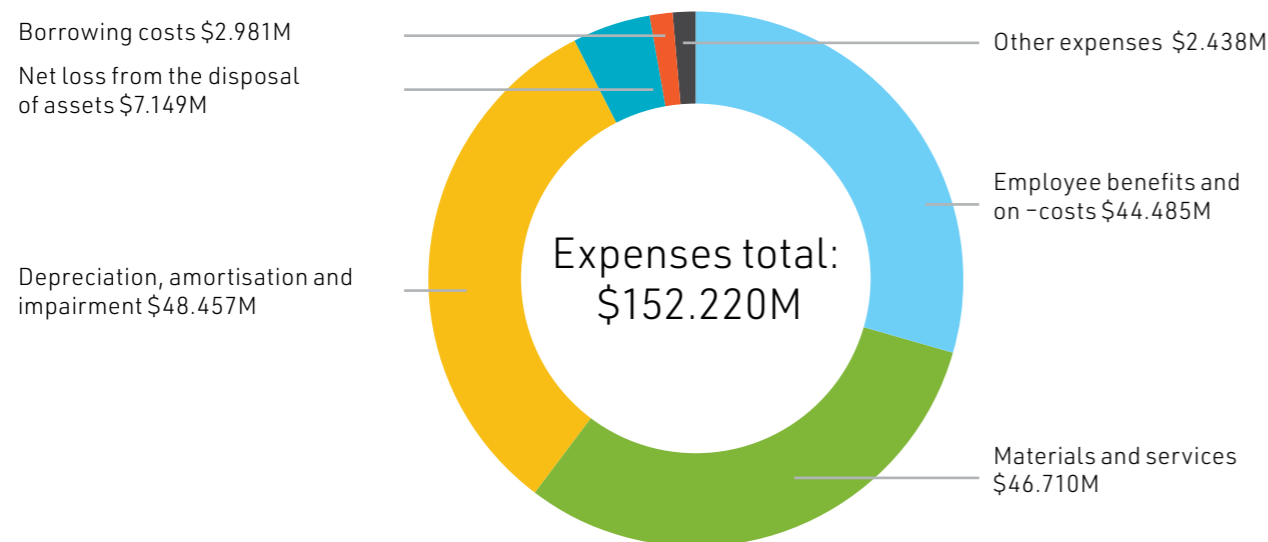
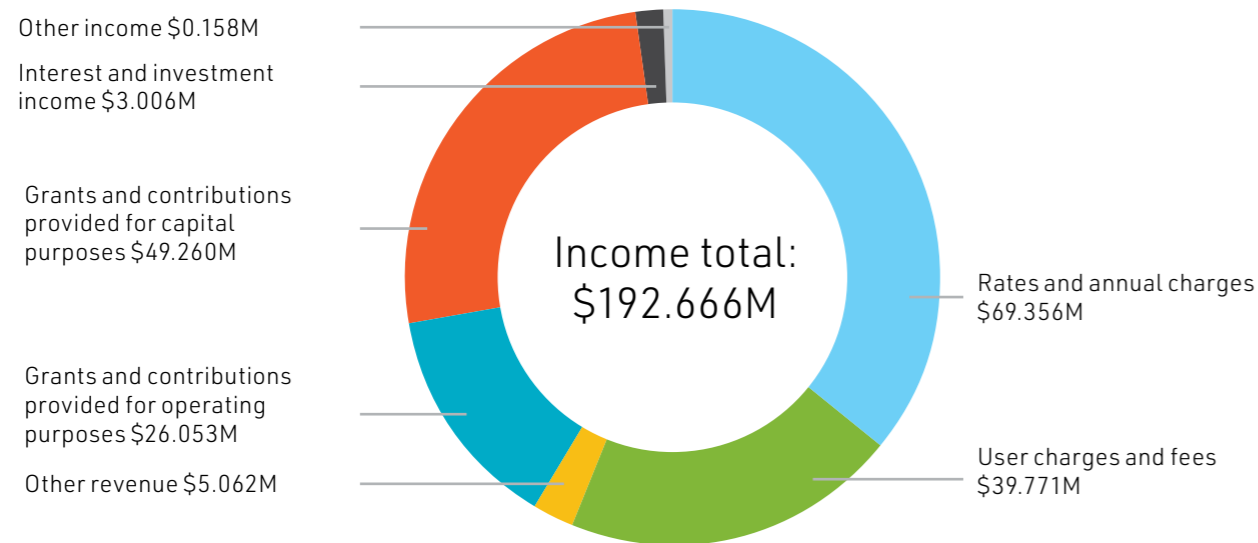
Like many Local Governments around Australia, financial sustainability is a key challenge facing Dubbo Regional Council. This challenge is due to several factors including increased demand on services, cost shifting from other levels of government, ageing infrastructure, constraints on increasing revenue and risk of reliance on external funding sources. In addition, Council has been faced with a difficult financial challenge as a result of some demanding years fraught with drought, a global pandemic and now prolonged wet weather.

In response, at its June 2022 meeting, Council adopted a long-term financial focus over the next 10 years, aimed at creating financial recovery for the Council and community.



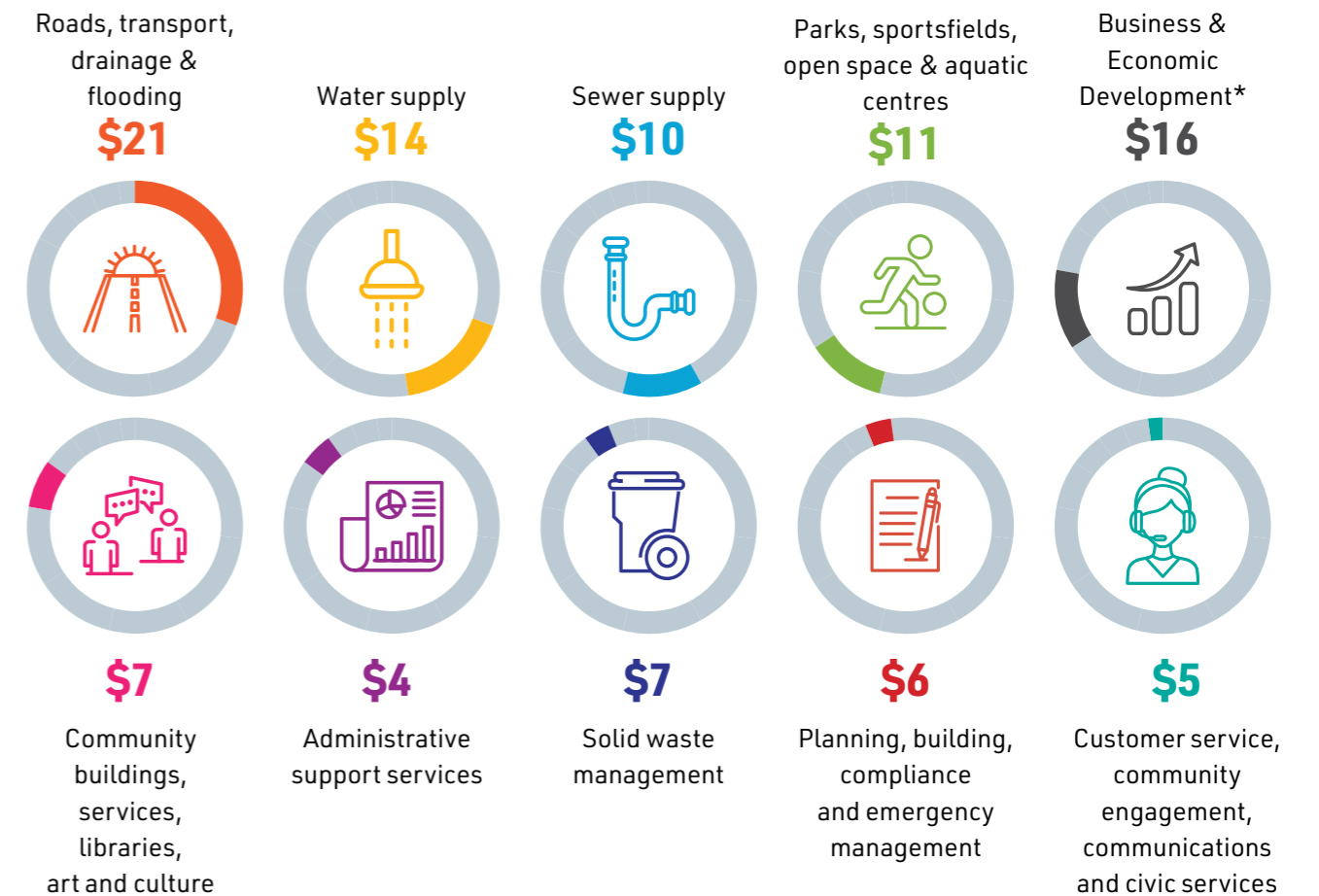
Financial snapshot

In March 2022, Council resolved to address the operating deficit by undertaking a series of service reviews of the provisions delivered by Dubbo Regional Council, both internally and externally. The demands on Council are continuously changing and may be attributed to events such as the COVID-19 pandemic, extreme weather conditions or population boom. By undertaking a thorough review of Council functions, it is anticipated that opportunities will be presented for cost savings, improved efficiencies and enhanced revenue systems, implementation of productivity savings, improved sustainability and the overall better quality of the service delivery.



Your rates funding services for your community

How every \$100 you pay in rates and annual charges is spent:



* This also includes services delivered by Property and Land Development, Regional Events and Regional Experiences

Ensuring a financially sustainable future

After reviewing its Long-Term Financial Plan in October 2021, Council remained committed to the principles of the adopted Financial Strategy and Policy that is designed to:

- Achieve financial sustainability
- Manage the asset backlog to prevent an infrastructure crisis
- Preserve essential public services in line with population growth
- Keep rates, fees and charges affordable
- Borrow at acceptable levels in line with intergenerational equity and
- Meet the financial benchmarks prescribed by the Office of Local Government

Commencing with Council's Senior Leadership Team in November 2021, the 2022/2023 budget process was by far one of the most challenging that has faced the organisation since it was created in 2016. The impacts of natural disasters, COVID-19 and the revenue constraints all had a significant financial impact resulting in the development of a largely 'maintenance budget' with minimal new projects being identified.

In February 2022 the new Council was explicit in their desire to ensure a financially sustainable future, acknowledging that this will require organisational commitment and some tough decisions to be made in consultation with the community.

As a key action to address the identified forward operational deficit of \$8.8M, Council resolved in March 2022 to undertake a series of service reviews across the organisation. Required by legislation under the Local Government Act, the objective of any review is not to necessarily find an alternative or reduced service model, rather it is centred on understanding the current community investment and value return of the current model and exploring whether or not alternative models or service levels could

provide increased value or retain the same level of community value with less cost.

In consideration of increasing financial constraints facing the local government sector as a whole and Council's current operational deficit, it is expected that many of the reviews undertaken will centre on exploring avenues to inform potential rationalisation, explore increased efficiency, find cost savings and identify income generation.

Further actions undertaken to support a financially sustainable future include:

- A review of current expenditure to identify possible opportunities to reduce budget expenditure without significant reduction in service levels to community.
- A review of the level of restricted assets set aside for certain internal purposes to determine whether or not they are adequate.
- Continue to review property holdings to identify under-utilised assets or assets that were not contributing to the achievement of strategic goals.
- Review utilisation of a number of funding sources to fund new capital works. The funding sources include a combination of rates revenue, restricted assets, grants, developer contributions, loan funds, other contributions and proceeds from any asset rationalisation program.
- Continue to actively pursue grants that may be available for both operating and capital purposes.
- Organisational redesign to identify resources to facilitate business improvement initiatives to improve service delivery and achieve service efficiencies in addition to identifying resources to drive strategic commercial opportunities to increase revenue.



Delivering to support community aspirations

Operational Plan 2021/2022

The final 12 month Operational Plan of the endorsed 4 year Delivery Program was implemented in 2021/2022. The Delivery Program stems from the overarching Community Strategic Plan document that reflects the community's aspirations for the future of the Dubbo region.



Council's Integrated Planning and Reporting Framework.

Performance is evaluated through principal activities with 322 actions reported as complete, tracking/not tracking or cancelled/deferred. As Dubbo Regional Council operates to support, strengthen, lead and serve the regional community, a diverse selection of actions are provided below for each principal activity, aimed to clearly link agreed actions with community outcome, value or benefit. A full performance report against all actions for the period can be found on Council's website - [Community Strategic Plan - Dubbo Regional Council](#).

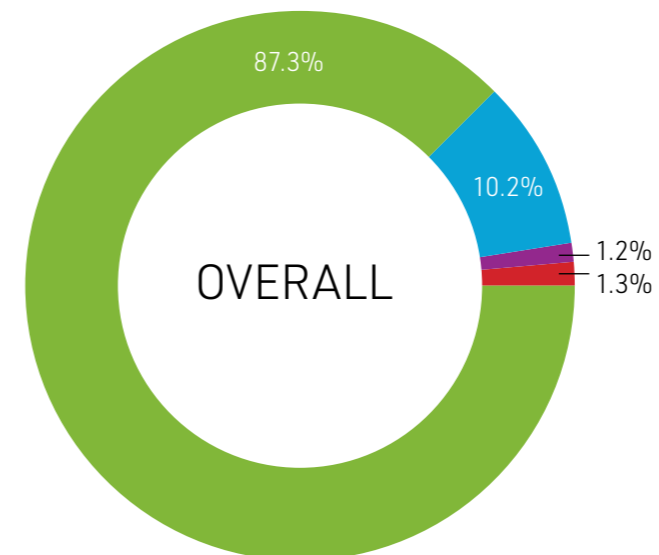
The 2021/2022 Delivery Program and Operational Plan contains 322 actions which have been separated into the following five themes:

- Housing (31 actions);
- Infrastructure (58 actions);
- Economy (58 actions);
- Community Leadership (57 actions); and
- Liveability (118 actions).

DEFINITIONS:

- Completed – action completed within the year
- Underway – at 30 June 2022 action was still underway and on track for delivery
- Not tracking – progression of action was delayed but will be undertaken
- Cancelled – action was not delivered

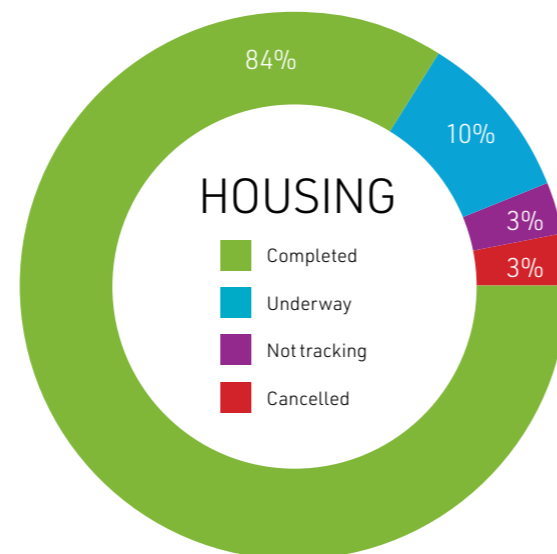
Overall: Overall performance at 30 June 2022 against 2021/2022 Operational Plan



Housing

Aspiration: 'We are a well-designed region that includes a variety of housing types, densities, locations and price points'

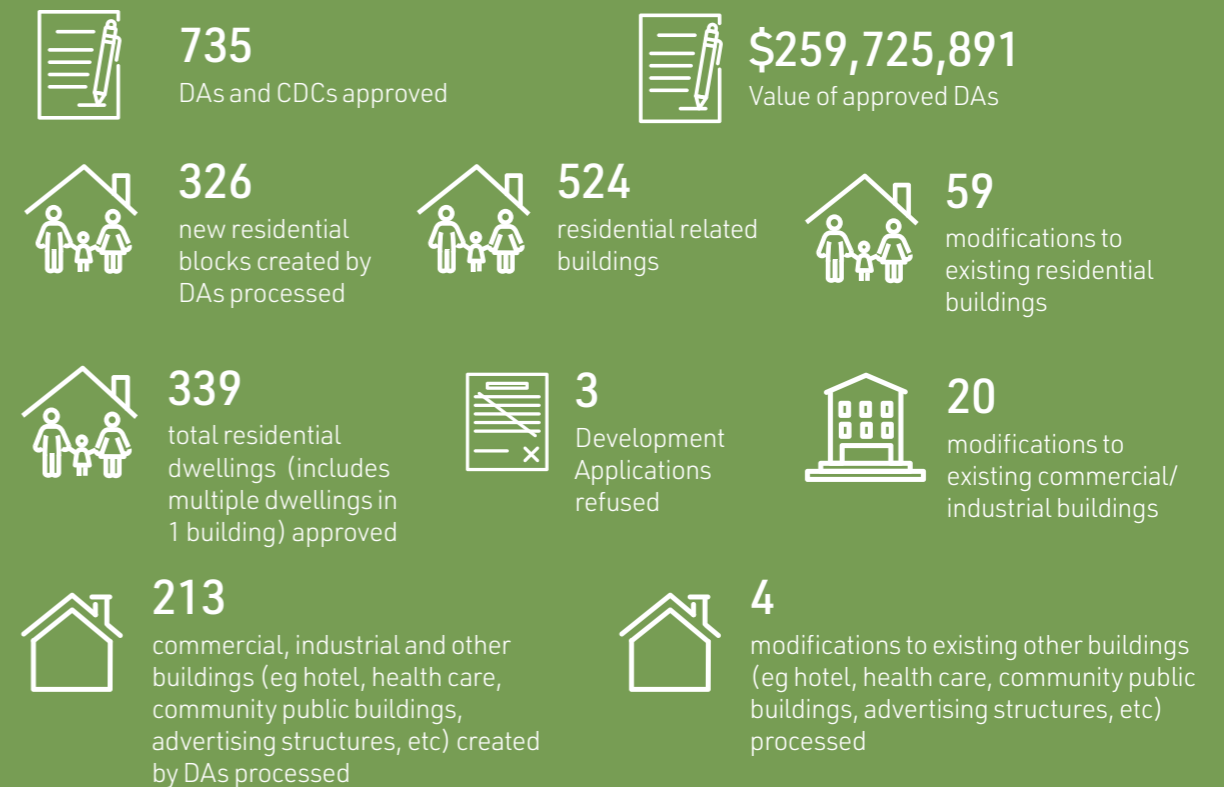
- Investment supported with 751 Development Applications and Compliant Development Certificate approvals provided to the value \$282,453,469, an increase in value of 22% on the previous year
- Regional housing supported with 323 residential developments included in approved applications
- Strategically managed, compliant development for all lands within the Dubbo Regional Local Government Area, including future housing estates supported with the gazetting of the new Dubbo Regional Local Environmental Plan 2022 on 25 March 2022
- A collaborative approach undertaken by Council and industry in the creation of a Residential Housing Reference Group to identify shared solutions and discuss issues of concern across the sector in respect of housing provision and delivery
- Strategic planning activities focused on progression of a Precinct Plan for the new North-West Residential Urban Release Area, with future potential to deliver approximately 6,000 residential lots within 2km of the Dubbo Central Business District
- Residential Housing Roadmap for Dubbo adopted in June 2022 to identify key actions and initiatives Council will be prioritising and pursuing in respect of residential housing items in Dubbo
- In preparation for the influx of short term workers to work on major projects in the region, Council engaged with key stakeholders to support accommodation planning and commenced a key Regional Strategic Study to effectively plan for needs for accommodation
- Engagement with industry and key development proponents undertaken to improve identification and capturing of benefits for our community through Voluntary Planning Agreements



Inspections of private swimming pools



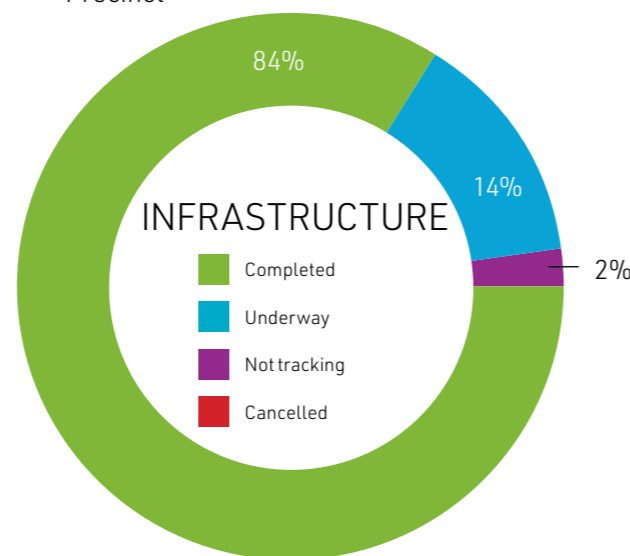
Development



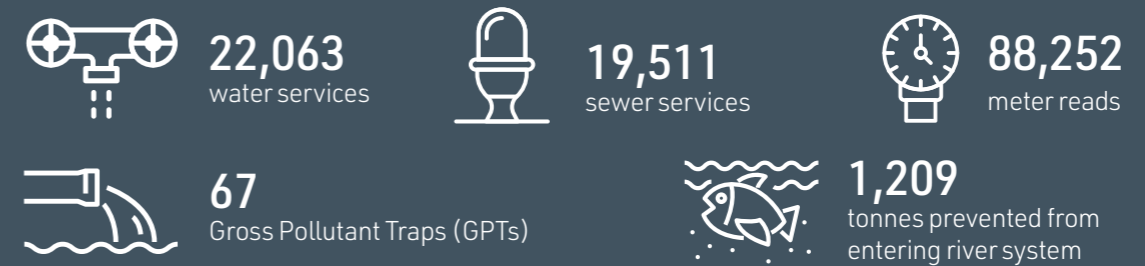
Infrastructure

Aspiration: 'We have well-maintained, fit for purpose and new infrastructure that helps our community grow'

- Accessibility of air travel supported through investment of \$453,059 in infrastructure improvements at Dubbo Regional Airport and strategic partnerships with airline industry including route viability support and collaboration on the new Ballina/Byron Bay route development
- Community waste management supported through the annual (October to December) kerbside Bulky Rubbish Collection Program. A total of 1,228.18 tonnes of waste material was collected in 2021. This is an increase of 35% on the 2020 collection.
- Five Year Rural Road Sealing Program and 10 Year Footpath Program has been developed to best ensure effective workforce and budget planning and committed maintenance to community
- Future growth of cycle transport supported through planning regulation requiring all new developments to provide bicycle storage
- Autonomous vehicle on-road trial due to be undertaken late 2022 supported through local coordination and parking upgrades
- LED Replacement Program completed across regional streetlights to provide financial and environmental benefits
- Water savings initiatives undertaken to encourage wise water use including completion of smart water meters and Water Week education
- e21 energy management software utilised to monitor energy performance of Council buildings and facilities
- Servicing Strategy completed to support development planning progress for the Dubbo Health, Education and Wellbeing Precinct
- 2020 Dubbo Transportation Strategy formally adopted, providing strategic direction for future regional growth, including options for an additional southern crossing of the Macquarie River
- Implementation of the Macquarie River CBD Master Plan commenced with designs and Development Application completed for the Foreshore Events Precinct



Water and sewer



Roads



Fleet



Waste services



Economy

Aspiration: 'We have a strong and diverse local economy that provides employment opportunities for people of all ages and abilities'

- Economic growth through employment and population growth has been supported through proactive participation in the Federal Government's Jobs and Skills Taskforce and the NSW Government's Jobs Skills Industry Panel. Delivery of actions include the Dubbo Jobs Fair and the Trade-Up to Dubbo Region Skill Attraction Campaign and online platform, which during the 2021/22 financial year achieved 8,901 website sessions, 9,280 click throughs from digital advertisements and 287 unique candidates registered
- Economic growth through employment and population growth supported through new delivery of the Dubbo Region's New Resident Partnership Program including New Resident Guides and Welcome Events across the Region
- Leadership and input on strategic industry issues for the Dubbo Regional Livestock Markets (DRLM) achieved through representation on national board, participation in social value research and facilitation of an independent review of DRLM operations to support best practice and economic benefits
- Community engagement with Central Business Districts in Dubbo and Wellington supported through place activation including CBD lighting and shop local campaigns including 'Festival of Footy', 'Smile it's Christmas' and 'Jingle on the Bell' as well as the development of the CBD Activation Strategy
- Neighbourhood Shopping Centre Enhancement Program commenced with Boundary Road Shopping Precinct completed to provide improved amenity and support local business growth
- Facilitated and encouraged business growth and investment in the Region supporting 167 business attraction and expansion opportunities and 498 proactive supply chain opportunities leveraging new and existing regional projects
- Localised spending across the region encouraged through post-COVID-19 and holiday shop local marketing campaigns and My Dubbo Region Card Program and marketing supporting local businesses in Dubbo and Wellington



Operations



89,028

passengers through airport



38,497

for ticket events at DRTCC

16,378

for non-ticketed events at DRTCC

55,574

total visitors to DRTCC



64,092*

visitors to Information Centres
*Dubbo and Wellington



36,486

Old Dubbo Gaol visitors



23,194

Wellington Caves visitors



56,691

Western Plains Cultural Centre visitors

Dubbo Regional Livestock Markets



122,289

cattle



3,858

goats



808,693

sheep

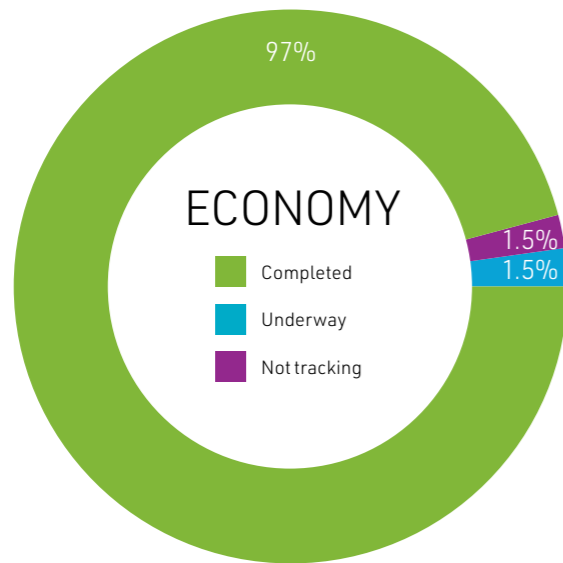


5,834

truckwashes

- Supported cultural diversity and engagement via Council's event funding channels with a total of \$70,230.00 distributed to 24 events delivering an economic impact of \$14M
- Provided local business connectivity to major regional infrastructure projects and project aligned initiatives to maximise regional employment outcomes and supply chain opportunities. This included the NSW Renewable Energy Zone via EnergyCo, Transport for NSW Mindyarra Maintenance Facility, Leading Edge Regional Data Centre and attraction of government investment in local industry expansion through training and business development initiatives

- The new Dubbo Regional Local Environmental Plan 2022 was gazetted on 26 March 2022 ensuring suitable suite of zones that encourages business and industry development
- Visitor economy growth supported through collaborative partnered marketing among 130 industry and local Government partners. Visitation conversion supported through targeted marketing of Great Big Adventure Pass as packaged multi attraction pass equating to 3,715 tickets sold, an increase of 214% despite COVID-19 impacts. Event Support Program delivered positive visitation conversion and contributed to an economic output of \$14M, directly related to Council sponsored events



Skillset Aboriginal and Torres Strait Islander Apprentice of the Year Jerakye Goolagong with his Dubbo Regional Council Colleagues



The Old Dubbo Gaol is one of the Great Big Adventure Pass attractions



My Dubbo Region Card Program and marketing supporting local businesses in Dubbo and Wellington

Community Leadership

Aspiration: 'We have leaders who are engaged, transparent, accountable and represent the best interests of our community'

- Council and external grant opportunities actively promoted to community with 2,118 sessions through online grant hubs and 1,652 community member registrations.
- Asset Management Strategy and corporate asset management plans reviewed to support effective planning and management of \$3.5 B of community assets
- Customer Experience Strategy implemented, focusing on not just the interactions we have with our customers and community, but the entire relationship we have with them.
 - Year one actions completed below;
 - Measured customer satisfaction feedback and metrics through streamlined customer feedback processes and personalisation, resulting in service improvements based on community/ customer feedback;
 - Increased the number of customer contact channels by implementing web chat on the councils corporate webpage, increasing the interaction touch points for the community to engage with council
 - Implemented software to integrate systems for a single view of the customer, increasing customer connectivity
 - Increased community confidence in security of all personal data obtained and held by council through the implementation of the Cyber Security Strategy and action plan
- Community Needs Survey undertaken with 600 residents to inform service design and support improved service delivery
- Implementation of year one of Council's Customer Experience Strategy delivered improvements to specific processes and strengthened relationships we have with community and customers including; measured satisfaction feedback and metrics through streamlined processes and personalisation providing improved insight,

introduced web chat on Council's corporate webpage, increasing community access and interaction

- Customer connectivity improved through system integration to enable a single view of customers and community confidence in personal data security supported through the implementation of Council's Cyber Security Strategy
- New Partnership Agreement established with the Dubbo Aboriginal Community Working Party and Wellington Aboriginal Action Panel to support collaboration and positive community outcomes
- Zero Emissions Fleet Strategy & Implementation Plan endorsed, setting targets for reductions of Council's fleet fuel consumption
- Online planning portal implemented to support resident and developer applications utilising the referral functions with State Government and improving customer experience and efficiency
- Induction Program undertaken for new Councillors including development of individual training programs
- Reflect Reconciliation Action Plan has been endorsed and provided to Reconciliation Australia for consideration
- 15 new community committees established to increase active engagement with community and support improved decision making



Customer experience



48,466
calls handled



45 secs
average wait time in queue



89%
calls answered within 30 secs



6%
overall call abandoned rate



7,948 over-the-counter interactions – Dubbo
2,397 over-the-counter interactions – Wellington



303,506
electric documents processed



4,034
customer requests lodged through DRC&ME



11,948
customer experience interactions via email correspondence



1,172
web chats from Council's corporate website



10,000
customer service requests lodged through Customer Request Management System



Most popular Requests

Rates – 8,571
Domestic Waste – 8,496
Land Use – 4,410
Ranger Services – 3,702
Water & Sewerage – 1,912
Horticulture – 1,279
Urban Roads – 977

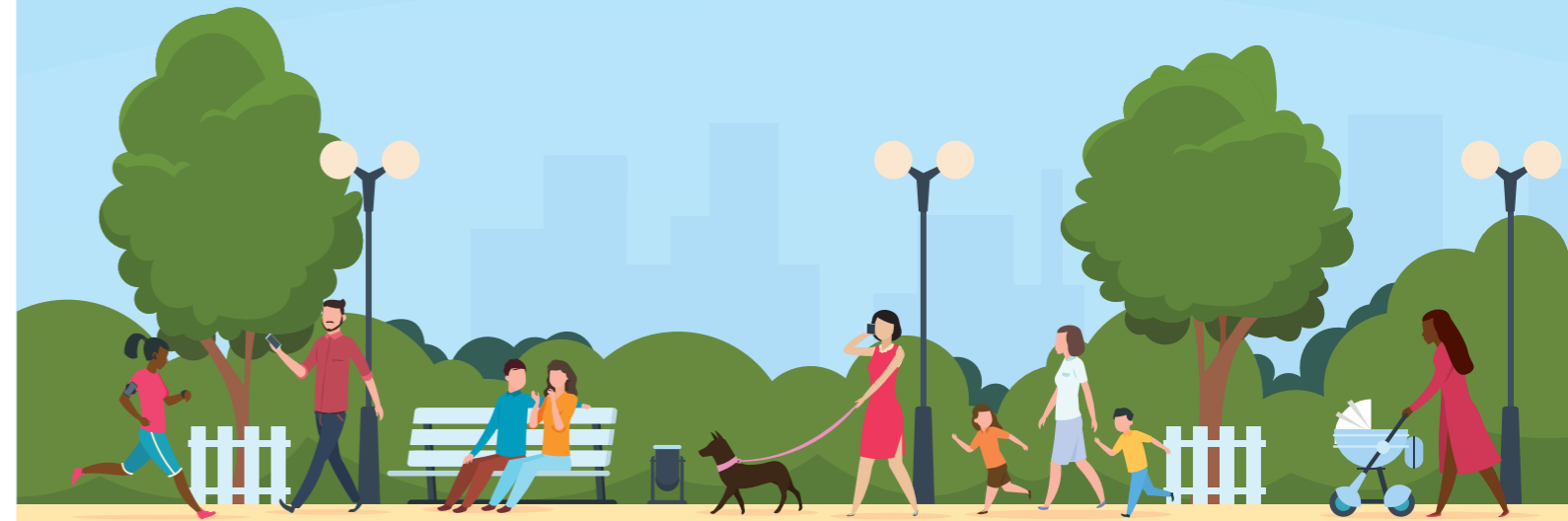
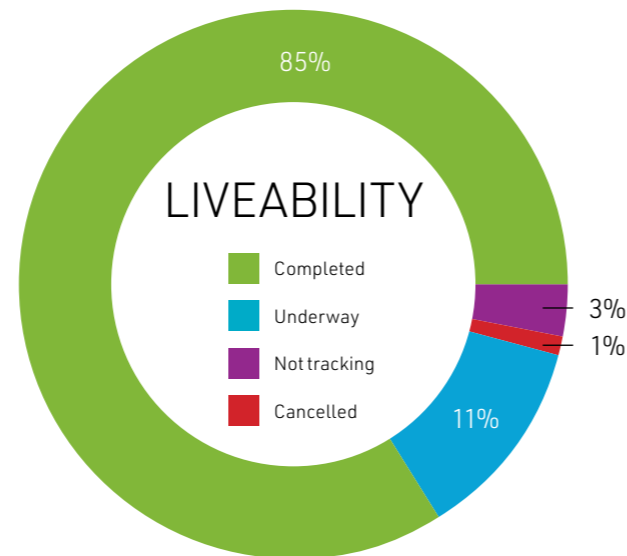
Liveability

Aspiration: 'We are a diverse, vibrant, safe and healthy region that includes a variety of public spaces and amenities'.

Alternative non rate income streams sought for cultural and tourism facilities to reduce service demand on rates including Discovery Lab Sessions at Wellington Caves, attraction of a \$100,000 grant to deliver a digitisation project and class and corporate hire expansion at Western Plains Cultural Centre

- Adoption of Dubbo Regional Local Environment Plan 2022 best ensures sensitive lands are protected from agricultural activities
- 12 Partnership programs developed with external creative service and development groups, directly funding more than 60 events and projects within the community
- Cultural diversity and social connection supported through season program at DRTCC with 55,574 patrons attending and 22 productions curated for the 2022 season
- Up to 45 Family Day care educators engaged to provide essential care services to support hundreds of families across the region
- Preservation of significant heritage items supported in the adopted Dubbo Regional Local Environmental Plan 2022
- Regional youth development supported in partnership with Dubbo Youth Interagency, Active Pools Youth Pilot, Youth Week activities and school holiday activities across the region

- Support for vulnerable community members provided through financial support for Dubbo and Wellington Neighbourhood Community Centres and granting of \$143,813.40 to 21 local community organisations and groups
- Long-term water security strengthened through commencement of Cross City Pipe Line And Northern Bore Field Projects
- Environmental awareness increased through fully subscribed Schools Waste Education Program in primary and secondary schools across the region
- Designs for proposed Dubbo Wiradjuri Tourism Centre and First Nation's kinetic artwork endorsed through community and industry advisory panels
- MOU with Charles Sturt University established to guide promotion of education and education facilities in the region



Recreation and open space



32 sporting facilities to maintain



3 master plans in progress: Macquarie River Masterplan, Delroy Parklands and Wellington Street Tree Masterplan

Community services



26 community service based events



188 CCTV cameras



327 Family Day Care participants



127 Rainbow Cottage participants



169 cemetery interments

Aquatic leisure centres



100,229 visitors



25 all access passes
411 ALC season passes
264 3 month passes
87 10-visit passes
35,835 single entry
12,047 Fitness Passport



1,095 learn to swim classes held

Macquarie Regional libraries



75,456 visitors Dubbo LGA



124,987 items loaned



467 workshops held

Capital works highlights

The COVID-19 pandemic continued to impact works programs and large projects with contractor and material supply challenges. During 2021/2202 Council's capital works program included construction, upgrades of community buildings, roads, footpaths, storm water drainage networks, park facilities and playgrounds. We continued to maintain buildings at a value of \$266M, and maintained our 2,760km of roads both sealed and unsealed.

Cobra and Fitzroy Streets Intersection Upgrade

\$10M in funding following the amalgamation of the former Wellington and Dubbo City Councils with DRC outsourcing the major works to TfNSW to form part of the larger Building a Better Dubbo initiative. The upgrades were completed in December 2021.

Stage 2 Boundary Road Extension

Open to motorists on 28 April 2022, the completion of the extension of Boundary Road to Sheraton Road forms a critical piece of Council's longer term strategy to develop a Southern distributor road corridor, which will ultimately link the Mitchell Highway and Blueridge Business Park with Dubbo's Central Business District. The significant infrastructure project received \$4M in funding from the NSW Government's Restart NSW Housing Acceleration Fund.

Elston Park Amenities

The Elston Park new amenities unit was installed in April 2022. The new amenities unit includes 2 unisex ambulant toilets, 1 unisex accessible toilet, 1 changing space with disabled toilet which has an automatic sliding door. The new unit has been strategically relocated to be closer to the playground and splash-pad.

Macquarie Lions park playground

Council successfully continued the Playground Improvement Program by installing a new inclusive playground in Macquarie Lions Park, Dubbo. The new and improved play space replaced the existing equipment that had reached its end of useful life. The new play space was approximately \$140,000 and includes:

- A combination unit including climbing, sliding and imaginative play
- Low-level balance trail
- Voice tubes
- Hula rocker
- All abilities birds nest swing set
- Inclusive saucer
- Accessible soft fall surfacing strategically located beneath high-wear zones and for users to access inclusive play elements.
- Natural and manufactured shade



Boundary Road Dubbo extension opening Deputy Mayor Richard Ivey, Councillors Pamella Wells, Matthew Wright, Shibli Chowdhury, Mayor Mathew Dickerson, CEO Murray Wood, Dugald Saunders MP (virtually), Joshua Black and Damien Mahon



Cobra and Fitzroy Streets intersection Upgrade



Elston Park Dubbo amenities

Awards and recognition

NATIONAL

- Ancient Landscapes Exhibit, Wellington Caves: Judge's Choice Awards, 2021 Interpretation Australia Awards of Excellence; Winner, Permanent Exhibition or Gallery Fitout, 2022 Museum & Galleries National Awards (MAGNA)
- Dubbo City Regional Airport: Finalist in four categories of the Australian Airports Association (AAA) 2021 National Airport Industry Awards.
- #BuyLocalorByeLocal Wellington: Finalist, Economic Development Initiatives, 2021 Economic Development Australia (EDA) Awards
- Dubbo-Ballina/Byron Bay: Winner, Supporting Regional Airports & Regional Tourism, 2021 Economic Development Australia (EDA) Awards
- Old Dubbo Gaol Upgrade Stage 1: Winner, Education and Interpretation, 2022 National Trust Heritage Awards.

STATE

- Shaping Plans to Advance Regional Culture (SPARC) Cultural Plan: Highly Commended, The Leo Kelly OAM Arts & Culture Award (populations over 15,000), 2021 Local Government Awards
- Council LIVE: Winner, RH Dougherty Award - Reporting to Your Community (populations 30,000-70,000), 2021 Local Government Awards
- NRL Match Event Management: Winner, Excellence in Risk Management Award, 2021 Civic Risk Mutual Awards for Excellence

REGIONAL

- Jocelyn McKay - Educator: Winner, Regional Educator Award, 2021 Excellence in Family Day Care Awards.

Pictured right: Old Dubbo Gaol Upgrade Stage 1: Winner, Education and Interpretation, 2022 National Trust Heritage Awards.



Annual statutory report 2021-2022

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Audited financial reports

A copy of the council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting published by the Department, as in force from time to time.

To access Council's Financial Statements please click on the link below:
dubbo.nsw.gov.au/About-Council/Our-Responsibilities/financial-statements

Environmental upgrade agreement

Dubbo Regional Council did not enter into environmental upgrade agreements in 2020/2021.

Activities funded via a special rate variation of general income

Report on activities funded via a special rate variation of general income

The Minister for Local Government has approved Special Variation Rate increases of two per cent above the general increase for 2004/2005, four percent for 2005/2006 and five percent for 2006/2007 and 2007/2008 for the former Dubbo City Council.

These Special Variation increases were an essential element of Council's strategy for funding the long-term requirements for the maintenance and improvement of its Civil Infrastructure (Roads and Footpaths) Asset Base, Parks and Landcare maintenance and renewals, and the construction and ongoing operations of the Dubbo Regional Theatre and Convention Centre.

A condition of the approval of these special variations is that expenditures are clearly reported in the Annual Report. In 2021/2022, the total revenue generated from the Special Variations was \$3.991M and the expenditure from this revenue was as follows:

- Dubbo Regional Theatre and Convention Centre operations
- Asset Maintenance:
 - Urban Parks Asset Maintenance
 - Rural Parks Asset Maintenance
 - Sporting Facilities Asset Maintenance
- Roadworks:
 - Urban Preconstruction and General Maintenance.

The total expenditures were \$3.991M with no unexpended balance required to be allocated.

Rates and charges written off

Rates and charges written off by Dubbo Regional Council during 2020/2021:

Description	Amount
Rates - Pension Rebates (S583(1))	\$1,336,278.87
Rates - Postponed Rates (S595(1))	\$13,774.97
Rates - Non Rateable properties (S555(1))	\$8,368.76
Charges - Interest on Postponed Rates	\$4,683.66
Charges - Amounts which were unrecoverable	\$4,463.27

Councillor training and professional development

All Councillors completed an induction program, which included the following sessions:

- Welcome and onboarding
- Code of Conduct
- Role of Councillors, Mayor and CEO
- Meeting Procedures
- Payment and Expenses
- Related Party Disclosures
- Facilities overview
- Divisional overview
- Integrated Planning and Reporting
- Budget and Business Units
- Councillor and Staff Interaction and Councillor Request system
- CEO Performance Review and Contract
- Prevention of Workplace Bullying and harassment
- Social Media

Ongoing Professional Development through in-house workshops to provide background information and discussions on important matters, including budgets, Community Strategic Plans, OP&DP.

Attendance at LGNSW Annual Conference February

- Mayor Mathew Dickerson
- Councillor Vicki Etheridge
- Councillor Jessica Gough
- Councillor Lewis Burns
- Councillor Damien Mahon

Australian Local Government Women's Association Conference

- Councillor Jessica Gough
- Councillor Vicki Etheridge

Women in Local Government Leadership Summit

- Councillor Jessica Gough

Economic Development - Investment attraction

- Councillor Matthew Wright

Overseas visits

Details (including the purpose) of overseas visits undertaken during the year by councillors, council staff or other persons while representing the council (including visits sponsored by other organisations).

The following overseas travel was undertaken during 2021/2022 by Councillors or staff: NIL

Payment of expenses and provision of facilities to Councillors

Details of the total cost during the year of the payment of the expenses of, and the provision of facilities to, councillors in relation to their civic functions (as paid by the council, reimbursed to the councillor or reconciled with the councillor), including separate details on the total cost of each of the following:

- (i) The provision during the year of dedicated office equipment allocated to councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in councillors' homes (including equipment and line rental costs and internet access costs but not including call costs).
- (ii) Telephone calls made by councillors, including calls made from mobile telephones provided by the council and from landline telephones and facsimile services installed in councillors' homes.
- (iii) The attendance of councillors at conferences and seminars.
- (iv) The training of councillors and the provision of skill development for councillors.
- (v) Interstate visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses.
- (vi) Overseas visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses.
- (vii) The expenses of any spouse, partner (whether of the same or the opposite sex) or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW prepared by the Director-General from time to time.
- (viii) Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor, to allow the councillor to undertake his or her civic functions.

Mayoral and Councillor Fees for the period 1 July 2021 until 30 June 2022 was \$285,298
 Mayor and Councillor Travel Subsistence 1 July 2021 until 30 June 2022 was \$9,103

Description	Cost
i. Cost of dedicated office equipment allocated to Mayor and Councillors	\$21,970.36
ii. Telephone/data charges for Mayor and Councillors	\$5,127.58
iii. Attendance of Mayor and Councillors at conferences and seminars	\$11,481
iv. Training of Mayor and Councillors and provision of skill development	\$16,950
v. Interstate visits by Mayor and Councillors (transport/accommodation/other travelling expenses)	\$3,948
vi. Overseas visits by Mayor and Councillors (transport/accommodation/other travelling expenses)	Nil
vii. Expenses of any spouse/partner who accompanied the Mayor or Councillors	Nil
viii. Expenses involved in the provision of child care for the Mayor or Councillors	Nil

Contracts awarded

Details of each contract awarded by the council during that year (whether as a result of tender or otherwise) other than:

- (i) Employment contracts (that is, contracts of service but not contracts for services), and
- (ii) Contracts for less than \$150,000 or such other amount as may be prescribed by the regulations,

including the name of the contractor, the nature of the goods or services supplied by the contractor and the total amount payable to the contractor under the contract.

Name of contractor	Goods / services	Amount
Sydney Night Patrol and Inquiry Co Pty Ltd	Dubbo Regional Airport - Security Screening Services	\$840,000.00
Robert Armstrong Cleaning	T20-004 - Contract Cleaning of Dubbo Regional Livestock Markets	\$334,231.80
Barnson Pty Ltd	Landscaping Keswick Estate Dubbo Stage 5	\$208,351.00
AGIS Trading Pty Ltd T/as Australian Geographic Information Services	Mapping of Water Pipework	\$165,770.00
WO Services Pty Ltd T/as Williams Oriel Services	VP196876 - Design, Supply, Installation and commissioning of a BMS - Various Locations	\$241,543.26
The Trustee for Gill Contracting Trust T/as Precision Pipe Networks PL	T18-048 - Variation 12b - Signal Cable Relocation - Construction of Sewer R Gravity Main R2	\$279,168.66
The Trustee for Gill Contracting Trust T/as Precision Pipe Networks PL	T18-048 - Variation 17 - Rock Excavation - Construction of Sewer R Gravity Main R2 - Section 1 and 3	\$304,048.77
Data#3 Ltd	Microsoft Enterprise Agreement	\$225,181.77
P&TS Group Pty Ltd	Q21-006 Construction of Utility Services for NBN telecommunication Network Boundary Road Stage 2 Project	\$176,066.00
WheelConn-Crete Pty Ltd	T20-042 Supply of Plant, Equipment and Labour for Kerb & Gutter Construction - Boundary Road Stage 2	\$240,768.00
Large Industries Pty Ltd T/as JLE Electrical	T21-008 Electrical Works Boundary Road Stage 2	\$590,203.65
Jonishan Pty Ltd	T19-052 - Variation 20 - Macquarie Street Extra Over Rev 2 - Detailed Design and Construction of the	\$230,950.34
Landmark Engineering & Design Pty Ltd T/as Modus Australia	Supply and Delivery of Grandstand Toilet Block At Dubbo D	\$232,194.60

Name of contractor	Goods / services	Amount
The Trustee for Gill Contracting Trust T/as Precision Pipe Networks PL	T18-048 - Sewer R Section 1 and 3 - Contract	\$347,166.18
Marsdens Law Group	Purchase of 10 Montefiore's Street Wellington	\$240,000.00
Folwick Construction Pty Ltd	Q21-008 Construction of Retaining Walls, Boundary Road Stage 2 Project	\$151,993.60
J R & E G Richards (NSW) Pty Ltd T/as J R Richards & Sons	Weekly Domestic MGB Collections - Dubbo, Brocklehurst	\$1,071,795.98
Accurate Asphalt & Road Repairs Pty Ltd	Burrendong No 2 site insitu stabilise subgrade	\$198,115.50
CivilCS Pty Ltd	T21-014 - Pressure Sewer Works - Boothenba Road Intersection	\$434,119.06
C R Kennedy & Company Pty Ltd	Survey Equipment & Maintenance	\$155,489.70
Peter Stutchbury Architecture Unit T/as Peter Stutchbury Architecture	T21-020 - Prelim Designs and Doc Wiradjuri Tourism Centre	\$696,506.00
Upright Management Pty Ltd T/as Upright Management	T18-020 - NSW RFS Aviation Simulator Training Facility - Project Management Services	\$159,500.00
Techni-Clean Dubbo Pty Ltd	LI - T18-035 + 3yr extension, Open Space public amenities clean 2021/2022	\$215,655.00
Boral Construction Materials Group Ltd	VP232119 - Swift Street & Arthur Streets - Boral Asphalt PMB AC10	\$227,844.73
DC Civil Enterprises Pty Ltd	T21-023 Construction of Culvert Old Mendooran Road	\$187,649.67
Utilstra Pty Ltd	T21-026 -WHEELERS LANE WATER MAIN REPLACEMENT - BI	\$399,012.88
Large Industries Pty Ltd T/as JLE Electrical	T21-013 - Boothenba Road Intersection Upgrade - Electrical Works	\$359,160.42
Premise Australia Pty Ltd	VP140302 - Premise - Bulk Water	\$181,500.00
Premise Australia Pty Ltd	VP140302 - Design Consultancy Services	\$181,500.00
Interflow Pty Ltd	T20-020 Package 2 Sewer Condition Assessment Wellington	\$188,350.15
Stanaway Pty Ltd T/as David Payne Constructions	T21-011 Construction of Amenities Building and Car Park at New Riverside Sporting Oval Dubbo	\$811,961.44
Audio Plus Pty Ltd	T21-032 - Supply and Install DRTCC LED Signage	\$203,189.80

Name of contractor	Goods / services	Amount
Lahz Nimmo Architects	T20-043B - Undertake detailed design of riverside boardwalk as tendered in T20-043 and approved by	\$248,234.70
The Trustee for Gill Contracting Trust T/as Precision Pipe Networks PL	T20-014 - Variation 6 - Pierce Street Redesign - Construction of three Wellington Sewer Pump Station	\$253,621.72
J R & E G Richards (NSW) Pty Ltd T/as J R Richards & Sons	Weekly Domestic MGB Collections	\$4,166,575.36
Redox Pty Ltd	Supply and Delivery of 375 Tonnes of Soda Ash to John Gilbert WTP - Reference LGP408-4	\$216,562.50
Lionel Moore Trailers Pty Ltd	VP274381 Supply one Tri Axle Side Tipping Trailer with additions	\$154,500.00
Ixom Operations Pty Ltd	Supply and Delivery of 750 Tonnes of Ferric Chloride to John Gilbert WTP	\$380,050.00
BTX Group Pty Ltd	Supply and Delivery of 160 Tonnes of PAC to John Gilbert WTP	\$525,580.00
Maas Civil Pty Ltd	T21-012 - Stormwater Construction - Keswick Estate	\$7,097,528.90
Barnson Pty Ltd	T21-009 for the design and project management of Keswick Estate Stage 5	\$203,995.00
Westrac Pty Ltd	Q21-016 - Caterpillar 950 Wheel Loader as per quotation, less trade of a Caterpillar	\$446,096.42
Drake Trailers Pty Ltd	T21-039 Drake Quad Axle Low Loader	\$357,195.30
Liberty Oil Australia Pty Ltd T/as Liberty Rural	Distillate	\$444,489.68
Sydney Night Patrol and Inquiry Co Pty Ltd	Airport - Monthly Contract Fee - Security Screening	\$510,000.00
TWS Evolution Pty Ltd	T21-041 - Bore Connection Contract - Drought Ancillary Works	\$2,397,450.00
CJC Management Pty Ltd	Airport - Project Management - 2 year engagement - Northern RPT Expansion	\$159,500.00
Willis Brant and Associates Pty Ltd T/as Willis Brant Project Managers	Construction of Hawthorn Street Depot Gangas Shed	\$230,799.80
DC Civil Enterprises Pty Ltd	T21-044 - Construction of Table Drain and Clearing, Old Mendooran Road	\$292,535.75

Name of contractor	Goods / services	Amount
South Sydney District Rugby League Football Club Limited	Events - Major Event Agreement - South Sydney Rugby League Football Club	\$385,000.00
AGH Demolition & Asbestos Removal Pty Ltd	T21-036 - Contract - Demolition and Site Remediation of 92 Macquarie Street	\$582,700.80
Upright Management Pty Ltd T/as Upright Management	T18-020 - Project Management Fees - Keswick Estate Stage 5 Release 3 - Simon Isbester	\$231,000.00
CivilCS Pty Ltd	T21-014 - Variation 1 Additional Costs for Internal and External Connections along sewer network	\$202,689.03
Sports Build Pty Ltd	Contract Q21-12 for the construction of netball courts Nita McGrath	\$230,887.80
Upright Management Pty Ltd T/as Upright Management	T18-020 - Wellington SPS - Provision of Project Management Services	\$671,550.00
Teleo Design Pty Ltd	Supply and install truss bridge over Bell River T2	\$1,280,978.60
CPB Contractors Pty Ltd	T20-003 - Contract - Construction of Sewer R Gravity Main R2	\$252,018.20
Stanaway Pty Ltd T/as David Payne Constructions	T21-037 - NSW RFS Aviation Centre of Excellence Contract	\$6,857,091.62
Robson Civil Projects Pty Ltd	T21-033 - Contract - Construction of Boothenba Road Civil and Stormwater Works	\$3,615,664.65
Civica Pty Ltd	Civica Authority - Annual Licence Fee	\$392,792.11
Liberty Oil Australia Pty Ltd T/as Liberty Rural	Distillate	\$554,229.50
Base NSW Pty Ltd T/as Agriweld Engineering	Grates, Collars, and Associated Bollards.	\$150,802.08
Tracserv Pty Ltd T/as Tracserv	VP300773 - Isuzu NQR87-190	\$150,252.50
Eire Constructions Pty Ltd	T21-042 - Construction of Wellington Bore Pipeline	\$3,481,741.16
Regional Quarries Australia Pty Ltd	T21-017 Supply and delivery of 15,000 tonnes of DGB20HD for Old Mendooran Road Stage 3	\$513,150.00
TWS Evolution Pty Ltd	T21-041 - Wellington Bore Connections - Montefiores and Bicentennial	\$572,000.00
Holcim (Australia) Pty Ltd	Supply and Delivery of approximately 15,000 tonnes of DGB20HD for Old Mendooran Road Stage 3	\$528,330.00
Civil Independence Industries Pty Ltd	T21 - 038 Construction of Asphaltic Surface Concrete Surface Boundary Road Stage 2 Project	\$1,048,080.00

Name of contractor	Goods / services	Amount
Broons Hire (SA) Pty Ltd	Q22-004 - Please supply one Broons BH1830 Tow Behind Combination Roller	\$223,250.50
TWS Evolution Pty Ltd	Q21-021 - Contract for Connections to the Dubbo Water Treatment Plant Aeration Tower	\$529,100.00
Workcontrol Pty Ltd	Traffic Control	\$150,630.69
Tracserv Pty Ltd T/as Tracserv	VP301323 - Please supply one Isuzu FRR110-260 Dual Cab Tipping Truck	\$168,706.50
Interflow Pty Ltd	T20-020 - Package 2 - Sewer Rehab (Wellington)	740,977.70
Willis Brant and Associates Pty Ltd T/as Willis Brant Project Managers	Construction Hawthorn Street Gangars Sheds	154,651.35
Eire Constructions Pty Ltd	T21-042 - Variation 1 - Bore Extension at Macquarie River - Construction of Wellington Bore Pipeline	159,929.87
Denrith Pty Ltd T/as Divall's Earthmoving & Bulk Haulage	VP296825 - Full Service Stabilisation of Old Mendooran Road - Approximately 4.3km.	424,820.00

Legal proceedings

A summary of the amounts incurred by the council during the year in relation to legal proceedings taken by or against the council (including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed) and a summary of the state of progress of each legal proceeding and (if it has been finalised) the result.

There were no amounts incurred by Council in relation to legal proceedings in 2021/2022.

Private works

Details or a summary (as required by section 67 (3) of the Act) of resolutions made during that year under section 67 of the Act concerning work carried out on private land and details or a summary of such work if the cost of the work has been fully or partly subsidised by the council, together with a statement of the total amount by which the council has subsidised any such work during that year.

There were no private works undertaken by Dubbo Regional Council in 2020/2021 which were either fully or partly subsidised by Council.

Contributions

During 2021/2022, a total of \$201,900 was contributed under this section of the Act, as follows:

Organisation	Donation
Binjang Community Radio Incorporated	\$10,000
Buninyong Public School	\$2,600
Catholic Healthcare Ltd T/as Lourdes Hospital & Community Health Service	\$3,500
Catholic Parish St Brigid Dubbo - St Brigid's Craft	\$1,000
Central West Working Horse Association	\$9,341
Comobella Public Hall Land Manager	\$13,833
Cudgegong Jump Club	\$6,902
Dubbo & District Parents Support Group Deaf & Hearing Impaired Inc	\$8,500
Dubbo & District Pipe Band	\$6,172
Dubbo Filmmakers Incorporated	\$10,200
Dubbo Legacy Division of Orange Legacy	\$5,000
Dubbo Neighbourhood Centre Inc	\$4,000
Guide Dogs NSW/ACT - Dubbo Support Group	\$3,790
Lifeline Central West Inc	\$15,000
Lions Club of Wellington Inc	\$3,200
Orana Support Services Inc	\$7,550
RSPCA NSW	\$10,000
Songwriters & Original Musicians Association Dubbo Inc	\$1,197
U3A Dubbo Chapter Inc	\$3,000
Walter T Grant Memorial Seniors Group	\$21,860
Wellington District Cricket Association	\$2,852
Wellington Golf Club	\$3,272
Wellington Information & Neighbourhood Services Inc	\$30,000
Wellington Junior Rugby Union Club Inc.	\$2,267
Wellington PCYC	\$10,000
Wellington Senior Citizens Club Inc	\$3,646
Western Region Academy of Sport Inc	\$3,218
TOTAL	\$201,900

Statement of all external bodies that exercised functions delegated by council

There were no external bodies that exercised functions under the delegation of council.

Joint ventures

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest.

Dubbo Regional Council held no controlling interest in any company during 2020/2021.

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or no incorporated) in which the council participated during the year.

Macquarie Regional Library

Statement of activities undertaken to implement its EEO management plan

Council's Equal Employment Opportunity Management Plan (2021- 2023) outlines current actions, planned actions and measurable outcomes to continue to embed, support and improve EEO throughout the DRC employment life cycle. Some of the initiatives and action that have been delivered as per the plan are:

- Established a working party to look at flexible working and the needs of our employees
- Reviewing EEO statements in career advertisements and refreshing the Work at Council section on our website
- All new starters completing EEO training as part of the induction and on boarding processes
- All recruitment panel members completing training on recruitment processes prior to being on a panel to ensure EEO legislation principles are understood and upheld

Over the past year a committee has been established who are actively involved in promoting EEO throughout the organisation and assisting in the implementation of the plan. The committee have proposed some initiatives and are working towards them in addition to the actions in the plan:

- Work with staff to arrange facilities to accommodate cultural requirements, including religious prayer needs
- Reviewing current breastfeeding facilities to determine whether improvements can be made

Working alongside the Equal Employment Opportunity Management Plan is Council's Aboriginal Employment Strategy (AES). The purpose of the AES is to build a foundation to increase opportunities for Aboriginal and/or Torres Strait Islander members of the community, support and encourage our existing employees, whilst at all times ensuring our actions are aligned with Council's Vision, Purpose and Values. Initiatives that are underway from this strategy include:

- Engaging with local community and school groups for industry introductions and workplace visits
- Internal acknowledgment and celebration of culture and traditions
- Creating a visual acknowledgement and appreciation of the local Aboriginal Culture throughout work environments

Statement of the total remuneration packages of all senior staff members

Statement of the total remuneration package of the general manager including:

- total value of the salary component of the package
Total TRP - \$365,621
Total Salary Component - \$342,959
- total amount of any bonus, performance or other payments that do not form part of the salary component - Nil
- total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor - \$22,662
- total value of any non-cash benefits for which the general manager may elect under the package - Nil
- total amount payable by way of fringe benefits tax for any such non-cash benefit - Nil

Statement of the total remuneration packages of all senior staff members (other than GM), expressed as the total (not of the individual members) including:

- total value of salary components of their packages
Total TRP - \$1,271,056
Total Salary Component - \$1,153,758
- total amount of any bonus, performance or other payments that do not form part of salary components of their packages
- total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor - \$117,298
- total value of any non-cash benefits for which any of them may elect under the package - Nil
- total amount payable by way of fringe benefits tax for any such non-cash benefits - Nil

Statement of total number of persons who performed paid work on Wednesday 25 May 2022

Total number of persons who performed paid work on Wednesday 25 May 2022 including (separate statements) - 553

The number of persons directly employed by the council:

- On a permanent full-time basis 430
- On a permanent part-time basis 72
- On a casual basis 19
- Under a fixed-term contract 13

The number of persons employed by the council who are "senior staff" for the purpose of the Local Government Act 1993 - 4

The number of persons engaged by the council, under a contract or other arrangement with the persons employer, that is wholly or principal for the layout of the person - 4

The number of persons supplied to the council, under a contract or other arrangement with the persons employee, as an apprentice or trainee - 11

Stormwater management services

Financial details for Council's projected and actual stormwater management services provided in 2021/2022 area as follows:

Stormwater Management Services	Budget	Actual
Income from continuing operations	\$2,344,218	\$5,120,644
Expenses from continuing operations	\$3,385,959	\$2,486,808
Operating result surplus/(deficit)	-\$1,687,154	\$2,633,836
Grants included in income	\$8,443	\$86,104

Council's annual stormwater charges for Dubbo City defined urban area in 2021/2022 was \$100.74 per property, which generated income of \$1,596,026.

Council's stormwater operations provide safe stormwater conveyance for the community throughout the Dubbo Regional Local Government Area.

Urban drainage assets include:

- Stormwater pipes 225km
- Stormwater pits 8,784
- Gross pollutant traps 67
- Stormwater channels 9.8km
- Stormwater basins 103
- Stormwater culverts 139

Companion Animals Act and Regulation

Detailed statement, prepared in accordance with such guidelines as may be issued by the Director-General from time to time, of the council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1988 (CA Act) and the Companion Animal Regulation 2018, including:

- lodgement of pound data collection returns with the Office of Local Government (OLG)
- lodgement of data about dog attacks with OLG, if no known attacks in the year a nil return is required in annual statement - 23 incidents reported to OLG in 2021/2022
- amount of funding spent on companion animal management and activities - \$588,216 (total operating and capital expenditure)
- Council participated in RSPCA healthy pet day, microchipping dogs and cats also talking to pet owners. Social media posts and media releases. AWL vet truck visit to vaccinate and desex adoptable cats and dogs in the Animal Shelter.
- Dubbo Regional Council Animal Shelter works closely with Animal Welfare League, Australian Working Dog Rescue and Pets Haven to rehome as many animals as they can take. Only dangerous dogs or dogs that are ill or unsuitable to be rehomed due to aggression are euthanised.
- Dubbo Regional Council LGA has a total of 16 nominated off leash areas across the LGA 14 in Dubbo including 3 fenced areas and 2 unfenced areas in Wellington.
- No external fund or grant money access or provided for managing and controlling companion animals.

Carers Recognition Act

Councils considered to be 'human service agencies' under the Carers Recognition Act 2010 (the CR Act) (provide services directed at carers and/or people being cared for by carers) must report on compliance with the CR Act for the reporting period.

All policies, including flexible work policies, are inclusive of the needs of those employees who are carers.

Application of leave considers the needs of those employees who are carers.

The Community Development Officer (CDO) provides updated information to the community and services on the Carer Gateway and how to access support and services.

The CDO Chairs the Dubbo Aged Services Interagency which connects and promotes all local aged care service providers.

CDO co- facilitates (with Carer Gateway) the Wellington Carer Support Group, venue is the Wellington Citizen Centre.

The Disability Inclusion Action Plan recognises the role of the carer and is inclusive of their needs.

Disability inclusion action plan

Dubbo Regional Council has a current Disability Inclusion Action Plan; 2022 – 2025 Dubbo Regional Council Disability Inclusion Action Plan

Manager Community Services has been supporting and assisting the creation of a local Dementia Friendly Community Alliance – this is ongoing.

Strong connections remain and grow with local and new service providers within the Disability sector.

Each section of Community services attend various interagency meetings throughout the region.

Planning agreements

Particulars of compliance with and effect of planning agreements in force during the year.

No specific actions from Planning Agreements commenced during reporting period. Information regarding expired and current Planning Agreements can be found on Council's website, please click the link below:

[Planning agreements](#)

Recovery and threat abatement plans

Council is not responsible for the implementation of any plans.

Details of Private swimming pool inspections

Private Swimming Pools

- were of tourist and visitor accommodation - 2
- were of premises with more than 2 dwellings – not identifiable in 2021/2022 data
- resulted in issuance a certificate of compliance under s22D of the SP Act - 174
- resulted in issuance a certificate of non-compliance under cl 21 SP Reg - 87

Government Information (Public Access) Act 2009

Each agency (other than a Minister) must, within 4 months after the end of each reporting year, prepare an annual report on the agency's obligations under this Act for submission to the Minister responsible for the agency. A copy of the report is to be provided to the Information Commissioner.

The annual report of an agency (other than a Minister) required to be prepared under section 125 of the Act must include the following:

(Note: An agency's report under section 125 of the Act can be included in the agency's annual report required to be prepared under the annual reporting legislation—see section 6 of the Annual Reports (Departments) Act 1985 or section 5A of the Annual Reports (Statutory Bodies) Act 1984 (as the case requires).)

- (a) Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.*
- (b) The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).*
- (c) The total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure).*

(Note: Table D in Schedule 2 also requires information relating to access applications in respect of which there is a conclusive presumption of overriding public interest against disclosure.)

(d) Information, as set out in the form required by the tables in Schedule 2, relating to the access applications (if any) made to the agency during the reporting year.

Dubbo Regional Council's program for proactive release of information involves:

- Continual improvement of the systems and mechanisms utilised by the organisation to facilitate easy and effective access by members of the public to information that they have a right to view, download or copy (where applicable).
- Training of relevant staff to ensure that applications are dealt with effectively and proactively.
- Working towards ensuring all government information is available to the public on the Council website.
- Ensuring that if information is not available on the Council website that it may be accessed by other means.
- Reviewing the types of information requested via Formal Access applications and via customer contact with Council's Customer Service Centre and deciding if the information should be made readily available to all members of the public.

For the period 2021/2022, Council received in total 14 Formal GIPA Applications, of which only 3 applications were refused. Noting also that due to significant staff shortages, there were a higher than normal number of applications decided and processed but not within the required timeframe.

During the year Council published a [Disclosure Log](#) on its website. The Disclosure Log publishes details of information released in response to access applications that Council considers may be of interest to other members of the public. It is a requirement under Section 26 of the Government Information (Public Access) Act 2009 (GIPA Act) that NSW government agencies publish a disclosure log on its website.

**Government Information (Public Access) Regulation 2009
Schedule 2 Statistical information about access applications to be
included in annual report (Clause 7)**

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	1	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	2	0	2	1	0	0	0
Members of the public (other)	0	2	4	3	0	3	0	0

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	2	3	0	0	3	0	0
Access applications (other than personal information applications)	0	3	1	4	1	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	3
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

Reason for invalidity	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	3
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under Electricity Network Assets (Authorised Transactions) Act 2015	0
Information about authorised transaction under Land and Property Information NSW (Authorised Transaction) Act 2016	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	7
Law enforcement and security	1
Individual rights, judicial processes and natural justice	5
Business interests of agencies and other persons	4
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	4
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	9
Total	0

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	1	0
Review by Information Commissioner*	1	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
Total	1	1	0

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

Public interest disclosures

Information required to be provided in accordance with s2 of the Public Interest Disclosures Regulation 2011 is included herewith:

- (a) the number of public officials who have made a public interest disclosure to the public authority - Nil
- (b) the number of public interest disclosures received by the public authority in total and the number of public interest disclosures received by the public authority relating to each of the following - Nil
 - (i) corrupt conduct - Nil
 - (ii) maladministration - Nil
 - (iii) serious and substantial waste of public money or local government money (as appropriate) - Nil
 - (iv) government information contraventions - Nil
 - (v) local government pecuniary interest contraventions - Nil
- (c) the number of public interest disclosures finalised by the public authority - Nil
- (d) whether the public authority has a public interest disclosures policy in place - Public Interest Disclosures Policy adopted by Dubbo Regional Council at its Ordinary meeting held 7 December 2020
- (e) what actions the head of the public authority has taken to ensure that his or her staff awareness responsibilities under section 6E (1) (b) of the Act have been met – posters on notice boards throughout work areas, Code of Conduct training to all staff and Councillors including Public Interest Disclosures processes, policy available on Council website and Intranet.
- (f) public interest disclosures made by public officials in performing their day to day functions as such public officials - Nil
- (g) public interest disclosures not within paragraph (f) that are made under a statutory or other legal obligation - Nil
- (h) all other public interest disclosures - Nil

During 2021/2022 the number of Nominated Disclosure Officers within Council was 10 staff. This includes staff across a wider section of Council to allow all staff to access the Nominated Disclosure Officers. These work locations now include Wellington Caves, Dubbo Works Depot and Dubbo Regional Saleyards. It is intended that further staff will be trained to be Nominated Disclosure Officers.

Capital works projects where a capital expenditure review has been submitted

No submissions received during reporting period.



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