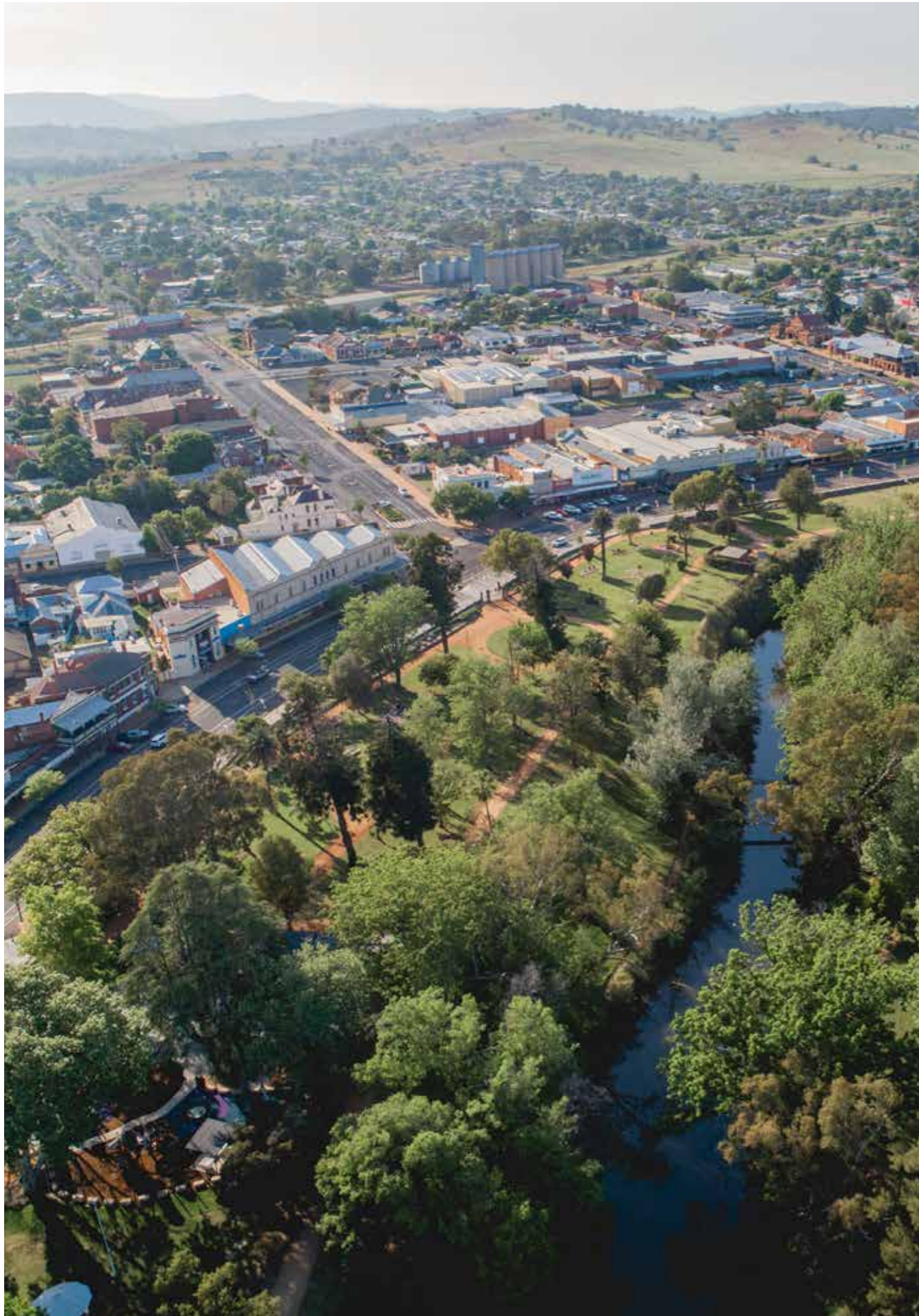




Annual Report 2020/2021





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CEO's message



There is no doubt Dubbo Regional Council has faced some challenges in recent times. Operationally however, staff have maintained a high level of service for our community and I am extremely proud of their resilience and dedication to their role in delivering the outcomes for our region.

We're pleased to share the 2020/2021 Annual Report – which captures just how much was achieved by Dubbo Regional Council during particularly challenging circumstances.

I have found myself on many occasions proud of the determination, passion and innovation of our team; by the spirit and adaptability of the people we work with. It fills me with so much hope, for the future of our region.

I encourage you all to take some time to read about the journey Council's been on over the past year. Highlights of 2020/2021 have included Stage 1 of the Old Dubbo Gaol Redevelopment, the completion of the Ancient Landscape Gallery at the Wellington caves, harmonisation of rates and completion of the Wiradjuri Gardens in Dubbo to name just a few.

As the region moves forward so too will our organisation. From an operational perspective I will work to the following priorities:

- Develop strong and clear deliverable objectives for the community.
- Keep the community at the forefront of every decision that is made in every meeting, around every table at DRC.
- Ensure appropriate investment is made to existing infrastructure whether that is roads, water mains, sports facilities, parks etc.
- Work collaboratively with all levels of government to achieve the best outcomes for our community.
- Increase internal morale and staff satisfaction, to confirm every role at DRC is helping to make our region the wonderful place it is.

I am looking forward to working with our staff, Councillors and you – as our community – to shape a bright future the whole Dubbo region.



Murray Wood
Chief Executive Officer



Murray Wood, participating in a traditional smoking ceremony to celebrate the opening of the Wiradjuri Gardens in Dubbo, June 2021.

Who are we?



54,843*
population Dubbo region



7,735
people who are Aboriginal or Torres Strait Islander



38 years
average age

Popular employment industries



Healthcare and social assistance

Retail trade



Education and training



Construction



Public administration and safety

Dwellings in the Dubbo region



22,712 houses

1.26%** growth rate



\$360 median weekly rent

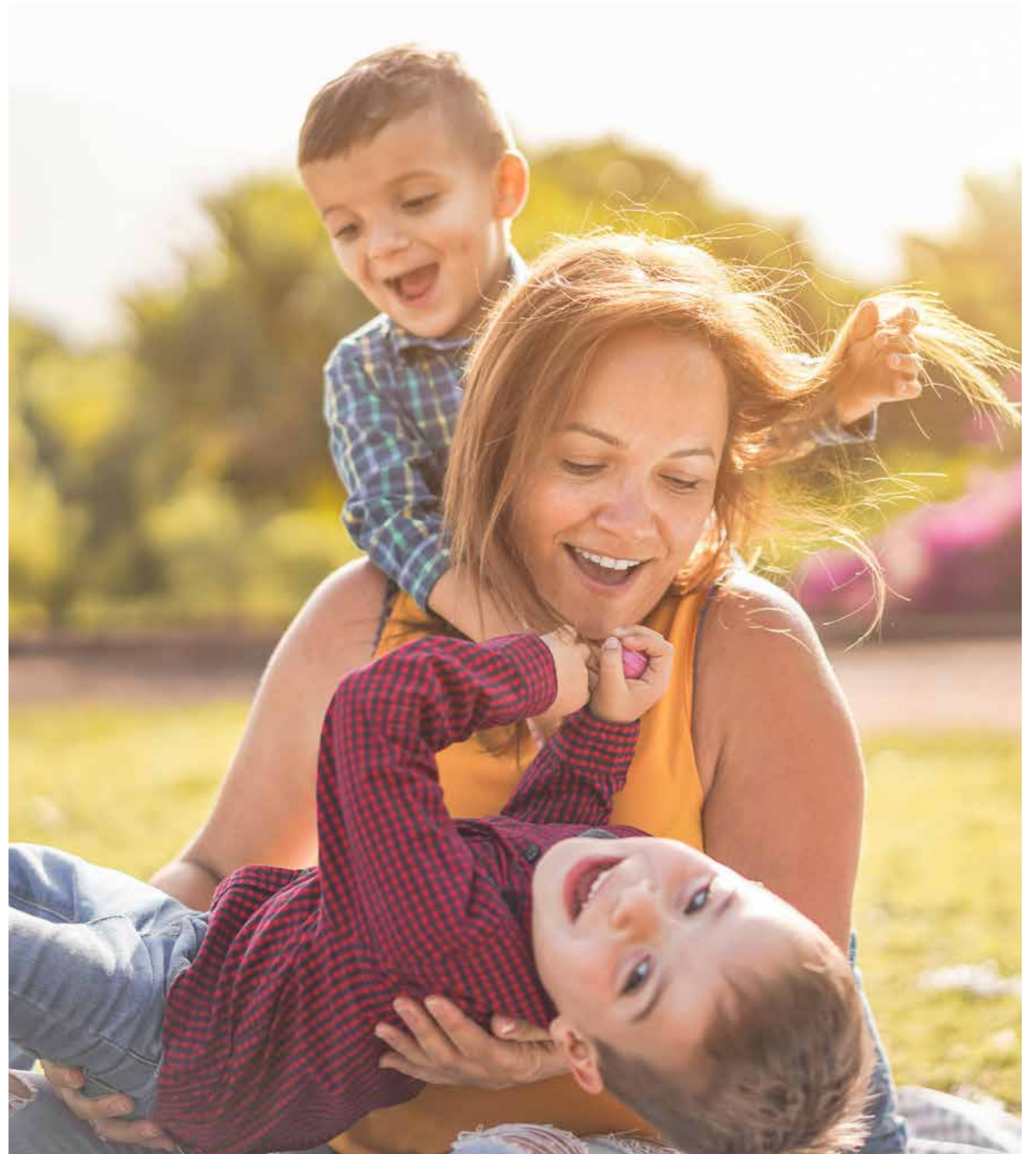
\$405,000 median house price - Dubbo



\$185,000 median house price - Wellington

*Source - Dubbo Regional Council Community Profile | Age, Population | REMPLAN based on the 2016 census and ABS estimations

**Dubbo Regional Council Community Profile | Age, Population | REMPLAN based on estimated residential population (ERP) increase from 2016 to 2020.



Awards and nominations

Culture and Economy:

- Economic Development Australia Excellence Awards: Economic Initiatives for Regions Over 15,000; Winner
- 2021 NSW Local Government Excellence Awards; Finalist
- 2021 NSW Top Tourism Town; Finalist

Organisational Performance:

2020 National Council of the Year Award – National Local Government Customer Service Network

Dubbo Regional Council won the National Council of the year Award, thanks to our excellent response during the pandemic. The award, presented by the National Local Government Customer Service Network, recognised “the best of the best” councils across Australia, which expertly dealt with the outbreak of the pandemic. Our organisation took the top gong as a result of our agility and resilience, community partnerships and our digital platforms.

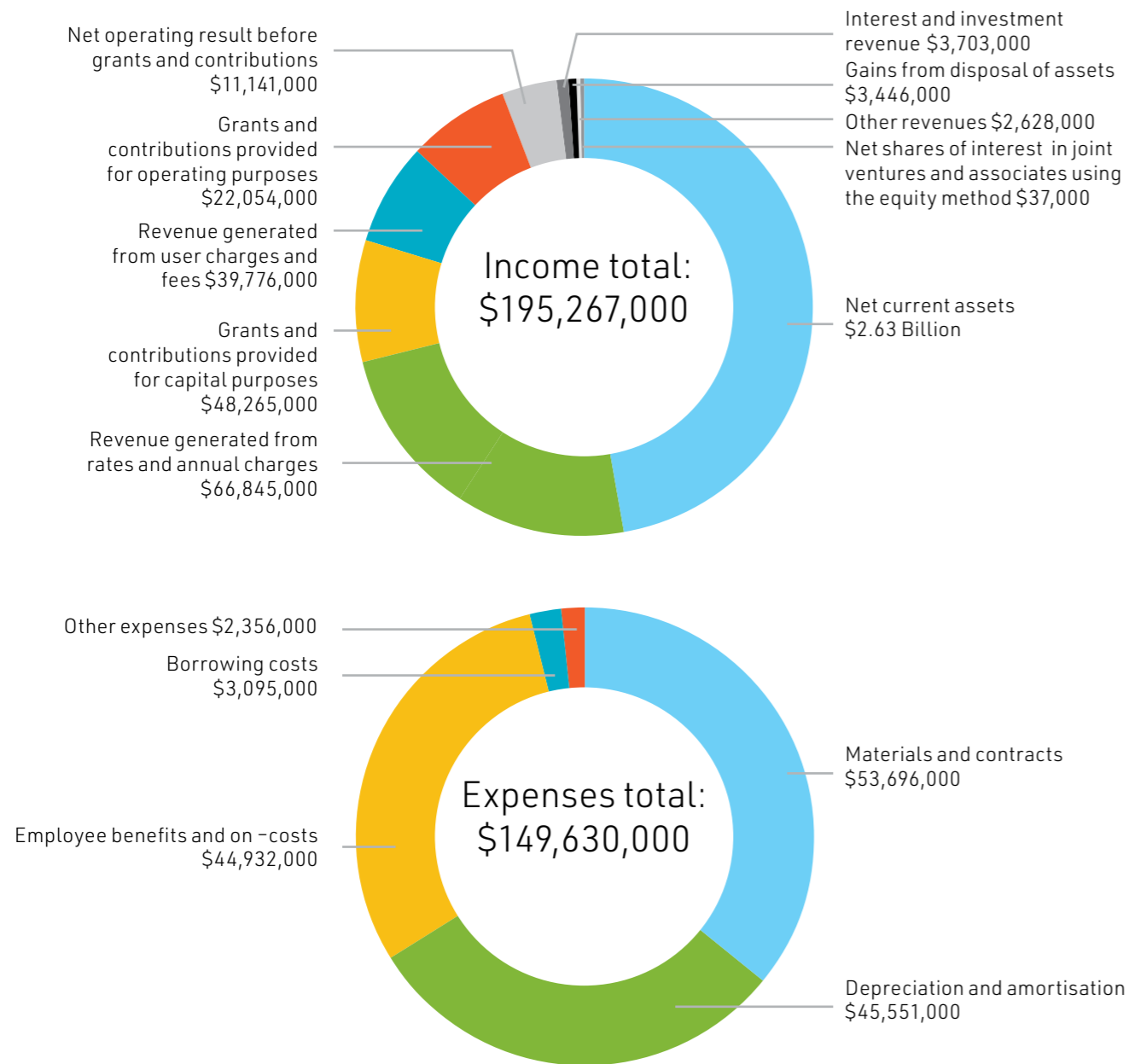


From left: Kari Gamble, Caitlin Colliver, Peter Tuxford - Regional Sales Manager of Open Office (sponsors of the award) and Kylie Leonard.



Financial snapshot

The Statement of Financial Position indicates that Council is in a sound financial position with Net Current Assets of some \$2.63 billion.



Operations


 **80,519**
passengers through airport

 **77,621**
visitors to Information Centres

 **69,863**
Old Dubbo Gaol visitors


 **34,852**
Wellington Caves visitors

 **83,893**
Western Plains Cultural Centre visitors

 **26,330** for ticket events at DRTCC
22,694 for non-ticketed events at DRTCC
49,024 total visitors to DRTCC

Dubbo Regional Livestock Markets

 **115,836** cattle

 **680,949** sheep

 **2,910** goats

 **5,462** truck washes





Old Dubbo Gaol Stage 1 Redevelopment

Commenced: January 2020
 Completed: March 2021
 Total cost: \$1.4M

Cost breakdown:

- \$600,000 NSW Government
- \$800,000 Dubbo Regional Council

The Old Dubbo Gaol (ODG) redevelopment project has been designed to create an improved visitor experience with enhancements to the State Heritage Listed buildings.

The upgrades include enhancements to the displays, along with utilising technology to tell the stories of the lives of the inmates at the ODG.

The ODG is one of the most culturally significant heritage sites in regional NSW. Listed on the State Heritage Register, it holds artefacts of national significance within its collection of more than 600 items.

Some of the artefacts include the largest collection of Hangman Ropes in Australia, and the original Hangman's Gallows.

The upgrades will preserve these historically significant items, with new display cabinets allowing even more artefacts to be displayed to the public.

The redevelopment project will help the ODG maintain its appeal to the broad visitor market and continue to contribute to the destination appeal and the visitor economy.



2040 Community Strategic Plan objectives:

- 3.1 Visitor economy growth is supported through product development, enhancement and strategic management.



SPARC Cultural Plan Development

Commenced: June 2020
 Completed: Ongoing
 Total cost: \$18,000
 DRC operational funding

In June 2020, DRC approved a new Cultural Plan, known as SPARC (Shaping Plans to Advance Regional Culture).

The regional plan, covering a diverse range of cultural themes and sectors, is a first for DRC, with previous cultural centred Council plans produced over a decade ago. The plan responds to the massive sector growth in our region and prioritises cultural development opportunities.

While maintaining support for traditional local government programs (DRC managed Gallery, Museum and Theatre), additional resources (including staffing and budget) have been allocated to deliver and collaborate on projects that seek to expand the potential for culture to be at the heart of the lived experience of the region.

The community-led Cultural Plan was informed by extensive community input, garnered through 17 public session, 215 submissions and direct engagement with 17 community based cultural organisations across the region.

Developed internally by qualified staff, the plan serves a strategic and operational purpose. The plan has already contributed to the attraction of \$268,000 over a three year period to deliver cultural engagement programs and support creative sector development. Operationally, a diverse range of collaborative opportunities that extend beyond the walls of the Western Plains Cultural Centre have been realised, including supporting increased professional development opportunities, creative event presentation support and increased creative education streams.



2040 Community Strategic Plan objectives:

- 5.7 The high profile of existing cultural services and facilities is maintained
 5.8 The diversity of our heritage is maintained and promoted



Showground Upgrades

Commenced: July 2020
 Completed: 30 June 2021
 Total cost: \$827,000

Cost breakdown:

- Showground Stimulus Phase 1 \$280,000
- Showground Stimulus Phase 2A \$250,000
- Drought Communities \$250,000
- DRC \$47,000

Key projects have continued to be delivered in line with the adopted showground master plan.

The new permanent horse stables and replacement of the boundary fence were priority areas for improvement that were highlighted in the 2019 Dubbo Showground Master Plan.

Both projects provided immediate economic stimulus to the regional economy through opportunities for local contractors and suppliers, who have severely suffered since 2017 due to the ongoing drought across NSW, the worst in history, and currently the COVID-19 pandemic.

The project involved the construction of 34 permanent horse stables to replace the portable stables that had reached their end of lifecycle. The two-building complex also includes an amenities block (toilets, showers and change rooms), utility and store room, new outdoor sand arena for dressage, pre-warm up of reining and cutting horse events, and show-jumping warm up arena. As a result, the stables will boost event hosting opportunities, deliver greater equestrian offerings, increase community utilisation and improve safety and animal welfare.

The enhancements will support the sustainability of the showground by helping to attract both local and out-of-region horse event organisers, maximising economic and social opportunities for the showground and region.



2040 Community Strategic Plan objectives:

- 3.7.5 The business activities of Council are an important sector of the local economy and provide financial returns to the community
- 3.7.5.1 Opportunity for increased income streams for the Dubbo Showground are sought



Caves Ancient Landscapes Gallery

Commenced: February 2021
 Completed: June 2021
 Total cost: \$700,000

Cost breakdown:

- \$400,000 SCCF NSW Government
- \$250,000 Drought Assistance Fund, Australian Government
- \$50,000 Dubbo Regional Council

The Ancient Landscapes Exhibition was developed to further enhance the visitor experience in line with the strategic direction outlined in the Wellington Caves Master Plan and Exhibition Interpretation Plan.

The Ancient Landscapes Gallery offers a large-scale immersive experience that allows visitors to interactively explore a Devonian reef, as well as engage with megafauna from the Pleistocene. Objects on display include a life-size, 3D-printed Diprotodon fossil skeleton.

Another feature of the gallery is the creation story about the caves, shared for the first time by the Wellington Wiradjuri community.

The gallery was curated, designed and constructed by Thylacine Design and project partners.

As part of the interpretation delivered for the Ancient Landscapes Gallery, Dubbo Regional Council worked with Indigenous representation including Auntie Connie, Auntie Glenda, Louise Austin, Mick Peachy, members of the Wellington Aboriginal Action Panel (WAAP) and community.

The exhibition delivers major themes of the site as an educational and entertainment resource to value add for visitors to the Wellington Caves.

The upgrade to the facility of additional content is aimed to increase dwell time of customers, greatly increasing direct opportunities for economic impacts to the facility and Wellington.



2040 Community Strategic Plan objectives:

- 3.1 Visitor economy growth is supported through product development, enhancement and strategic management.



Dubbo Region Economic Development

Adopted September 2020
 Completed: September 2021
 Total cost: In house development and delivery



2040 Community Strategic Plan objectives:

3.2.1.2 Actively pursue and respond to opportunities for business and industry investment in the Local Government Area

In response to the COVID-19 pandemic in 2020 and the economic (and resulting social) hardships experienced by many of the Dubbo region's 5,000 businesses, Dubbo Regional Council, in partnership with local business industry groups, developed a Regional Economic Recovery Strategy. The objective of the strategy was to respond to these economic challenges and opportunities and rebound quickly as a strong and resilient economy. Development of the strategy focused on three areas to fast-track economic recovery for the Dubbo region:

- Regional Jobs
- Regional Investment
- Industry Recovery

The adopted Strategy, which is available on Council's website, lists 20 prioritised objectives, each with an identified action and measure for success. The closing report highlights the activities, outcomes, achievements and statistical data from the strategy. Some most notable outcomes include:

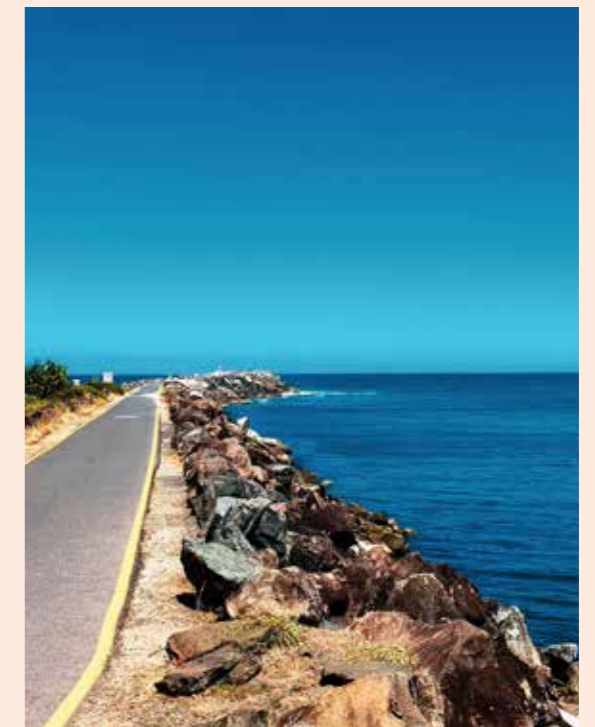
- December 2020 being recorded as the highest spend month with a growth of almost 28% (compared to previous year spend)
- Traffic to the destination website dubbo.com.au increased threefold, based on visits compared to previous year.
- The award-winning implementation of new regional air routes, supported by destination marketing activity, showed great conversion on the Ballina-Byron Bay/Dubbo City Regional Airport initiative campaign yielding:
 - o Sponsored and organic social media marketing geo targeting the Northern Rivers region - 41,964 impressions



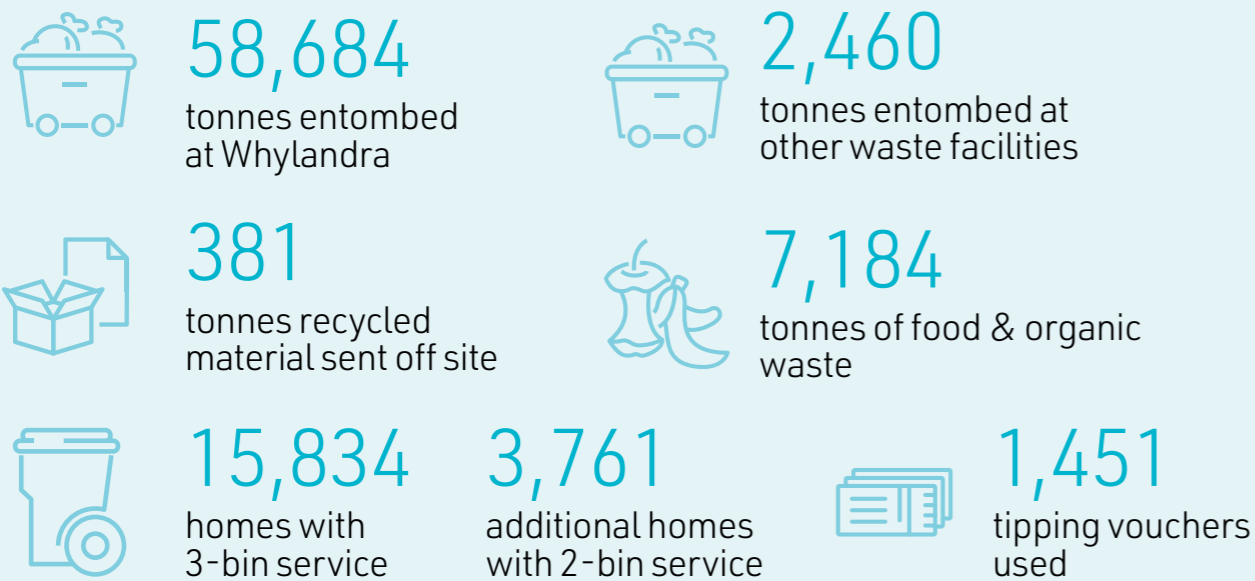
- o Cinema advertising in Ballina - approx. 6,900 patrons
- o Sponsored and geo targeted YouTube advertisements - 25,854 views
- o A bus skin on road for 7 weeks in Ballina - estimated reach 41,806
- o Print promotion in the Byron Bay Echo - circulation 21,000
- o Overall the 12 week campaign achieved great results, with an estimated 137,524 impressions/views across all media.
- o Load factors have averaged 71.5% over the past four months of full operation.
- o Based on the Tourism Research Australia data an estimated total of \$2,268,000 of direct spending was generated for both regions based solely on visitation.

A fitting conclusion to the overall strategy is a testimonial from the Dubbo Chamber of Commerce on Council's leadership, performance and commitment:

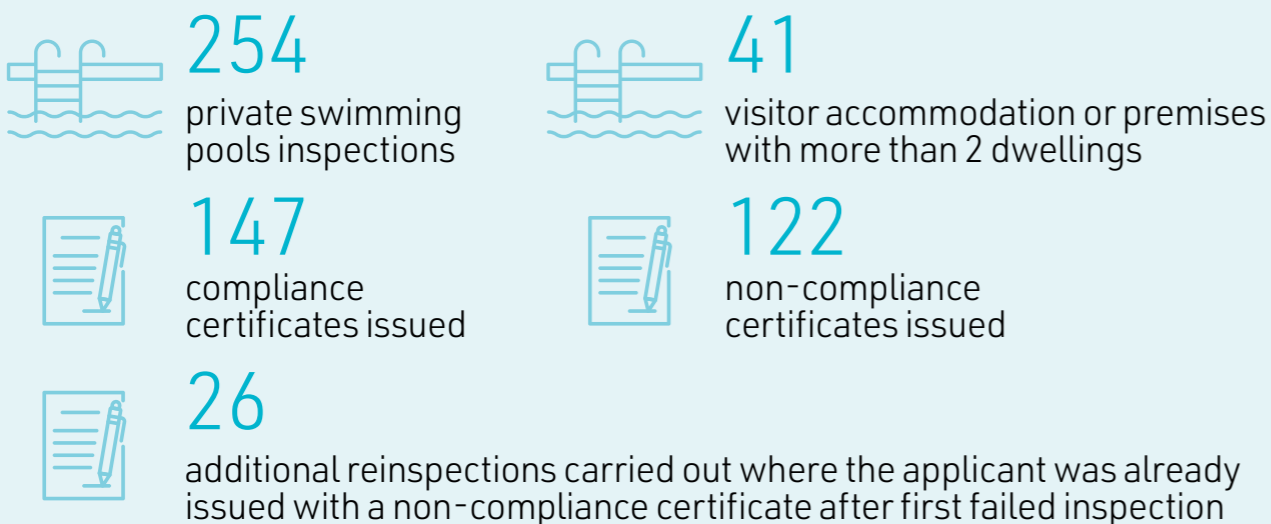
"We would like to acknowledge the time and effort that the team have invested into the Regional Taskforce. We're inspired by your focus, energy and insights. We admire the fact that the whole team is doing it for all the right reasons - ultimately to see our region grow and prosper."



Waste services



Inspections of private swimming pools

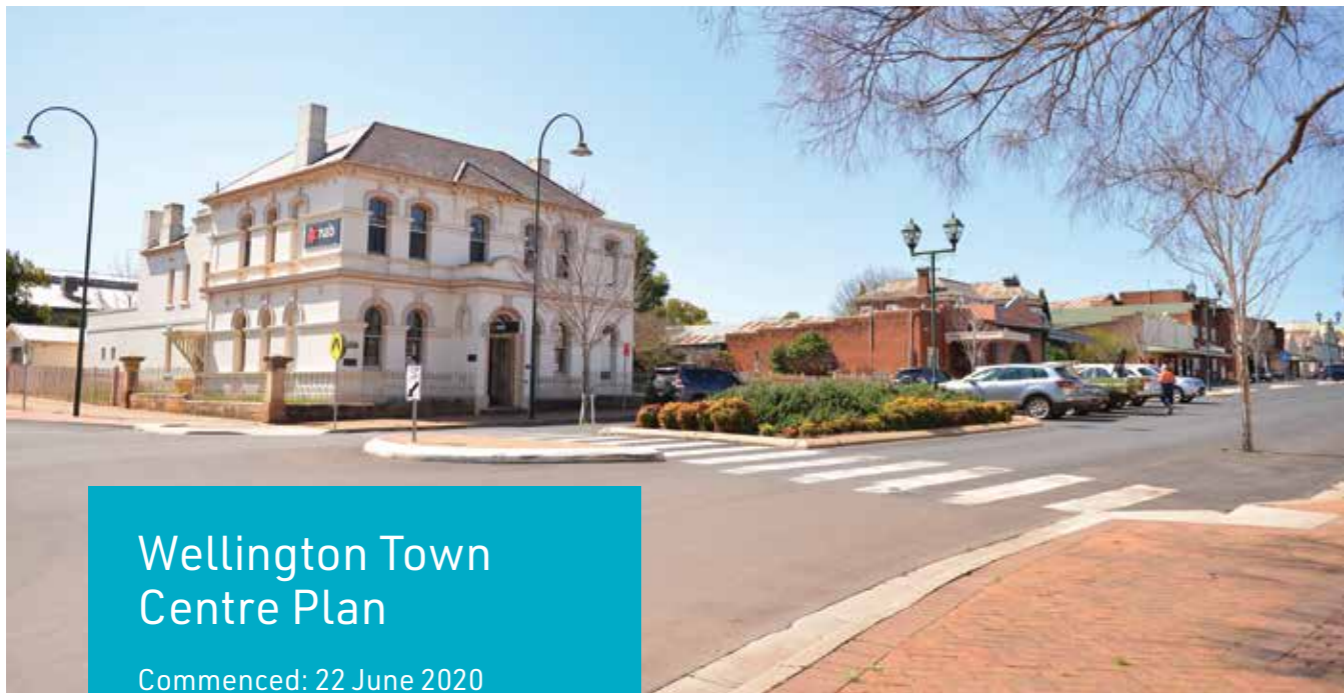


Animal & Ranger services



Development





Wellington Town Centre Plan

Commenced: 22 June 2020
 Completed: 27 February 2021
 Total cost: \$90,000
 Cost breakdown:

- \$45,000 external funding (Australian Government's Building Better Regions Fund)
- \$45,000 Council contribution in staff time, resources and consultancy assistance

The Wellington Town Centre Plan (WTCP) forms the basis for re-vitalising the Wellington Town Centre.

The Plan was created to help Dubbo Regional Council (DRC) understand what Wellington residents appreciate about their CBD, and their thoughts on what needs improving.

The WTCP aims to make the most of the heritage buildings, utilise the spacious Cameron Park, and capitalise on the already flourishing arts scene.

When developing the Plan, staff consulted with the community, to find out what they thought would be good ways of revitalising the area. In addition to utilising the Cameron Park area and shopfronts, other suggestions included painting old and dilapidated shop fronts, and repurposing the old Caltex site, to turn it into a community garden or passive green space.

The Plan is based on the input gained from four rounds of consultation and specialist consultant analysis.

The Plan provides a range of short term (two years), medium term (four to six years) and long term (six years+) actions including land use analysis, improvements to the public domain, traffic arrangements, heritage management and promotion, festivals and heritage/art walks.

The Plan was prepared with the assistance of a \$45,000 grant from the Australian Government under the Building Better Regions Fund.



2040 Community Strategic Plan objectives:

3.8.2.2 Operational Plan Action

A Wellington Town Centre plan is prepared to encourage activity and activation in the Wellington Town Centre



Comprehensive Dubbo Region Local Environmental Plan 2021

Commenced: 1 July 2020
 Completed: Projected completion December 2021 – Gazetted by NSW Government Department of Planning, Infrastructure and Environment (DPIE)
 Total cost: \$60,000
 Cost breakdown:

- \$30,000 funding from NSW Government DPIE to cover consultation program.
- \$30,000 Dubbo Regional Council

The preparation of a new Comprehensive Local Environmental Plan for the Local Government Area has been a key organisation project for completion following amalgamation of the former Wellington and Dubbo City Councils.

The new Comprehensive Local Environmental Plan will provide a single set of planning rules and guidance across the Local Government Area and ensure the development industry and our community have one source of guidance.

Other benefits of the project include:

- The Dubbo Region Local Environmental Plan 2021 will include planning and development controls and guidance for all lands in the Local Government Area.
- There will no longer be a separation of planning and development guidance between lands in the former Wellington and Dubbo City Councils.
- Customers, including planning and development professionals will have a single document to source information, which will hopefully remove any confusion and save time.
- There will be no more confusion as to what set of planning and development controls apply to what lands.
- Planning zones included in Dubbo Region LEP are the same (e.g. a rural zone in the former Dubbo City area will predominately allow the same development as the former Wellington Council area)

The new Comprehensive Local Environmental Plan was adopted by Council at its meeting on 26 July 2021 and is now awaiting finalisation and gazettal by the NSW Government.



2040 Community Strategic Plan objectives:

1.4.2.3 Operational Plan Action

The comprehensive Local Environmental Plan is finalised in accordance with legislative requirements



Implementing Council's Energy Strategy and Implementation Plan – Solar Photo Voltaic Project

Commenced: November 2020
 Completed: November 2021
 Total cost: \$300,000
 Cost breakdown:

- \$270,000 Australian Government's Local Roads & Community Infrastructure Program (LRCI)
- \$30,000 Council contribution



2040 Community Strategic Plan objectives:

- 2.1 Opportunities for use of renewable energy are increased
- 2.1.3.3 that an energy strategy is to be prepared for Council facilities and buildings by the Division of Planning and Environment.
- 5.9 Environmental sustainability is a priority.

Council received a total of \$270,000 in funding under Phase 1 and 2 of the Australian Government's Local Roads and Community Infrastructure program to install 24.5 kW of photovoltaic (PV) systems across seven of its facilities.

The seven facilities include the Wellington Aquatic and Leisure Centre, Dubbo Aquatic and Leisure Centre, Dubbo Regional Theatre and Convention Centre, Dubbo Showground (Woolpack Function Centre), Macquarie Regional Library and the Dubbo and Wellington Civic Administration Buildings.

After a competitive quotation process, Tindo Operations Co (Tindo Solar), a Clean Energy Council approved solar retailer, was contracted by Council to complete the work. Of note, Tindo Solar is Australia's only solar panel manufacturer and is providing Australian Made solar panels (Tindo Karra) for the project.

Keeping things local, Tindo Solar have also engaged a local sub-contractor, Platinum Electricians Dubbo, to complete the installation on their behalf. Platinum Electricians Dubbo are also recognised as Clean Energy Council accredited installers.

It is estimated that the project could result in annual electricity bill savings of up to \$70,000 for Council and the community, and save up to 300 tonnes of CO₂ emissions per year.

The project will triple the amount of photovoltaic (PV) systems installed across Council facilities, with other major installations including a 70 kW system at the Western Plains Cultural Centre, a 30 kW system at the Hawthorn St Depot, and a smaller 12 kW system at Barden Park.

The project will ultimately assist Council in achieving its Energy Strategy goal to obtain 50% of its predicted electricity consumption by 2025 from renewables, directly or by purchasing renewable energy.



ePlanning Services (Planning Portal) Integration

Commenced: September 2020
 Completed: 30 June 2021 (ongoing)
 Total cost: \$69,000
 Cost breakdown:

- NSW Government grant \$50,000
- Cost to Council \$19,000



2040 Community Strategic Plan objectives:

- 1.7 & 3.9 Recognising the importance of the local development industry to continue the residential growth of the LGA.

As of 1 July 2021 the NSW Planning Portal became mandatory and all development applications, construction certificates, building certificates and subdivision certificates had to be lodged via this platform.

The benefits of the Planning Portal are:

- Applicants can submit an application at any time from any location;
- Applicants can 'track' an application from their online dashboard;
- Documents are provided electronically to the certifier;
- Certifiers (includes Council) can request further information through the Portal;
- Online concurrence and referrals to state agencies can occur through the Portal;
- Fees paid online;
- Removes delays associated with postal services;
- Online system making state agencies more accountable to meet required deadlines;
- Improved transparency; and
- Determinations issued via the portal, with details readily available online.

Roads



35 projects dedicated to road safety



1,554km unsealed roads 1,160km sealed roads 7.263km roads sealed this year



972 complaints about roads

Fleet



160 light vehicles



74 heavy vehicles

Water & Sewer



1,112 water services



514 sewer services



79,117 meter reads



67 Gross Pollutant Traps (GPTs)



350 tonnes prevented from entering river system



Old Dubbo Road Widening

Commenced: May 2021
Completed: August 2021
Total cost: \$2.7m

- Cost breakdown:
- NSW Safer Road Program \$2.3m
 - Roads to Recovery \$0.4m

Due to a history of crashes on this road, Council undertook an upgrade of Old Dubbo Road. The objective of this work was to improve the overall safety of this section of road through improved conditions, reducing road accidents in crash history locations along 7km of Old Dubbo Road.

This was achieved by:

- Providing a widened pavement and seal (road surface).
- Providing improved clear zones.
- Implementing an 80 km/h speed zone from Hennessey Drive to the Lazy River Estate at Angle Road.
- Upgrading the intersection at Angle Road (at the entrance to the Lazy River Estate).
- Improving delineation and signage.



Initially, the geometry at the western intersection of the Angle Road was not square to the Old Dubbo Road. During events at the Lazy River Estate, safe entry, exiting and passing at the intersection was difficult due to the high speed environment, the lack of holding areas for turning vehicles and a lack of passing width for through movements on the Old Dubbo Road.

The completion of this project has seen improvement to this intersection to provide the safe movement of traffic through this section of road.

2040 Community Strategic Plan objectives:

- 2.2 Our road transportation network is safe, convenient and efficient



Renshaw McGirr Way

Commenced: 12 October 2020
 Completed: 15 March 2021
 Total cost: \$1.3m
 Cost breakdown:

- Project fully funded by Safer Roads Grant funding

Due to a history of incidents on this road, Council undertook an upgrade of 3.6 km of Renshaw McGirr Way. The objective of this work was to improve the overall safety of this section of road by improving the curves, increasing the width of road and widening clear zones.

This project involved the overlay and stabilisation of the majority of the pavement on these curves, which strengthens the existing pavement. Other improvements included a new seal (road surface) and the addition of line marking over the full 3.6 km.

The project resulted in an improvement to the safety of motorists along this section of Renshaw McGirr Way. Due to the upgraded widths, larger vehicles can now more comfortably use Renshaw McGirr way.

The project also involved the removal of 15 juvenile trees, almost exclusively in drains, which was offset by the planting of 150 tube stock providing an overall benefit to the environment.



2040 Community Strategic Plan objectives:

2.2 Our road transportation network is safe, convenient and efficient.



Smart Water Meter

Commenced: December 2019
 Completed: March 2022
 Total cost: \$5.1m
 Cost breakdown:

- Fully funded by Council

Automated meter reading (AMR) technology has now reached a stage in Australia that it represents a significant opportunity for Dubbo Regional Council to invest in this technology.

Manual meter reading, at a great relative expense, generates in order of 80,000 data points per annum. It is more expensive and produces less information as it requires us to read the 20,000 meters manually, four times per annum, which is the sum of our total knowledge of the consumption habits of our customer base. With remote automated meter reading the database can be expanded to any size Council elects to use, based on how often the meters are read.

- AMR will increase community water awareness of water consumption and water conservation.
- From AMR, Council will become aware of defects with meters, or meter tampering in real time.
- AMR will give Council the ability to read all meters at a single point in time.
- AMR will give Council better data with which to answer customer enquiries.

Zones 1 - 4 were completed, representing about 75% of the project, with Zone 5 water meters still to be installed (Wellington, Geurie, Mumbil and North Yeoval). Zone 5 installation was delayed due to the most recent COVID-19 lockdown.



2040 Community Strategic Plan objectives:

2.3.1 Council's water and sewer infrastructure and services comply with appropriate regulations to meet the current and future needs of the community and facilitate a future population of 100,000.



Burrendong No. 2 Bridge Reconstruction

Commenced: May 2021
 Completed: March 2022
 Total cost: \$3,122,000
 Cost breakdown:

- \$1,700,000 Fixing Country Bridges Program
- \$700,000 Bridges Renewal Program
- \$722,000 DRC

Burrendong No. 2 Bridge is located on Fashions Mount Road, north-east of Mumbil. It is the only access with no alternative detour to the Burrendong State Park, Sport and Recreation Facility, Burrendong Arboretum, and private farms.

The existing timber bridge is excluded from Higher Mass Limit access, and is a straight and rather narrow bridge between two substandard horizontal curves. The existing road form makes it difficult to stay in the correct lane at normal speeds.

The proposed replacement bridge will be a wider, super-elevated, single horizontal curved bridge with a higher posted speed limit, designed to provide safer access to Burrendong recreational area and surrounding farms.



2040 Community Strategic Plan objectives:

2.2 Our road transportation network is safe, convenient and efficient.



Dubbo Cross City Pipeline

Commenced: May 2020
 Completed: October 2021
 Total cost: \$9.5m
 Cost breakdown:

- Entire funding provided by NSW Government under the 'Safe and Secure Water Program'

In late 2019 as a result of the ongoing drought, there were major concerns that the Macquarie River would 'cease to flow' and Dubbo residents and businesses would be without a reliable town water supply. The NSW Government allocated \$30m to DRC to deliver a series of water security projects, including the drilling of additional bores and connecting them across Dubbo and into the water treatment plant via 17 km of pipe-work to be installed underground. At present, seven bores connect to the pipe-work, with a further four bores to be added in the next six months. This new pipeline will provide water certainty to Dubbo during the next inevitable drought.

There are seven existing bores supplying the John Gilbert Water Treatment Plant (WTP):

- Shibbles No. 1
- Shibbles No. 2
- Wheelers Lane Bore
- Harpers Bore, Boundary Road
- Ronald Street Bore
- Thorby Avenue Bore
- Driftwells Bore, Tamworth Street

There are two existing irrigation bores that will be connected to the John Gilbert WTP via the non-potable pipeline:

- Martins Bore, Darling Street
- Riverbank Bore, Macleay Street

There are three new bores that will be connected to the John Gilbert WTP via the non-potable pipeline:

- Devils Hole Bore, Brisbane Street
- Bunglegumbie No. 1
- Bunglegumbie No. 2

There are four new bores in the development stage. If deemed suitable, they will be connected to the John Gilbert WTP via the non-potable pipeline:

- Bunglegumbie No. 3
- Bunglegumbie No. 4
- Bunglegumbie No. 5
- Bunglegumbie No. 6



2040 Community Strategic Plan objectives:

2.3 Infrastructure meets the current and future needs of our community.

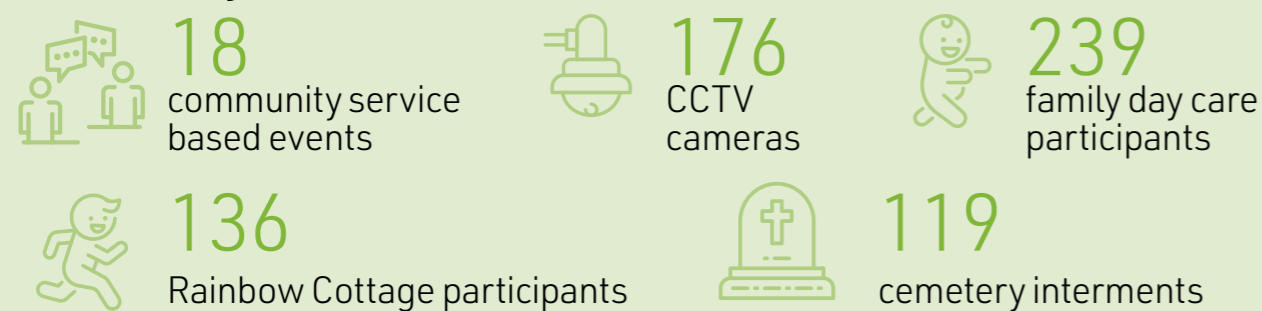
Operations



Recreation and open space



Community services



Macquarie Regional Library



Aquatic Leisure Centres



Wellington World War 1 Winged Victory restoration

Commenced: 22 February 2021
Completed: 24 April 2021
Total cost: \$80,845

Cost breakdown:

- \$40,000 Local Roads and Community Infrastructure, Australian Government
- \$40,845 Dubbo Regional Council



2040 Community Strategic Plan objectives:

- 5.1 Our City, town and villages are well-maintained, welcoming, showcase their heritage and what they have to offer.
- 5.8 The diversity of our heritage is maintained and promoted.

The restoration of the World War 1 memorial "Winged Victory" was undertaken following an assessment that found it was in an advanced state of deterioration. The sculpture, comprising of three female figures, dates back to the early 1930s and was completed by the renowned Marrickville sculptor, Gilbert Doble.

The sculptural component of Wellington's Winged Victory is comprised of three connected metal figures. In the centre is a seated winged figure of Victory, a sword previously rested in her open hands on her lap. On either side of Victory are two female figures both seated and slightly lower than Victory. On the proper left is a figure with its head tilted downwards towards a book. To the proper right an armoured female figure sits looking outwards, with a helmet on and a palm branch in her hand.

As part of the original 1920 design, the figures were identified Victory, History and Fame. By the time of installation in 1933 these identifications were no longer used and more descriptive terminology is used to identify the figures, such as: "a martial figure, symbolising the spirit in which Australia entered into the war" and a representation of "history recording in a book the deeds of those who saw service" or "a figure of History, who has inscribed in the book of fame resting upon her knees the heroic deeds of Australia's bravest and best." And "a figure typifying courage and fortitude; the spirit of the women of Australia; the Spartan mothers who saw their sons go forth to war and return, some with their shield and some upon them."

The restoration of the three female forms, the Honour Rolls and the granite plinth ensures that this iconic and historically important memorial would be retained in the Cameron Park landscape.



Riverside Ovals Redevelopment

Commenced: 1 July 2019
Completed: 31 December 2020
Total cost: \$1,150,000

Cost breakdown:

- \$1,000,000 Local Roads and Community Infrastructure, Australian Government
- \$150,000 Dubbo Regional Council

The Riverside Ovals Redevelopment project was undertaken to expand the sporting opportunities available to local residents, and also provide additional facilities to help attract regional and state events.

As part of this development, an additional turf cricket pitch was constructed, providing Dubbo the opportunity to attract major events. Additional football/soccer and touch football fields were also included in the development of this greenfield site.

The objective of the project was to provide high quality sporting facilities that supported local sport, and could help attract large scale regional and state events that stimulate the local economy.

This project was made possible by the support of the Australian Government's Local roads and Community Infrastructure Fund.

Sport is central to the psyche of Australians, and the provision of high quality, fit for purpose facilities is a central pillar of this.



2040 Community Strategic Plan objectives:

- 5.5 The community has the opportunity to participate in a diverse range of lifestyle, sporting and recreational pursuits.
- 5.5.4 Our sporting facilities are recognised as catering for a wide range of local, regional and state sporting events and opportunity.



Wiradjuri Garden

Commenced: 11 September 2020
Completed: 29 June 2021
Total cost: \$1,078,000

Cost breakdown:

- \$900,000 NSW Government – Stronger Communities (Major Projects)
- \$178,000 – Council contribution

This project was undertaken as part of the initiative of the NSW Government to develop Aboriginal tourism and experiences within regional NSW. Such tourism experiences are in high demand but low supply.

Wiradjuri Garden was designed using the themes and elements that were identified through community consultation for Wiradjuri Park, West Dubbo. The major theme that runs through the garden is the three rivers of the Wiradjuri Nation represented by the three paths of different colours. All the plants within the garden are found within the broader Wiradjuri Nation, with a strong focus of endemic plants. The garden features a large rainbow serpent feature garden bed, yarning circles made from natural sandstone and a large communal fire pit.

Consultation with the Dubbo Aboriginal Community Working Party and community members also assisted in finalising the design.

This project was made possible by the support of the NSW Government.

This project builds on the development of the Dubbo Regional Botanic Garden and recognises the First Nations people of the Dubbo region.



2040 Community Strategic Plan objectives:

- 5.5.2 Quality passive and active open space is located to maximise access and use by the community
- 5.7.2 Aboriginal culture is celebrated.

Customer Experience



52,212
calls handled

26 secs
average wait time in queue



95%
of calls answered within 30 secs

4.6%
overall abandoned rate



261,716
electronic documents processed



1,626
Customer Requests lodged
through DRC&ME



15,482
over the counter
interactions

11,603
Dubbo

3,879
Wellington



8,689
Number of Customer Experience interactions
via email correspondence

Most popular requests:

- 617 organic caddy liner requests
- 343 request for email of rates notices
- 181 change of address
- 81 roads requests
- 78 report a nuisance animal





The digitalisation of Customer Experience Touch Points

Commenced: 1 July 2020
 Completed: Ongoing
 Total cost: \$150,000
 Cost breakdown:

- Internally funded by DRC

The Dubbo Regional Council Customer Experience team implemented high level technology including ticketing touch screens, queue management, digital advertisement screens, real time feedback capture and appointment scheduling software. This technology allows for streamlined customer experiences. The inclusion of a concierge-based model ensures a personal, proactive service.

Dubbo Regional Council were recognised at the 2021 NSW Local Government Excellence Awards for the Customer Experience Digitalisation Journey. The submission highlighted Council's implementation of multiple digital technologies that allows DRC to manage increased resident interactions and improved services in an increasingly demanding online dominant service industry.



2040 Community Strategic Plan objectives:

4.3.6.1 A Customer Experience Strategy is implemented and monitored



Rates Harmonisation

Commenced: March 2019
 Completed: 1 July 2021
 Total cost: \$55,317
 Cost breakdown:

- Fully Council contributed

The State Government had required all merged Councils to implement a harmonised rating structure by 1 July 2021. This is a process where Council reviewed the existing rates being charged, and developed a single rating structure that distributed the rates burden fairly across the whole Dubbo Regional Council local government area.

Due to restrictions put in place by the NSW Government at the time of the merger of Dubbo City Council and Wellington Council in 2016, Dubbo Regional Council had been using the two existing different methods to calculate rates in the Dubbo and Wellington areas since the merger.

Legislation required Council to merge some existing rating categories, which had various impacts on individual ratepayers. Under the existing legislation, the increase or decrease in rates must be implemented in a single, one-off change, rather than a staggered approach.

Council implemented the following measures to help with the rollout of the new rates structure amongst residents:

- An online rates calculator was implemented to show the impact on ratepayers
- A live Q&A session was conducted on Council's website and social media platforms, which allowed residents to submit questions they might have about the Rates Harmonisation process
- A comprehensive community engagement process occurred and Council established a Rates Harmonisation Reference Group



2040 Community Strategic Plan objectives:

4.3.2 The system of raising revenue is regarded as equitable and revenue from grants and other income sources is maximised

4.4.1 The organisation meets all statutory requirements



Keswick Estate Stage 5 (release 2)

Commenced: June 2020

Completed: July 2022 (estimated)

Total cost: Estimated \$6.8 million

Cost breakdown:

- The cost of the Keswick Estate residential land development is borne by Council's internal restricted assets fund and is ultimately covered by proceeds from land sale.

Keswick Estate Stage 5 (release 2) is part of the ongoing Keswick Estate residential land development, which aims to provide affordable entry into the residential market for home buyers, in a location close to retail and medical services.

The stage 5 (release 2) also assists in alleviating the housing shortage experienced by the region.

Keswick Estate Stage 5 (release 2) will supply 52 lots to the residential market in 2022 with lot sizes ranging from 600m² to 949m². It includes 48 single dwelling lots and four dual occupancy lots.



2040 Community Strategic Plan objectives:

- 1.1 Residential housing opportunity meets the current and projected needs of our community and facilitates an ultimate population of 100,000.
- 1.2 Residential development is well-designed.
- 1.4 An adequate supply of land is maintained close to established community services and facilities.
- 1.7 The importance of the local development industry to the continued residential growth and development of the Local Government Area is recognised.



Moffatt Estate Stage 3 (release 1)

Commenced: January 2016

Completed: January 2022 (estimated)

Total cost: Estimated \$5 million

Cost breakdown:

- The cost of the Moffatt Estate industrial land development is borne by Council's internal restricted assets fund and is ultimately covered by proceeds from land sales.

Moffatt Estate Stage 3 (release 1) is part of the ongoing Moffatt Estate industrial land development, which aims to stimulate the economic growth of the region.

Moffatt Estate Stage 3 (release 1) will supply 15 industrial lots to the industrial market in 2022. These will be composed of 10 lots of 5,324m² to 5,423m², and five premium lots of 9,383m² with dual frontages to Purvis Lane.



2040 Community Strategic Plan objectives:

- 3.7 A strategic framework is in place to maximise the realisation of economic development opportunities for the region.

Annual statutory report 2020-2021

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Delivery Program & Operational Plan implementation

The Integrated Planning and Reporting (IP&R) Framework requires Council to have in place a Community Strategic Plan which identifies the long term visions and aspirations of the community and future of the Local Government Area.

The Community Strategic Plan is supported by a number of other plans, including:

- The Delivery Program;
- The Operational Plan; and
- The Resourcing Strategy (incorporating the Long Term Financial Plan, Interim Asset Management Strategy and the Workforce Management Plan).

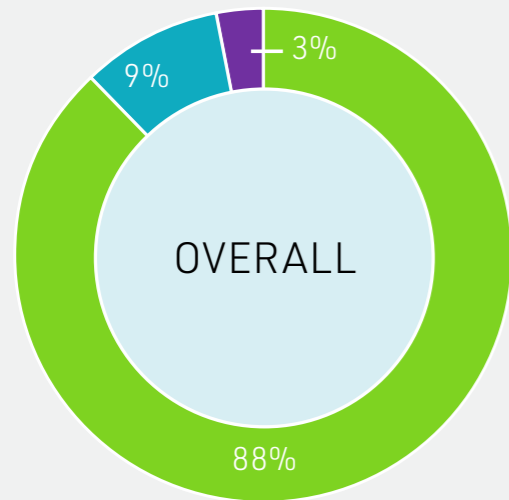
The Delivery Program details the principal activities Council will undertake in the adopted four year timeframe to implement the strategies established by the Community Strategic Plan. The Operational Plan is prepared as a sub-plan of the Delivery Program and details the activities Council will undertake during the financial year to address the principal activities outlined in the Delivery Program.

Council adopted a combined document which comprises both the Delivery Program and Operational Plan into a single and easy to use document.

Year 3 of the Delivery Program and Operational Plan

This section provides the community with a transparent and clear method to review achievements of the principal activities in the Delivery Program and Operational Plan. Performance is evaluated as complete, tracking or cancelled/deferred.

The Delivery Program and Operational Plan contained 391 actions. 88% of actions have been completed and 9% of actions are on track to meet the target results, which represents a high achievement rate. The remaining 3% of actions were cancelled/deferred due to the impacts of COVID-19.



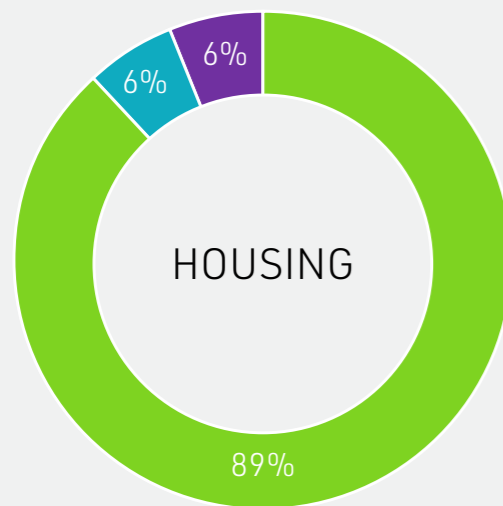
- Completed: Action completed for the year
- Tracking: Action underway, progressing as planned
- Not started: It has been formally agreed that this action will not happen and will be deferred to 2022.

DELIVERING ON THE 2040 COMMUNITY STRATEGIC PLAN





Delivering for our community - Housing



- Completed: Action completed for the year
- Tracking: Action underway, progressing as planned
- Not started: It has been formally agreed that this action will not happen and will be deferred to 2022.

WHY IS IT IMPORTANT?

Access to housing in the region is a significant benefit of living in Dubbo, Wellington and our Villages. The region continues to be recognised as an attractive and affordable living option with a significant level of development currently planned and underway.

Council embarked on a number of key housing initiatives over the period, which included an industry Housing Forum to discuss issues, ideas and initiatives. Council also adopted an ambitious program of housing initiatives, which includes review of housing strategy, aiding and assisting development in our future growth areas, updating our infrastructure delivery and contributions framework and further work towards development initiatives.

A key part of the range of housing initiatives was the work towards setting up a Residential Housing Reference Group. This Group of industry stakeholders will provide a forum for discussion and road testing of housing initiatives.

Council in the period adopted the new Comprehensive Dubbo Regional Local Environmental Plan 2021, which will ensure our region has a single set of planning controls and reduce the complexity of dual Local Environmental Plans.

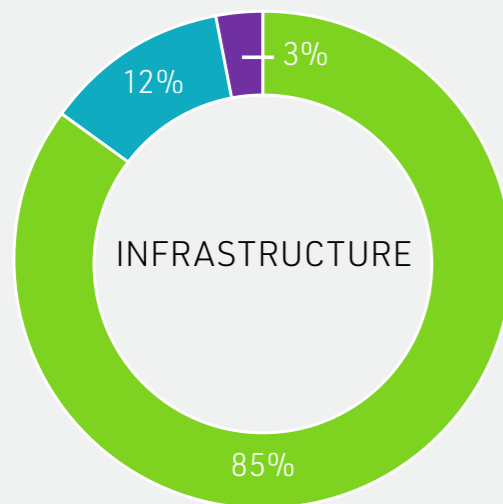
Considerable land continues to be available for the development of housing, which could provide in excess of approximately 10,000 dwellings. This includes approximately 7,000 in Dubbo and approximately 3,000 in Wellington. Significant residential development opportunities are available across many of the villages in the LGA.

Council undertook a number of roles across the housing spectrum, including identifying land for housing and streamlining planning processes, to setting appropriate local policy positions through planning instruments, to assessing applications and importantly, building and maintaining relationships with stakeholders.

| Measure | Responsible Directorate | Comment |
|---|-----------------------------|--|
| Overall development approvals and approvals for specific housing types | Development and Environment | <p>Council determined and approved a total of 842 development applications. 712 approvals were for residential purposes, and 130 approvals were for commercial, industrial or other purposes.</p> <p>Of the 712 approvals for residential purposes, 268 approvals were for new single dwellings, 413 approvals were for alterations and additions to an existing single dwelling, 27 approvals were for a new secondary dwelling or dual occupancy, and four approvals were for other residential purposes.</p> <p>Council also determined and approved 51 modification applications and 20 complying development certificates.</p> |
| Number of Planning Proposal requests to amend the planning controls | Development and Environment | <p>Five new planning proposals were submitted to Council, with one requesting zoning amendments, one requesting minimum lot size amendments, and three requesting additional permitted uses. Council continued to assess one other planning proposal, which is expected to be gazetted under state legislation in late 2021. Six other planning proposals were gazetted under state legislation.</p> |
| Residential Land Monitor and the maintenance of a land development pipeline | Development and Environment | <p>Council engaged consultants to investigate whether the housing needs in Dubbo and Wellington are being met and whether policy interventions will assist with meeting housing targets. The report included a residential supply and demand analysis to understand variables which influence housing supply, diversity and affordability, and a comparative assessment of market conditions for the Dubbo region and four Evocities. The report is currently being updated to reflect the impacts of COVID-19, and it will be presented to Council at a later date.</p> <p>Council conducted a Housing Availability Forum with relevant stakeholders to consider the issue of housing availability in the region. The Forum included an update on the current situation regarding the supply of housing and residential land in Dubbo and Wellington, the factors impacting the supply and demand of different types of residential development, and opportunities to increase housing choice in the Local Government Area.</p> |



Delivering for our community – Infrastructure



- Completed: Action completed for the year
- Tracking: Action underway, progressing as planned
- Not started: It has been formally agreed that this action will not happen and will be deferred to 2022.

WHY IS IT IMPORTANT?

Council is focused on the development and maintenance of our infrastructure in a bid to attract investment into the region and also to accommodate growing industry requirements and an ever increasing population.

The Dubbo region is on track to realise significant growth over the next decade and as a Council, we understand the need to provide investment and resources for reliable infrastructure and new facilities to cater for our expanding business networks and the expanding regional economy.

Dubbo Regional Council is committed to the attraction of significant private and public sector investment to provide a platform for continued, sustainable and successful growth for the region.

Our community benefits from our geographical location at the centre of NSW with Dubbo forming the junction of three highways. The region has access to Sydney through a daily train service and access to Sydney, Melbourne, Brisbane, Canberra and Newcastle from the Dubbo City Regional Airport. The community also has access to the Bodangora Airstrip which provides general aviation facilities and opportunities for other alike community activities.

Dubbo now has an adopted strategic framework for the future transportation network that will drive business investment and ensure Dubbo remains a ten minute City.

The provision and maintenance of infrastructure is a key consideration for Council and the community over time in both Dubbo and Wellington. The provision of appropriate infrastructure provides economic development opportunity and ensures our community can continue to benefit.

| Measure | Responsible Directorate | Comment |
|--|-----------------------------|---|
| Overall complaints received for rural and urban roads | Infrastructure | Council maintains a total of 1,160km of sealed roads and 1,554km of unsealed roads in the Local Government Area. When the community advises Council of a complaint or a request for action, a Customer Request Management (CRM) incident is actioned to Council staff. CRMs allow Council to track and organise workflows, conversations and actions undertaken. Council received 1,664 CRMs in relation to transport assets. |
| Percentage uptake in renewable energy across Council facilities | Infrastructure | Council installed 140kW of new photovoltaic solar panels on Council facilities, including the Wellington and Dubbo Aquatic Leisure Centres, Dubbo Regional Theatre and Convention Centre, Dubbo Showground and Macquarie Regional Library. Additional grant funding was obtained to install an additional 100kW of new photovoltaic solar panels on the Dubbo and Wellington Customer Experience buildings. These new solar panels are in addition to existing solar panels installed on the Western Plains Cultural Centre, Hawthorn Street Depot, Animal Shelter, Rainbow Childcare Centre, Dubbo Family Day Care, Dubbo City Holiday Park, Barden Park and Wellington Transfer Station. These photovoltaic solar panels will help Council achieve its Energy Strategy goal to obtain 50% of predicted electricity consumption from renewables by 2025. |
| Percentage of residents' overall suitability of waste and recycling facilities | Development and Environment | Council conducted a Rural Transfer Station Survey with residents who pay the Rural Waste Charge. The survey was issued to 1,027 residents, and 191 residents completed the survey. The majority of residents indicated that the existing locked/supervised operating system met their needs. Approximately one-third of residents use the transfer stations on a monthly basis, while a quarter of residents use the transfer station on a fortnightly basis. As a result of the survey, Council continued to maintain its current best practice operating system of keeping transfer stations secured and only opened under supervision. |
| Overall kilometres of road rebuilt or re-sheeted | Infrastructure | Council continually constructs new roads and has an ongoing maintenance schedule to ensure roads meet community needs and expectations. 7.3km of new roads were constructed, which included 3.9km as part of the Village Sealing Program, 0.8km of new urban seal, and 2.5km of developer constructed road assets. In addition to the regular maintenance of all roads, 40km of roads had gravel resheeting, 5.4km of roads had pavement sealed rehabilitations, and 59km of roads were resealed. |
| Number of water and sewerage complaints and call outs | Infrastructure | When the community advises Council of a complaint or a request for action, a Customer Request Management (CRM) incident is actioned to Council staff. CRMs allow Council to track and organise workflows, conversations and actions undertaken. Council completed a total of 2,081 water-related CRMs and 657 sewer-related CRMs. Council received 755 water-related urgent call-outs, with 357 of them being after hours, and 443 sewer-related call-outs, with 131 of those being after hours. |



Delivering for our community – Economy

WHY IS IT IMPORTANT?

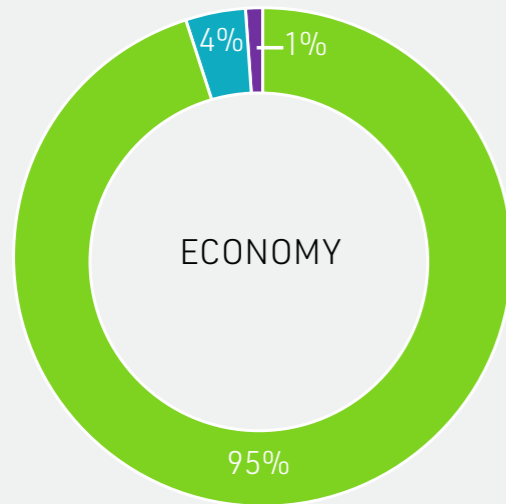
The Dubbo region is a growing centre, with a population of over 50,000 people. The Local Government Area (LGA) services a region of 120,000 people. The region is ideally located at the intersection of major routes for road, rail and air transport, and its economic strength lies heavily in the diversity of industries that reinforce its role as a vibrant regional service centre supported by a thriving retail sector and over 4,500 registered businesses. Located 52km east of Dubbo, Wellington's proximity affords the benefits of Dubbo's services and facilities, whilst upholding a rural lifestyle and affordable housing opportunities.

The region also benefits from connections offered by the Dubbo City Regional Airport to Brisbane, Melbourne and Newcastle. The region will also have the benefit of being within close proximity to the Brisbane to Melbourne Inland Rail.

Over time, the region's economy has become strongly dependent on the service, health and education sectors. This is reflective of the role the region now plays in servicing a significant percentage of western NSW. The region has also experienced significant economic benefits afforded by our location at the heart of the Central West Renewable Energy Zone over the reporting period.

The Dubbo region is home to well-known and popular tourism attractions which serve to drive the visitor economy and attract significant numbers of both domestic and overseas tourists. Tourism attractions include the Taronga Western Plains Zoo, Wellington Caves, Old Dubbo Gaol, Royal Flying Doctor Service Visitor Experience Centre and Lake Burrendong.

Council actively promotes the significant economic development opportunities available to existing businesses while playing a key role to support new business to establish. Council also works with key industries, service providers and other levels of government to ensure our workforce has the appropriate range of skills and experience to meet demands.



- Completed: Action completed for the year
- Tracking: Action underway, progressing as planned
- Not started: It has been formally agreed that this action will not happen and will be deferred to 2022.

| Measure | Responsible Directorate | Comment |
|--|-------------------------|---|
| Percentage of business and industry active participants in programs and activities | Culture and Economy | <p>Council encourages and promotes strong and effective relationships between businesses and Council. Council operates a number of programs and activities including tourist businesses, new resident programs, events, attractions, festivals and other. Approximately 23% of businesses participate in Council's programs and activities.</p> <p>The Tourism Destination program is partnered by five Local Government Areas and 155 businesses located in the Dubbo Regional Local Government Area.</p> <p>The MyDubbo program has 155 participating businesses. The #BuyLocalorByeLocal Wellington Campaign showcased the goods and services available in participating stores and encouraged people to shop locally.</p> <p>The New Resident Attraction campaign, in collaboration with the Dubbo Skills Program, resulted in 63 new residents to the region, and a New Resident Event in April was attended by 50 new residents.</p> <p>Council's Dubbo Skills program had 15,248 website users, 1,728 skills registrations, 33 business registrations and 1,370 Dubbo jobs listed via Evojobs.</p> |
| Number of placemaking activities facilitated | Culture and Economy | <p>Placemaking activities capitalise on a local community's assets, inspiration and potential, with the intention of creating public spaces that promote people's health, happiness and well-being.</p> <p>Council facilitated multiple placemaking activities including #BuyLocalorByeLocal, Flag Flying for businesses and events, the Great Easter Chase, Jingle Bucks, Chalk Walks, creating ambience in the CBD, and promoting Christmas.</p> |
| Number of visitors to Council-owned and other tourist parks | Culture and Economy | <p>It is important to monitor Council operated tourist facilities to ensure they are operating appropriately. Council is the owner/operator of a number of tourist facilities including the Wellington Caves, Old Dubbo Gaol, Western Plains Cultural Centre and Dubbo Regional Theatre and Convention Centre.</p> <p>The Wellington Caves had 34,852 admissions to the facility, and 6,253 guests stayed at the accommodation facilities.</p> <p>The Old Dubbo Gaol had 69,863 admissions to the facility.</p> <p>The Western Plains Cultural Centre had 83,893 admissions to the facility.</p> <p>The Dubbo Regional Theatre and Convention Centre had 26,330 ticketed attendances.</p> <p>Domestic visitors stay on average 2.1 nights, and international visitors stay on average 16.6 nights in the Local Government Area.</p> |



Delivering for our community – Community leadership

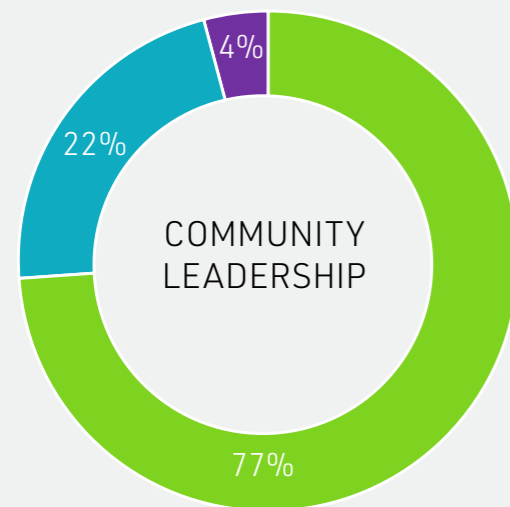
WHY IS IT IMPORTANT?

Dubbo Regional Council's role in community leadership aims to ensure actions and initiatives are delivered to the community across a variety of connected stakeholders. Our leadership involves working co-operatively with all levels of government, and other interconnected service providers.

The elected Councillors play an advocacy role for Council's Integrated Planning and Reporting Framework and provide an effective liaison between the need and desires of the community and Council's service delivery.

Most importantly, Council's community leadership involves the oversight of operational expenditure and relevant income streams, ensuring that value for money is achieved across all Council's processes and actions to achieve the best outcome for the community.

Limited funds are available to deliver all of the identified actions and initiatives, which is central as to why Integrated Planning and Reporting is important for our community and Council to come together.

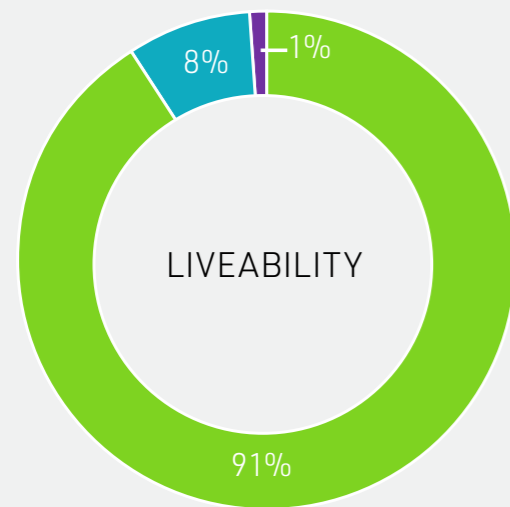


- Completed: Action completed for the year
- Tracking: Action underway, progressing as planned
- Not started: It has been formally agreed that this action will not happen and will be deferred to 2022.

| Measure | Responsible Directorate | Comment |
|--|----------------------------|---|
| Overall community satisfaction with customer services provided | Organisational Performance | <p>Council's Customer Experience successfully handled 52,212 calls and 16,727 in-person visits. Customer Experience regularly conducted Customer Experience Surveys, and 11,300 customers who contacted Council by phone and 6,264 customers who visited Council in-person completed the survey. Customers who contacted Council by phone were 94.1% satisfied, and customers who visited Council in-person were 97% satisfied with the overall experience with Council.</p> <p>An email signature satisfaction survey was applied to Council's distribution and staff email listings in March. 257 customers provided responses and were 89% satisfied with the overall experience of Council.</p> |
| Council's financial sustainability | Organisational Performance | <p>Council aims to provide services and service levels in line with the priorities and aspirations of the community in a manner that ensures equitable funding of services across both the current and future generations of ratepayers.</p> <p>Council has a range of strategies to address financial challenges, such as having a mix of investments to reduce risks and provide a more stable return, identifying budget expenditure reductions, undertaking productivity improvements and initiatives, reviewing the utilisation of internally restricted assets, and actively pursuing operating and capital purpose grants.</p> <p>These strategies have allowed Council to reduce the financial risks associated with COVID-19, cost-shifting from other levels of government, rate pegging and low returns on some investments.</p> <p>The Long Term Financial Plan, budget, annual statement of revenue, quarterly budget reviews and fees and charges outline exactly what strategies will be used to ensure financial sustainability and what income and expenditure Council can expect.</p> |
| Overall employee satisfaction rating | Organisational Performance | <p>Council takes a strategic approach to employee wellbeing. Council adopted an Employee Wellbeing Strategy that focuses on physical, mental, social and emotional wellbeing through objectives of mind, wellness, balance, fit, culture and build. The strategy outlines wellbeing initiatives that Council will deliver. Council will continue to monitor and evaluate the impact that the strategy and its objectives are having on employees. By taking this holistic approach, Council is able to better support employees' wellbeing.</p> |



Delivering for our community - Liveability



- Completed: Action completed for the year
- Tracking: Action underway, progressing as planned
- Not started: It has been formally agreed that this action will not happen and will be deferred to 2022.

WHY IS IT IMPORTANT?

Dubbo Regional Council plays a key role in ensuring our community has an enjoyable region to live, work and play. The work to facilitate the liveability of our region includes providing services and facilities equitable with those provided in other local government areas.

The Dubbo region has access to a range of arts and cultural facilities, a variety of quality parks and recreation facilities which are considered to be some of the best in regional NSW.

Council works collaboratively with all levels of government to address issues of crime and drug dependency across the region. In the last year the NSW Government has announced the introduction of a dedicated Drug Court and funding to establish a residential rehabilitation centre following lobbying from Dubbo Regional Council.

The region has access to significant medical facilities in the form of the Dubbo Base Hospital, which has undergone extensive re-development and the Western Cancer Centre, which has recently opened to patients.

The community values the health of the Bell, Little, Macquarie and Talbragar rivers along with their associated environments. The continued conservation of our unique, natural environment and the further education of our community in the importance of environmental issues will ensure we sustainably manage our environment for future generations.



| Measure | Responsible Directorate | Comment |
|---|-------------------------|--|
| Overall satisfaction with parks and recreational facilities | Liveability | <p>Parks and recreation facilities are important for delivering socially inclusive places that promote recreation opportunities. Improving the quality of parks and recreational facilities is a key aspect in increasing tourism, employment and new residents whilst improving the liveability of the region.</p> <p>Council continually audits open space assets to maintain green spaces and recreational opportunities for physical and mental wellbeing. Additions to the open space network include the Wiradjuri Garden, Sir Roden Cutler Ninja Warrior Course and Carpark, and Tom Culkin Playground.</p> |
| Complaints received in relation to public areas | Infrastructure | <p>Council controls and operates a large number of public areas. Due to the number of areas and difficulties in defining each specific area this measure has been taken to include the Central Business Districts (CBD) of Dubbo and Wellington. It is important to keep these areas neat, tidy and welcoming as they are the most important areas of the region. When the community advises Council of a complaint or a request for action, a Customer Request Management (CRM) incident is actioned to Council staff. CRMs allow Council to track and organise workflows, conversations and actions undertaken. Council received a total of 20 CRMs in relation to the CBDs.</p> |
| Number of children in care facilities including family day care | Liveability | <p>Council provides two child care facilities to the local community. These facilities are the Rainbow Cottage Childcare Centre and the Dubbo Family Day Care. The Rainbow Cottage Childcare Centre had a total of 147 children enrolled at the facility, and the Dubbo Family Day Care had a total of 371 children enrolled at the facility.</p> |

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:
<https://www.dubbo.nsw.gov.au/About-Council/Our-Responsibilities/annual-report>

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 2020/2021, the total revenue generated from the Special Variations was \$3.890 million 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 \$3.890 million 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 |

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 |
|---|--|----------------|
| Robert Armstrong Cleaning | Contract Cleaning of DRLM - 2020/2021 | \$334,231.80 |
| Gilgandra Shire Council | Heavy Patching: Full service to stabilise pavement | \$250,674.35 |
| Komatsu Australia Pty Ltd | Komatsu WA70M-8 Front End Loader | \$169,895.00 |
| West Orange Motors Pty Ltd | Mercedes Benz Actros 2 651 Prime Mover | \$286,295.52 |
| Data#3 Ltd | Microsoft Enterprise Agreement | \$217,753.64 |
| Cudgewa Pastoral | Management and Operation of Greengrove | \$167,538.00 |
| Glenn Healey Constructions | Dubbo Aquatic Leisure Centre Foyer refurbishment | \$174,592.00 |
| Birkgate Pty Ltd T/as Western Plains Security Network | Cash Collection | \$178,516.80 |
| Immediate Reception | Immediate Reception - after hours service | \$223,706.88 |
| Westrac Pty Ltd | Caterpillar 938K Front End Loader | \$339,130.00 |
| Corrosion Control Engineering NSW Pty | D & C Water Reservoir Cathodic Protection - Design | \$282,821.00 |
| Civil Contracting Solutions | Construction of Moffatt Estate Stage 3 | \$2,703,243.64 |
| Precision Pipe Networks PL | Construction of Sewer R Gravity Main R2 | \$3,415,442.90 |
| Dubbo Landscaping | Wiradjuri Garden - site establishment | \$1,165,781.79 |
| Leidos Security Detection & Automation | Airport Security screening equipment | \$451,825.00 |

| Name of contractor | Goods / services | Amount |
|---------------------------------------|--|----------------|
| OMNI Building Group | Construction of Old Dubbo Gaol Stage 1 | \$865,999.20 |
| Tracserv | Isuzu FDR 110-260 Single Cab Tipping Truck | \$292,158.00 |
| Tracserv | 4 x Isuzu FYJ 300-350 Trucks with Barry Burrows Water Tank | \$1,342,364.00 |
| CRS Water Pty Ltd | Design and Construction of Aeration Tower Facility | \$598,314.00 |
| Interflow Pty Ltd | Stormwater Pipe Relining - Darling Street | \$208,509.09 |
| Upright Management Pty Ltd | Keswick Estate Stage 5 Release 2 - Project | \$214,896.00 |
| GYC Pty Ltd | Toro Groundmaster | \$310,201.66 |
| Specialized Electrical Pty Ltd | Supply and Installation of Power & Lighting | \$240,460.00 |
| UAP Australia Pty Ltd T/as Urban Art | Old Dubbo Gaol Plaza | \$1,519,065.91 |
| OMNI Building Group | Horse Stables Dubbo Showground | \$410,300.00 |
| Tracserv Pty Ltd | Isuzu NQR87-190 Single Cab Truck | \$215,968.40 |
| Gilgandra Shire Council | Rural & Urban Heavy Patching - Stabilisation | \$383,776.91 |
| Thylacine Design & Project Management | Construction of the Wellington Caves Megafauna Exhibition | \$769,956.00 |
| XCAV8 Plant Services Pty Ltd | Keswick Stage 5 Rock Trenching portion | \$840,147.00 |
| WO Services Pty Ltd | Building Management System | \$180,666.20 |
| CRS Water Pty Ltd | WHS management Plans and records, Quality Management, | \$598,314.00 |
| Interflow Pty Ltd | Main Rehabilitation Contract | \$2,769,962.69 |
| CM Jewell & Associates Pty Ltd | Dubbo Drought Groundwater- Borefields Models | \$238,150.00 |
| Barnson Pty Ltd | Design of Flight Simulator - NSW RFS Training Academy | \$159,390.00 |
| Westrac Pty Ltd | Caterpillar 432F2 Backhoe Loader | \$208,980.84 |

| Name of contractor | Goods / services | Amount |
|---|---|----------------|
| Regional West Construction Pty Ltd | Wellington Aquatic Leisure Centre Existing Entry Building Refurbishment | \$240,251.58 |
| Central West Plumbing & Civil Drainage | Water Main Replacement - North St | \$353,959.10 |
| Large Industries Pty Ltd T/as JLE Electrical | Purvis Lane Street Lighting | \$377,211.14 |
| Ausroad Systems Pty Ltd | Isuzu FXZ240-350 Jetmaster Patching Truck | \$492,085.00 |
| Eire Constructions Pty Ltd | Obley Road Treated Water Pipeline | \$3,297,392.61 |
| Precast Civil Industries Pty Ltd T/as BCP Precast | Reinforced Concrete Precast Boxed Culvert | \$223,768.60 |
| Central West Gates & Fencing | Boundary fence and security gate at Dubbo Showground | \$236,778.00 |
| Superior Pak Pty Ltd | Iveco Acco Truck | \$833,628.40 |
| Fabranamics Pty Ltd T/as Pureablue | Supply and Installation of an Accessible Amenities Block Elston Park | \$244,806.10 |
| CPB Contractors Pty Ltd | Construction of Sewer R Gravity Main R2 - Section 2 | \$2,519,819.01 |
| T/as Precision Pipe Networks PL | Construction of Three Sewer Pump Station Wellington | \$1,584,269.92 |
| Impax Group Pty Ltd | Groundwater Monitoring | \$335,101.80 |
| Lahz Nimmo Architects | Design of the Macquarie River CBD Event Precinct Stage and Amenities | \$514,533.80 |
| Precast Civil Industries Pty Ltd T/as BCP Precast | Supply and Delivery of Stormwater Concrete Precast | \$175,529.20 |
| Saunders Civilbuild Pty Ltd | Design and Construction of Burrendong number 2 bridge | \$1,025,091.11 |
| Saunders Civilbuild Pty Ltd | Design and construct Terrabella road bridge | \$1,854,287.52 |
| Central West Linemarking | Benolong Road - Line Marking | \$168,459.65 |
| Xylem Water Solutions Australia Ltd | Replacement of TRT SQ 30003 UV disinfectant system at Dubbo STP | \$210,967.90 |
| All Pavement Solutions Pty Ltd | Construction of Asphalt Surface at Wheelers Lane and Keswick Roundabout | \$339,386.96 |

| Name of contractor | Goods / services | Amount |
|--|---|----------------|
| Tindo Operations Co Pty Ltd T/as Tindo Solar | Supply and Install Photovoltaics - Site 2 | \$170,472.40 |
| Colas New South Wales Pty Ltd | Reseal - Eulalie Lane, Wellington | \$184,934.49 |
| Holcim (Australia) Pty Ltd | Old Dubbo Road Widening | \$622,611.00 |
| Fabranamics Pty Ltd T/as Pureablue | Supply and Installation of Modular Amenities | \$235,529.80 |
| Tracserv Pty Ltd T/as Tracserv | Isuzu FRR110-260 Dual | \$186,778.01 |
| Tracserv Pty Ltd T/as Tracserv | Isuzu FRR110-260 Single | \$169,896.00 |
| Holcim (Australia) Pty Ltd | 7500T of DGB20 for Burrendong Way Rehab at Mumbil | \$281,475.00 |
| Country Wide Asphalt Pty Ltd | Heavy patch and reseal | \$450,000.00 |
| Central West Plumbing & Civil Drainage | Construction of Boundary Road Water | \$335,270.14 |
| Holcim (Australia) Pty Ltd | Emulsion, T6-003 Precoat 7mm | \$164,844.00 |
| Monley Group Pty Ltd T/as Dubbo Landscaping | Supply and construction of Wellington Library Outdoor | \$173,930.17 |
| Colas New South Wales Pty Ltd | Reseal Farnham Road, Wellington | \$309,784.60 |
| Ixom Operations Pty Ltd | Supply and delivery of Ferric Chloride | \$162,855.00 |
| HPH Construction Pty Ltd | Obley Road Floodway Project - Culvert Construction | \$182,459.00 |
| GYC Pty Ltd | Toro Reelmaster | \$168,394.96 |
| TWS Evolution Pty Ltd | Engineering Design Wellington UV, UV Pipe Work | \$1,006,500.00 |
| Play By Design Pty Ltd | Victoria Park Playground | \$768,518.30 |
| South Sydney District Rugby League Football Club Limited | Event Agreement - South Sydney | \$165,000.00 |
| Stanaway Pty Ltd T/as David Payne Constructions | Construction of Amenities Building and Carpark | \$1,262,947.40 |
| Australian Rail Track Corp Ltd | Boothenba Road Level Crossing Upgrade | \$1,320,000.00 |

| Name of contractor | Goods / services | Amount |
|--|--|----------------|
| Glenn Healey Constructions | Jubilee Oval Amenities Upgrade, T21, etc | \$1,704,773.40 |
| Aqua Irrigation Holdings Pty Ltd t/as Aquawest Pumping & Irrigation Sp | Geurie Bore Supply and Rising | \$611,110.50 |
| Tracserv Pty Ltd T/as Tracserv | Isuzu FVD165-300 Tipping | \$189,072.00 |
| Country Wide Asphalt Pty Ltd | Full Service heavy patching on Golden Highway | \$403,784.92 |
| Colas New South Wales Pty Ltd | Reseal - Eurimbla Road, Wellington | \$345,236.00 |
| Lahz Nimmo Architects | Undertake detailed design of riverside boardwalk | \$317,509.50 |
| C R Kennedy & Company Pty Ltd | Survey Equipment & Maintenance | \$167,412.80 |
| P&TS Group Pty Ltd | Construction of Zoo Effluent Pipeline | \$183,700.00 |
| Colas New South Wales Pty Ltd | Old Dubbo Road Widening | \$381,844.92 |
| J R & E G Richards (NSW) Pty Ltd T/as J R Richards & Sons | Weekly Domestic MGB Collections | \$392,466.54 |

Contributions

During 2020/2021, a total of \$240,727 was contributed under this section of the Act, as follows:

| Organisation | Donation | Organisation | Donation |
|--|----------|--|------------------|
| Ballimore Progress Association | \$3,000 | Orana Support Services Inc | \$3,000 |
| Buninyong Public School | \$2,000 | Orana Toy Library | \$2,500 |
| Central West Leadership Academy | \$1,000 | Outback Writers Centre Inc | \$1,000 |
| Cerebral Palsy Alliance | \$4,000 | Rotary Club of Dubbo Macquarie | \$1,844 |
| Cudgegong Jump Club | \$5,740 | Rotary Club of Wellington Incorporated | \$7,500 |
| Delroy High P & C Association | \$657 | Songwriters & Original Musicians | \$1,214 |
| Dubbo & District Parents Support Group | \$4,000 | Stuart Town Advancement Association Inc | \$14,000 |
| Dubbo & District Pipe Band | \$2,000 | Tubba-Gah Maing Wiradjuri Aboriginal Corporation | \$6,000 |
| Dubbo Filmmakers Incorporated | \$945 | Wellington Art Centre Inc | \$15,000 |
| Dubbo Legacy Division of Orana Legacy | \$4,000 | Wellington Bowling Club Ltd | \$10,000 |
| Dubbo Neighbourhood Centre | \$17,745 | Wellington Community Progress And Action Group Inc | \$7,500 |
| Dubbo Presbyterian Church | \$2,500 | Wellington Historical Society | \$3,000 |
| Gollan Hall Trust | \$5,000 | Wellington Information & Neighbourhood | \$17,745 |
| LeaderLife Limited | \$7,400 | Wellington Legacy | \$8,000 |
| Lifeline Central West Inc | \$15,000 | Wellington PCYC | \$9,000 |
| Little Wings Limited | \$7,892 | Wellington Senior Rugby Union | \$15,134 |
| Macquarie Home Stay Ltd | \$15,000 | Wellington Touch Association | \$3,500 |
| Maranatha House | \$3,000 | Wellington Town Band | \$2,500 |
| Mid Macquarie Landcare Incorporated | \$4,126 | Wesley House Players Inc | \$419 |
| Ngurambang Child and Family | \$3,000 | Western Region Academy of Sport | \$3,103 |
| Orana Physical Culture Inc | \$764 | TOTAL | \$240,727 |

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

Employment of senior staff

| Position | Total Employment Cost | Salary Component | Termination | Employers Contribution to superannuation or Salary Sacrifice | Non-Cash Benefits | FBT Payable |
|-----------|-----------------------|------------------|-------------|--|-------------------|-------------|
| CEO | \$431,586 | \$343,843 | \$56,148 | \$23,125 | \$4,216 | \$4,254 |
| Directors | \$1,447,447 | \$1,144,099 | \$176,267 | \$115,731 | \$5,788 | \$5,562 |

Statement of all external bodies that exercised functions delegated by council

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

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).

There was no overseas travel undertaken during 2020/2021 by Councillors or staff.

Councillor training and professional development

Councillors did not undertake any professional development in 2020/2021.

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 2020 until 30 June 2021 was \$296,567.
 Mayor and Councillor Travel Subsistence 1 July 2020 until 30 June 2021 was \$6,241.

| Description | Cost |
|---|-------------------|
| i. Cost of dedicated office equipment allocated to Mayor and Councillors | \$4,908 |
| ii. Telephone/data charges for Mayor and Councillors | Included in above |
| iii. Attendance of Mayor and Councillors at conferences and seminars | \$1,600 |
| iv. Training of Mayor and Councillors and provision of skill development | Nil |
| v. Interstate visits by Mayor and Councillors (transport/accommodation/other travelling expenses) | Nil |
| 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 |

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.

| Details of Legal Proceedings | Amount Incurred | Amount Recovered | State of Progress | Result |
|----------------------------------|-----------------|------------------|-------------------|-------------------------|
| Dubbo Regional Livestock Markets | \$53,626.10 | Nil | Finalised | Matter settled in court |

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).
- 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 2020/2021, Council received in total 29 Formal GIPA Applications, of which only 1 application was refused.

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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Members of Parliament | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Private sector business | 1 | 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) | 4 | 1 | 0 | 1 | 0 | 1 | 0 | 2 |
| Members of the public (other) | 10 | 3 | 0 | 2 | 2 | 0 | 0 | 1 |

* 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* | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Access applications (other than personal information applications) | 14 | 2 | 0 | 3 | 2 | 1 | 0 | 3 |
| Access applications that are partly personal information applications and partly other | 0 | 2 | 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) | 1 |
| 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 | 1 |
| 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 | 0 |
| Excluded information | 0 |
| 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 | 1 |
| Law enforcement and security | 0 |
| Individual rights, judicial processes and natural justice | 2 |
| Business interests of agencies and other persons | 1 |
| 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) | 18 |
| Decided after 35 days (by agreement with applicant) | 4 |
| Not decided within time (deemed refusal) | 3 |
| Total | 25 |

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 | 1 |
| Review by Information Commissioner* | 0 | 1 | 1 |
| Internal review following recommendation under section 93 of Act | 0 | 0 | 0 |
| Review by NCAT | 0 | 0 | 0 |
| Total | 0 | 2 | 2 |

* 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 | 2 |
| Applications by persons to whom information the subject of access application relates (see section 54 of the Act) | 0 |

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 - 1
- (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 - 1
 - (i) corrupt conduct - 1
 - (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 - 1
- (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 2020/2021 the Public Interest Disclosure Policy was reviewed and adopted by Council on 7 December 2020.

Equal employment opportunity

Dubbo Regional Council is committed to the principles of Equal Employment Opportunities (EEO). We aim to provide a work environment that fosters fairness, equity, respect for social and cultural diversity, and is free from unlawful discrimination, harassment and vilification.

To create this environment we develop and uphold policies, practices and behaviours that ensure fair outcomes in all areas of employment, including recruitment, learning and development and management of staff.

Council have developed and adopted an Equal Employment Opportunity Management Plan (2021-2023) and an Aboriginal Employment Strategy (2021-2023). Both plans incorporate initiatives and actions to foster Council's commitment to a culturally safe, diverse and inclusive workforce that supports Council's vision, purpose and values.

Over the past year, the COVID-19 pandemic had a significant impact on our deliverables with some training and projects having been delayed or postponed. However, we were still able to provide the following training programs to help build capability and awareness within our leaders and staff to support, value and respect diversity within our workplace:

- Bullying and Harassment
- EEO
- Code of Conduct
- Mental Health Chat
- Mental Health First Aid
- Wellbeing Advocate
- Performance Review/Development
- Respect in the Workplace: Anti-Discrimination and Bullying

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

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

Disability inclusion action plan

The Disability Inclusion Action Plan (DIAP) Annual Report was produced in November 2020 and sent to Local Government NSW and NSW Department of Communities and Justice.

CDO took part in the NSW Disability Stakeholder Forum in May 2021. Presentation made by Karen Jones the Manager Disability Inclusion Department of Communities and Justice at the NSW Disability Stakeholder Forum

Gave a snapshot of the information gained from the report that all councils make to DCJ every year on their completed actions within their Disability Inclusion Action Plan. DRC has been listed as 'Best practice' for the accessibility and inclusion with the Dubbo Regional Theatre and Convention Centre.

CDO is a member of the NSW Local Government ageing and disability network.

Current Disability Inclusion Action Plan is a living document with progress and completion being made on all actions.

DRC DIAP 2022-2025 was accepted by Council (July 2021) and is sitting with the NSW Disability Council for registration. NSW Local Government - Senior Policy Officer, Ageing and Disability stated; *"...a good DIAP so congrats to you and the team for putting this together. And it looks like there is extensive internal commitment to delivering the plan from across council departments which is a great achievement as well."*

Recovery and threat abatement plans

Council is not responsible for the implementation of any plans.

Environmental upgrade agreement

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

Capital works projects where a capital expenditure review has been submitted

No submissions received during reporting period.

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.

Stormwater management services

Financial details for Council's projected and actual stormwater management services provided in 2020/2021 area as follows:

| Stormwater Management Services | Budget | Actual |
|---------------------------------------|---------------|---------------|
| Income from continuing operations | \$2,839,626 | \$3,217,391 |
| Expenses from continuing operations | \$2,344,218 | \$3,225,072 |
| Operating result surplus/(deficit) | -\$495,408 | \$7,681 |
| Grants included in income | \$49,779 | \$14,597 |

Council's annual stormwater charge for Dubbo City defined urban area in 2020/2021 was \$96.26 per property, which generated income of \$1,541,541. The annual stormwater management fee for Wellington residential and businesses in 2020/2021 was \$15.99 which generated income of \$34,854.

Council's stormwater operations provided 8,475 pits, 28 detention basins, 67 gross pollutant traps (GPTs), 248km of drainage pipes and one wetlands.

The total operating revenue increased due to an increase in developer contributed assets to infrastructure.

The total operating expenses decreased due to the ongoing drought, which reduced cleaning expenditure and asset management costs.

Companion Animals Act and Regulation

1. Necessary reports submitted to OLG.
2. Four dog attacks lodged with OLG between 1 July 2020 and 30 June 2021.
3. \$382,789 management and activities total and \$16,171 asset maintenance.
4. Working with Animal Welfare League – de-sexing program to put dogs and cats up for adoption to minimise euthanasia. Mobile Vet Truck attending the Dubbo Regional Council (DRC) Animal Shelter. Social media 'flyers' produced by DRC communications team with Companion Animal messages regarding, microchipping, de-sexing, preventing disease etc.
5. Working with rescue groups such as AWL Dubbo Branch, Pets Haven Victoria to rehome dogs and cats. Advertising suitable animals for sale and rehoming through Councils website.
6. 14 Off Leash Areas for the Dubbo LGA.
7. No external fund or grant money accessed or provided. DRC spent \$397,725 managing and controlling companion animals.

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.



CONTACT

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