



# AGENDA

## CORPORATE SERVICES COMMITTEE

### 13 JULY 2023

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

The meeting is scheduled to commence at \_\_\_\_\_ pm.

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		Page
<b>CSC23/29</b>	<b>LEAVE OF ABSENCE (ID23/1243)</b>	
<b>CSC23/30</b>	<b>CONFLICTS OF INTEREST (ID23/1231)</b> In accordance with their Oath/Affirmation under the Act, and Council's Code of Conduct, Councillors must disclose the nature of any pecuniary or non-pecuniary interest which may arise during the meeting, and manage such interests accordingly.	
<b>CSC23/31</b>	<b>REPORT OF THE DUBBO REGIONAL LIVESTOCK MARKETS ADVISORY COMMITTEE - MEETING 13 JUNE 2023 (ID23/1537)</b> The Committee had before it the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held 13 June 2023.	4
<b>CSC23/32</b>	<b>REPORT OF THE AUDIT AND RISK MANAGEMENT COMMITTEE - MEETING 4 JULY 2023 (ID23/1538)</b> The Committee had before it the report of the Audit and Risk Management Committee meeting held 4 July 2023.	8
<b>CSC23/33</b>	<b>MONTHLY REPORTING SNAPSHOT FOR COUNCILLORS - JUNE 2023 (ID23/1552)</b> The Committee had before it the report dated 1 July 2023 from the Chief Executive Officer regarding Monthly Reporting Snapshot for Councillors - June 2023.	13
<b>CSC23/34</b>	<b>2023/2024 CHRISTMAS/NEW YEAR CLOSURE PERIOD (ID23/1704)</b> The Committee had before it the report dated 1 July 2023 from the Chief Executive Officer regarding 2023/2024 Christmas/New Year Closure Period.	22

<b>CSC23/35</b>	<b>INVESTMENT UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT - JUNE 2023 (ID23/1597)</b>	25
	The Committee had before it the report dated 4 July 2023 from the Graduate Accountant regarding Investment Under Section 625 of the Local Government Act - June 2023.	
<b>CSC23/36</b>	<b>NATURAL DISASTER DECLARATIONS - FINANCIAL YEAR 2022/2023 (ID23/916)</b>	32
	The Committee had before it the report dated 3 May 2023 from the Emergency and Risk Team Leader regarding Natural Disaster Declarations - Financial Year 2022/2023.	
<b>CSC23/37</b>	<b>LOCAL GOVERNMENT NSW - 2023 ANNUAL CONFERENCE (ID23/1111)</b>	66
	The Committee had before it the report dated 16 May 2023 from the Governance Team Leader regarding Local Government NSW - 2023 Annual Conference.	
<b>CSC23/38</b>	<b>ENHANCED CHRISTMAS PROGRAM 2023 (ID23/1620)</b>	70
	The Committee had before it the report dated 28 June 2023 from the Manager Strategic Partnership and Investment regarding Enhanced Christmas Program 2023.	
<b>CSC23/39</b>	<b>REVISED DRAFT MEDIA POLICY 2023 (ID23/1710)</b>	80
	The Committee had before it the report dated 4 July 2023 from the Communication Services Team Leader regarding Revised Draft Media Policy 2023.	
<b>CSC23/40</b>	<b>LOCAL ROADS AND COMMUNITY INFRASTRUCTURE - PHASE 4 - PROJECT NOMINATIONS (ID23/1632)</b>	95
	The Committee had before it the report dated 29 June 2023 from the Executive Officer Strategy Partnerships and Engagement regarding Local Roads and Community Infrastructure - Phase 4 - Project Nominations.	

**CONFIDENTIAL**

**CSC23/41 GROWING REGIONS PROGRAM - ROUND 1 - PROJECT PROPOSALS (ID23/1709)**

The Committee had before it the report dated 3 July 2023 from the Chief Executive Officer regarding Growing Regions Program - Round 1 - Project Proposals.

*In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the Chief Executive Officer is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business (Section 10A(2)(c)).*

**CSC23/42 QUOTATION FOR SUPPLY OF MICROSOFT SOFTWARE LICENCING (ID23/1595)**

The Committee had before it the report dated 23 June 2023 from the Chief Information Officer regarding Quotation for Supply of Microsoft Software Licencing.

*In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the Chief Executive Officer is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).*

**CSC23/43 DUBBO REGIONAL AIRPORT GENERAL AVIATION DRAINAGE UPGRADE STAGE 3 TENDER (ID23/1573)**

The Committee had before it the report dated 20 June 2023 from the Manager Dubbo Regional Airport regarding Dubbo Regional Airport General Aviation Drainage Upgrade Stage 3 Tender.

*In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the Chief Executive Officer is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).*



**DUBBO REGIONAL  
COUNCIL**

## **Report of the Dubbo Regional Livestock Markets Advisory Committee - meeting 13 June 2023**

**AUTHOR: Governance Officer**  
**REPORT DATE: 16 June 2023**

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The Council had before it the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held 13 June 2023.

### **RECOMMENDATION**

**That the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held on 13 June 2023, be noted.**



**REPORT**  
**DUBBO REGIONAL LIVESTOCK MARKETS**  
**ADVISORY COMMITTEE**  
**13 JUNE 2023**

**PRESENT:** Clr V Etheridge, the Director Organisational Performance, the Commercial Manager, the Manager Dubbo Regional Livestock Market, K Parker (Independent), J Morris (Independent), R Shanks (Supply Chain), A MacLean (Government (Police)), M Simmons (DSSA President) and R Plasto (DSSA Member).

**ALSO IN ATTENDANCE:** Councillor R Ivey and the Executive Officer Organisational Performance

Councillor V Etheridge assumed the Chair of the meeting.

The proceedings of the meeting commenced at 4.01pm.

**LMAC23/10 ACKNOWLEDGMENT OF COUNTRY (ID23/1435)**

Director Organisational Performance delivered an Acknowledgement of Country.

**LMAC23/11 LEAVE OF ABSENCE (ID23/1434)**

There were requests for leave of absence received from Councillor M Dickerson, Keith Hammond and Paul Devenish

Andrew MacLean & Clr Richard Ivey attended via Audio-Visual Link

**LMAC23/12 CONFLICTS OF INTEREST (ID23/1433)**

There were no Conflicts of Interest declared.

**LMAC23/13 REPORT OF THE DUBBO REGIONAL LIVESTOCK MARKETS ADVISORY COMMITTEE - MEETING 14 MARCH 2023 (ID23/1439)**

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

**OUTCOME**

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

**LMAC23/14 DUBBO REGIONAL LIVESTOCK MARKETS BUSINESS STRUCTURE SERVICES REVIEW (ID23/1260)**

The Committee had before it the report dated 26 May 2023 from the Manager Commercial Strategy regarding Dubbo Regional Livestock Markets Business Structure Services Review.

**OUTCOME**

**That the information contained within this report be noted.**

**LMAC23/15 DUBBO REGIONAL LIVESTOCK MARKETS FEES AND CHARGES REVIEW (ID23/1261)**

The Committee had before it the report dated 26 May 2023 from the Manager Commercial Strategy regarding Dubbo Regional Livestock Markets Fees and Charges Review.

**OUTCOME**

- 1. That the report Dubbo Regional Livestock Markets Fees & Charges Consultation be noted.**
- 2. That the Fees and Charges Policy be updated for Transit Stock; Consignment stock to be equivalent to 6 days prior to sale, before becoming transit stock.**
- 3. That the Transit Fee Charge for transport operators not using the pre-booking system be phased in and reviewed within 3 months.**
- 4. That J Morris contact the Transport Association (Mathew Munro) in conjunction with the Manager Dubbo Regional Livestock Markets regarding the upcoming changes with the view to submitted as a newsletter item.**

**LMAC23/16 SHEEP EID UPDATE (ID23/1436)**

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

**OUTCOME**

**That the address from the Manager Dubbo Regional Livestock Markets be noted**

**LMAC23/17 DRLM OPERATIONAL UPDATE AND BOOTHENBA ROAD PROJECT (ID23/1437)**

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

**OUTCOME**

**That the address from the Manager Dubbo Regional Livestock Markets be noted**

**LMAC23/18 GENERAL BUSINESS (ID23/1438)**

The following items of General Business were discussed:

- Anthony Clarke - Manager Dubbo Regional Livestock Markets (invited to present but was an apology)
- PT Lord – AWN Lord
- Elders – Ray White

**OUTCOME**

1. That the letter regarding change to sheep sale start times read out by the Manager Dubbo Regional Livestock Markets be noted. The committee agreed that no change to current sheep sale start times would be made.
2. That the committee note PT Lord has been acquired and is now trading as AWN Lord.
3. That the committee note Elders have taken over trading of Ray White as of 3 July 2023.
4. that it be noted that the next meetings of the Dubbo Regional Livestock Markets Advisory Committee is scheduled for 4pm on 12 September 2023 and 5 December 2023.

The meeting closed at 5.29pm.

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CHAIRPERSON



**DUBBO REGIONAL  
COUNCIL**

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

**AUTHOR: Governance Officer**  
**REPORT DATE: 16 June 2023**

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

### **RECOMMENDATION**

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





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

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

**ALSO IN ATTENDANCE:** Councillor M Dickerson, The Chief Executive Officer, the Director Organisational Performance, the Director Community Culture and Places, the Manager Corporate Governance, the Administration Officer Governance, the Governance Team Leader, the Chief Financial Officer, the Procurement Manager, the Director Strategy Partnerships and Engagement the Chief Information Officer, the Manager Strategic Partnership and Investment, the Corporate Strategy and Performance Coordinator, the Director Community Culture and Places, the Manager Macquarie Regional Library and Ms M Lee (Audit Office).

Mr J Walkom assumed the Chair of the meeting.

The proceedings of the meeting commenced at 11.00am.

**AUD23/19 ACKNOWLEDGMENT OF COUNTRY (ID23/1247)**

Mr J Walkom delivered an Acknowledgement of Country.

**AUD23/20 LEAVE OF ABSENCE (ID23/1252)**

There was a request for leave of absence received from Councillor S Chowdhury who was absent due to personal reasons.

The Manager Corporate Governance, the Director Strategy, Partnerships and Engagement, the Corporate Strategy and Performance Coordinator, the Manager Procurement attended via Audio-Visual Link

**AUD23/21 CONFLICTS OF INTEREST (ID23/1250)**

There were no Conflicts of Interest declared.

**AUD23/22 REPORT OF THE AUDIT AND RISK MANAGEMENT COMMITTEE - MEETING 4 APRIL 2023 (ID23/1621)**

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

Moved by Mr T Breen and seconded by Councillor R Ivey

**RECOMMENDATION**

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

**AUD23/23 AUDITOR-GENERAL'S REPORT ON LOCAL GOVERNMENT 2022 (ID23/1598)**

The Committee had before it the report dated 26 June 2023 from the Chief Financial Officer regarding Auditor-General's Report on Local Government 2022.

Moved by Councillor R Ivey and seconded by Mr T Breen

**RECOMMENDATION**

**That the report be noted.**

**AUD23/24 UPDATE ON THE FINANCIAL STATEMENT PROCESS (ID23/1613)**

The Committee was addressed by the Chief Financial Officer regarding this matter.

**OUTCOME**

**That the address from the Chief Financial Officer be noted.**

**AUD23/25 COMPLETED PROCUREMENT AND TENDERING AUDIT BY CENTIUM (ID23/1599)**

The Committee had before it the report dated 26 June 2023 from the Manager Corporate Governance regarding Completed Procurement and Tendering Audit by Centium.

The committee were addressed by P Corkill from Centium on this item.

Moved by Mr J Walkom and seconded by Councillor R Ivey

**RECOMMENDATION**

- 1. That the Procurement and Tendering Audit be accepted.**
- 2. That the audit progress be added to the quarterly action report.**

**AUD23/26 UPDATE ON PROCUREMENT AND TENDERING (ID23/1622)**

The Committee was addressed by the Manager Procurement regarding this matter.

Moved by Mr J Walkom and seconded by Mr T Breen

**RECOMMENDATION**

1. That the address from the Manager Procurement be noted.
2. That a future progress report on procurement with purchase orders and credit cards be provided to the next ARMC meeting.

**AUD23/27 UPDATE OF AUDIT PROGRAM (ID23/1612)**

The Committee had before it the report dated 27 June 2023 from the Manager Corporate Governance regarding Update of Audit Program.

Moved by Mr T Breen and seconded by Councillor R Ivey

**RECOMMENDATION**

1. That the Heavy Vehicle Chain of Responsibility be commenced in accordance with the adopted audit plan.
2. That the audit for Risk Management Framework be included in the next audit plan for adoption.

**AUD23/28 ARMC ACTION ITEMS - JULY 2023 (ID23/1607)**

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

Moved by Mr J Walkom and seconded by Mr T Breen

**RECOMMENDATION**

**That the Action Items report from the Manager Corporate Governance be accepted.**

**AUD23/29 MACQUARIE REGIONAL LIBRARY SERVICE DELIVERY REVIEW (ID23/1262)**

The Committee had before it the report dated 12 June 2023 from the Manager Macquarie Regional Library regarding Macquarie Regional Library Service Delivery Review.

Moved by Councillor R Ivey and seconded by Mr T Breen

**RECOMMENDATION**

1. That the information contained within the report of the Manager Macquarie Regional

Library, dated 12 June 2023, be noted.

2. That a report be brought to the next ARMC meeting outlining the Implementation Program of the Library Service Review.

**AUD23/30 UPDATE OF SERVICE REVIEW PROGRAM (ID23/1600)**

The Committee had before it the report dated 26 June 2023 from the Director Strategy, Partnerships and Engagement regarding Update of Service Review Program.

Moved by Mr T Breen and seconded by Councillor R Ivey

**RECOMMENDATION**

1. That the information contained within the report be noted.
2. That it be noted staff receive recognition for the quality of the report.

The meeting closed at 12.44pm.

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CHAIRPERSON



## REPORT: Monthly Reporting Snapshot for Councillors - June 2023

**DIVISION:** Chief Executive Officer  
**REPORT DATE:** 1 July 2023  
**TRIM REFERENCE:** ID23/1552

### EXECUTIVE SUMMARY

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

### STRATEGIC DIRECTION

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

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

**RECOMMENDATION**

**That the information contained within the report of the Chief Executive Officer dated 1 July 2023, be noted.**

*Murray Wood*  
Chief Executive Officer

*MW*  
Chief Executive Officer

## BACKGROUND

### Previous Resolutions of Council

11 May 2023	<b>CSC23/19:</b> <ol style="list-style-type: none"><li>1. <i>That the report from the Chief Executive Officer dated 11 April 2023, be noted.</i></li><li>2. <i>That the report in the current format continue to be produced monthly until the end of the current Council term.</i></li><li>3. <i>That upon election of a new Council in September 2024, a review of the Monthly Report for Councillors be undertaken in consideration of the new Councillor's priorities.</i></li></ol>
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## REPORT

This report is a standing monthly report for Councillors and provides high level data, statistics and commentary for Councillors from the below mentioned dashboards. It should be noted that select data is public facing, data that is not public facing is not provided within the monthly report and is provided to Councillors via other methods. Public facing data may be provided under separate cover as the report is published prior to capturing all of the month-end data. Data collected at the time of the reporting may not have been validated/audited, numbers are subject to change pending published annual reports.

The report will include data from the **Financial Performance Dashboard and Facility** and the **Services Performance Dashboard**.

The **Major Capital Projects Dashboard** is public facing and is updated at least monthly with high level capital project data.

The **Customer Experience Charter Metrics Dashboard** remains on track to be developed and will be reported on in September 2023 or earlier if available.

This report is provided for the information of Councillors.

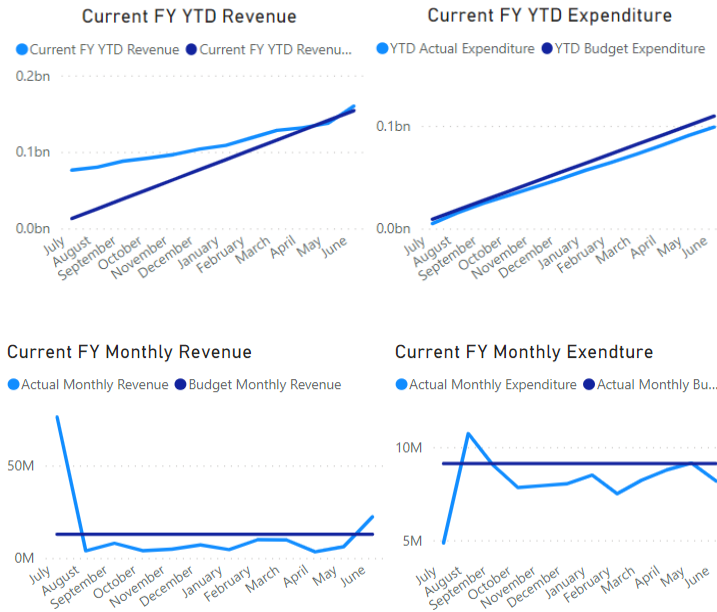
## APPENDICES:

[1](#) Monthly Reporting Snapshot for Councillors - June 2023



**FINANCIAL PERFORMANCE  
 DASHBOARD**

REPORT PRINT DATE: 04/07/2023

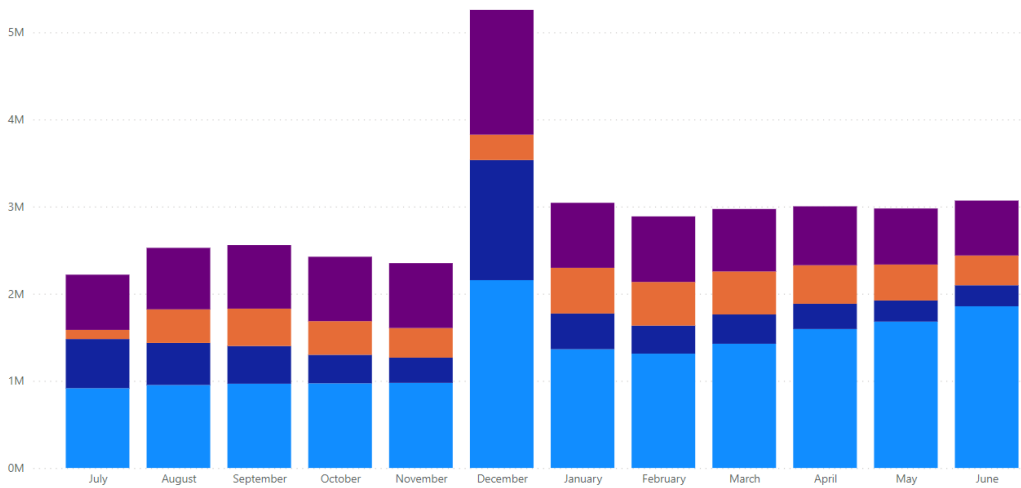


**Overdue Debts**

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

**2023 Overdue Debt**

● Current Debt ● 31-60 Days Debt ● 61-90 Days Debt ● 90+ Days Debt



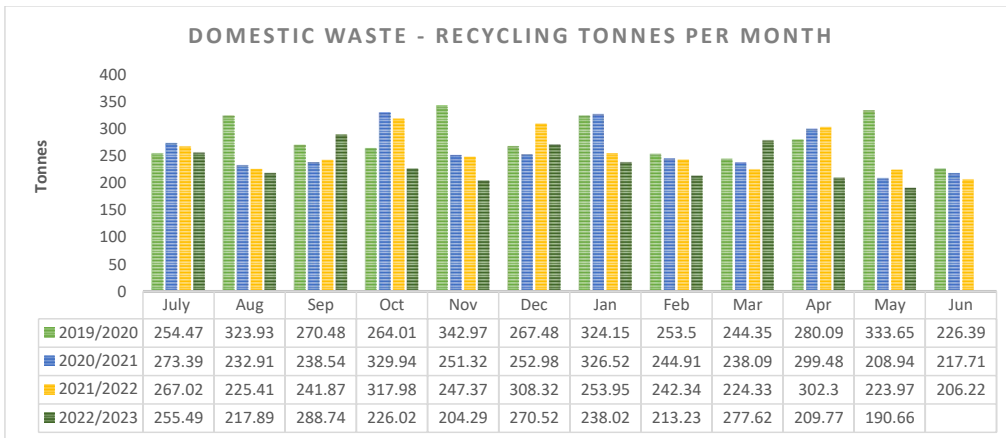
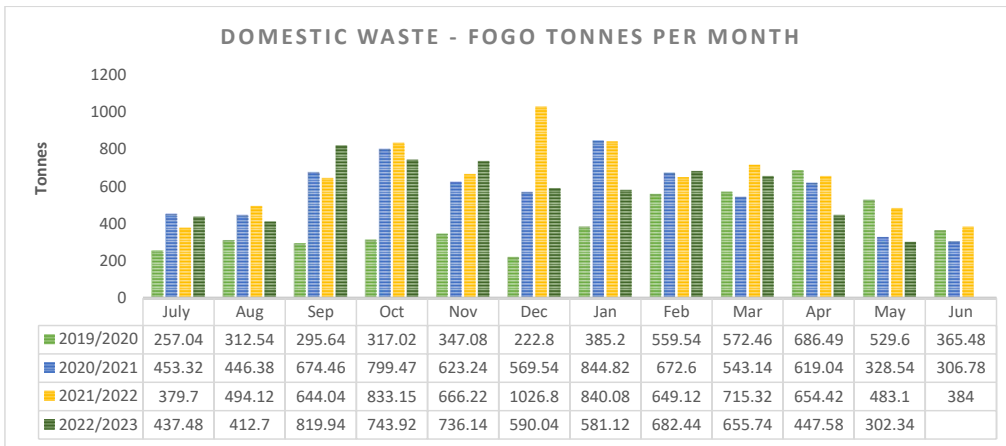




FACILITY AND SERVICE  
PERFORMANCE DASHBOARD

REPORT PRINT DATE: 04/07/2023

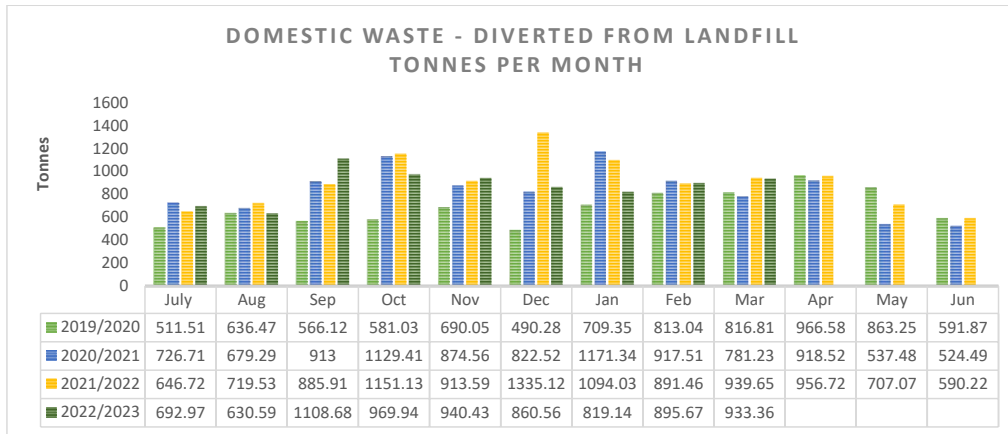
SERVICES PERFORMANCE



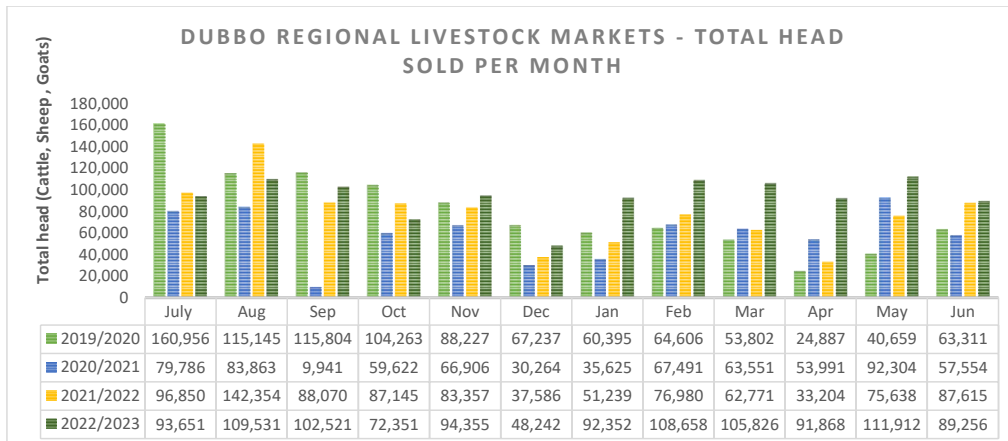
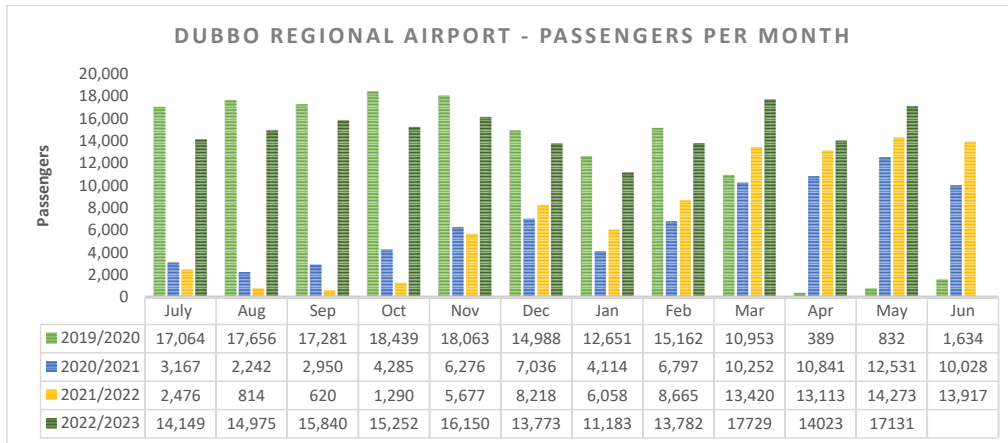


FACILITY AND SERVICE  
PERFORMANCE DASHBOARD

REPORT PRINT DATE: 04/07/2023

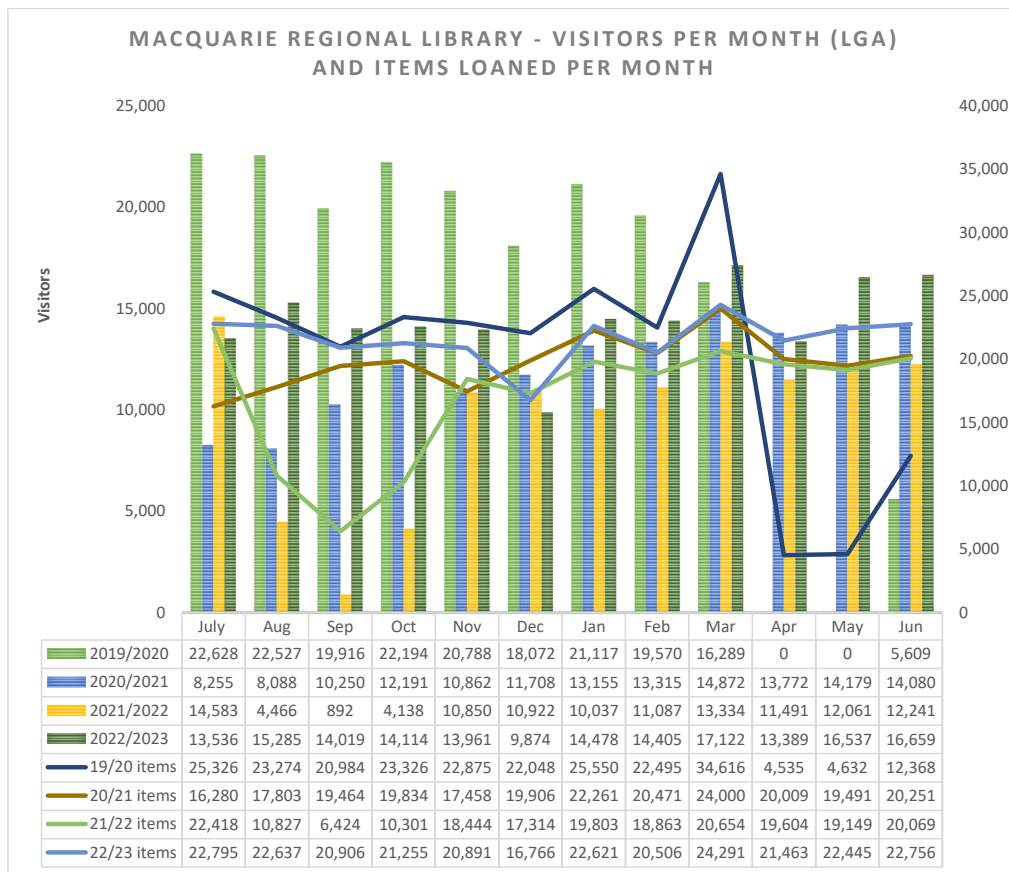
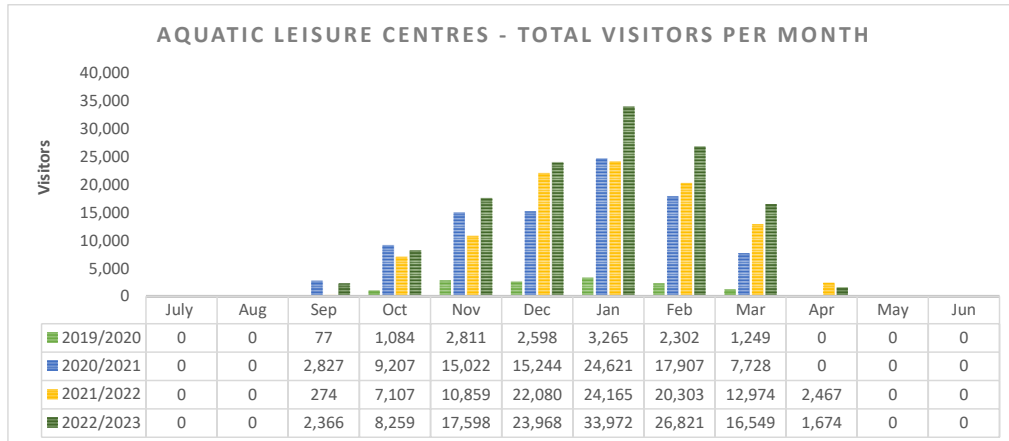


VISITORS & VOLUME – COMMERCIAL





VISITORS & CUSTOMERS – COMMUNITY

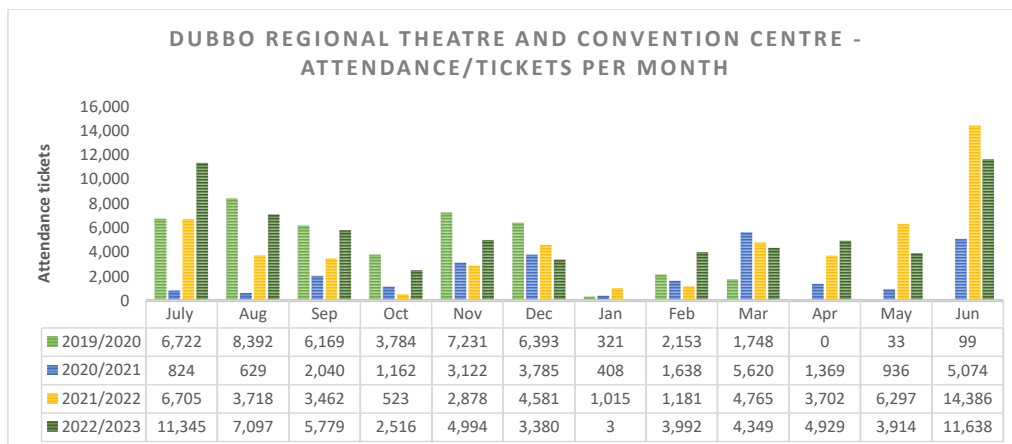
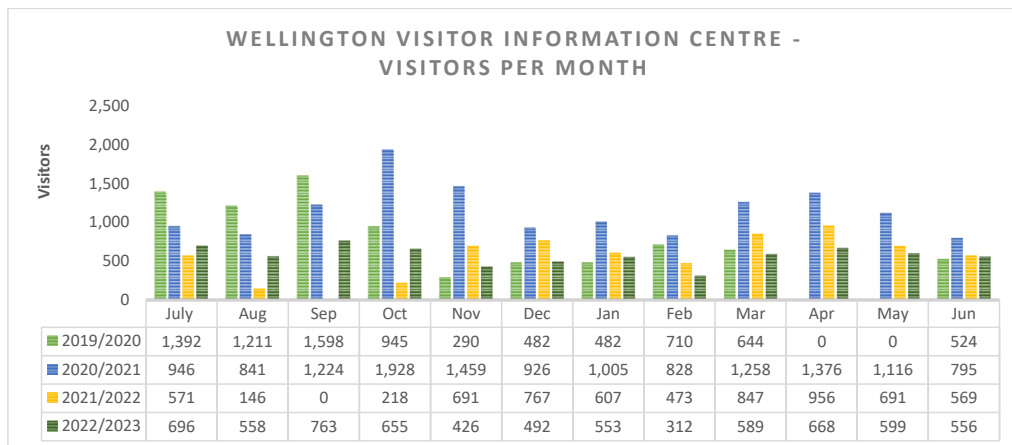
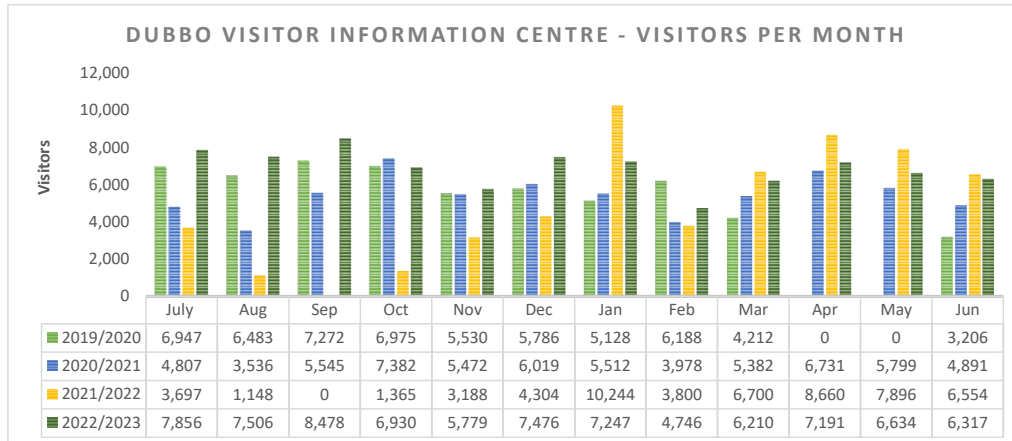




FACILITY AND SERVICE  
PERFORMANCE DASHBOARD

REPORT PRINT DATE: 04/07/2023

VISITORS & CUSTOMERS – TOURISM & CULTURAL

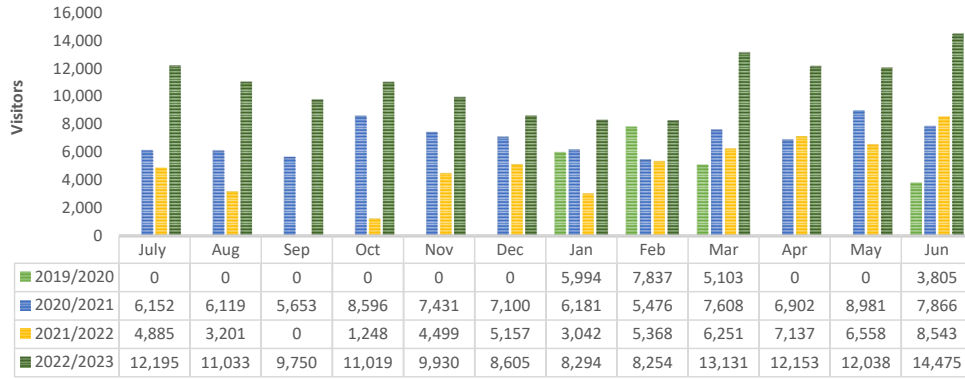




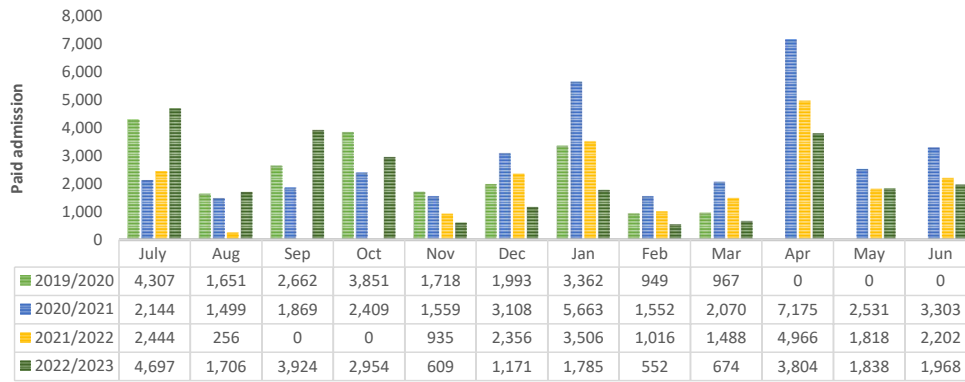
FACILITY AND SERVICE  
PERFORMANCE DASHBOARD

REPORT PRINT DATE: 04/07/2023

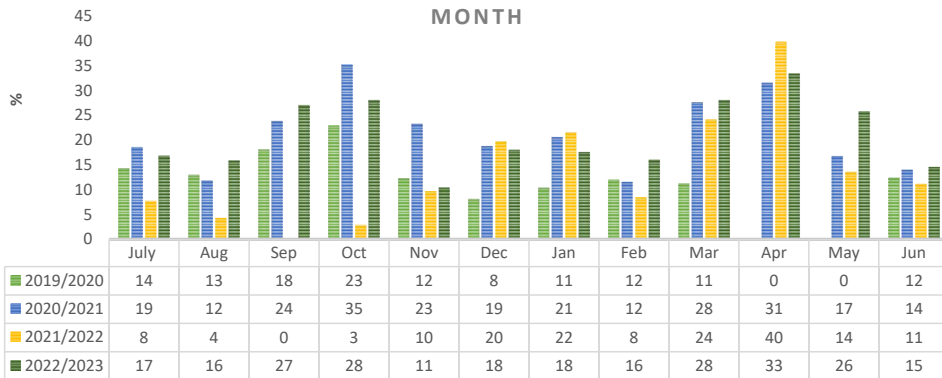
WESTERN PLAINS CULTURAL CENTRE - VISITORS PER MONTH



WELLINGTON CAVES - PAID ADMISSION PER MONTH



WELLINGTON CAVES CARAVAN PARK - OCCUPANCY % PER MONTH





## REPORT: 2023/2024 Christmas/New Year Closure Period

**DIVISION:** Chief Executive Officer  
**REPORT DATE:** 1 July 2023  
**TRIM REFERENCE:** ID23/1704

### EXECUTIVE SUMMARY

<b>Purpose</b>	Provide Update	
<b>Issue</b>	<ul style="list-style-type: none"> <li>Update on plan for continued service to the Community and communications over a two week Christmas/New Year Closure Period.</li> </ul>	
<b>Reasoning</b>	<ul style="list-style-type: none"> <li>Two week closure will support fatigued employees, reduce leave balances and align to a range of other sectors for the closure period.</li> </ul>	
<b>Financial Implications</b>	Budget Area	Not applicable to this report.
	Funding Source	N/A
	Proposed Cost	N/A
	Ongoing Costs	N/A
<b>Policy Implications</b>	Policy Title	N/A
	Impact on Policy	N/A

### STRATEGIC DIRECTION

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

- Theme: 4 Leadership
- CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance
- Delivery Program Strategy: 4.1.4 Statutory requirements are met and services are provided in a cost-effective and timely manner
- Theme: 4 Leadership
- CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance
- Delivery Program Strategy: 4.1.2 Council's decision-making processes are open, transparent and accountable

Theme:	4 Leadership
CSP Objective:	4.2 The resources of Council are sustainably managed
Delivery Program Strategy:	4.2.4 The business activities of Council are financially sustainable and provide financial returns to the community

**RECOMMENDATION**

**That the information contained within the report of the Chief Executive Officer dated 1 July 2023, be noted.**

*Murray Wood*  
Chief Executive Officer

*MW*  
Chief Executive Officer

**BACKGROUND**

In previous years, most Council services and facilities, where possible, have closed for one week over the Christmas/New Year period. This is out of alignment with a range of other sectors, who close for a two weeks over the same period.

Post COVID, there has been a noticeable increase in the physical and mental fatigue experienced and expressed by our employees, coupled with high leave balances due to previous travel and activity restrictions.

**REPORT**

To support fatigue management and wellbeing for Dubbo Regional Council employees, in addition to reducing leave balances, it has been recommended that Council’s Christmas/New Year closure period commence from 5pm Friday 22 December 2023 to 5pm Friday 5 January 2024 (inclusive).

This extended leave period will align with NSW Health and a range of other organisations, both government and private.

The following table highlights the proposed closure days, with the yellow highlighted days being public holidays:

Dec-23							Jan-24						
M	T	W	T	F	S	S	M	T	W	T	F	S	S
				1	2	3	1	2	3	4	5	6	7
4	5	6	7	8	9	10	8	9	10	11	12	13	14
11	12	13	14	15	16	17	15	16	17	18	19	20	21
18	19	20	21	22	23	24	22	23	24	25	26	27	28
25	26	27	28	29	30	31	29	30	31				

An internal and external communications plan is currently being developed to support the successful implementation of an additional week of closure. In addition to undertaking issues management throughout the closure period, a review of the impacts and success of the closure will be undertaken early 2024.

**Consultation**

- Consultation with internal Council stakeholders has been undertaken.

**Resourcing Implications**

- Minimal staffing requirements will be required during the closure period.

This report is provided for information.





DUBBO REGIONAL  
COUNCIL

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

**DIVISION:** Organisational Performance  
**REPORT DATE:** 4 July 2023  
**TRIM REFERENCE:** ID23/1597

### EXECUTIVE SUMMARY

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

### STRATEGIC DIRECTION

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

Theme: 4 Leadership  
 CSP Objective: 4.2 The resources of Council are sustainably managed  
 Delivery Program Strategy: 4.2.1 The system of raising revenue is equitable and revenue from grants and other income sources is maximised

### RECOMMENDATION

**That the information contained within the Investment under Section 625 of the Local Government Act Report, dated 4 July 2023, be noted.**

*Jane Bassingthwaight*  
Director Organisational Performance

*KC*  
Graduate Accountant

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## BACKGROUND

As required by Section 212 of the Local Government (General) Regulation 2021, set out below, are the details of all monies that Council has invested under Section 625 of the Local Government Act as at 30 June 2023.

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

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

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

## REPORT

### Consultation

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

### Resourcing Implications

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

Portfolio Overview

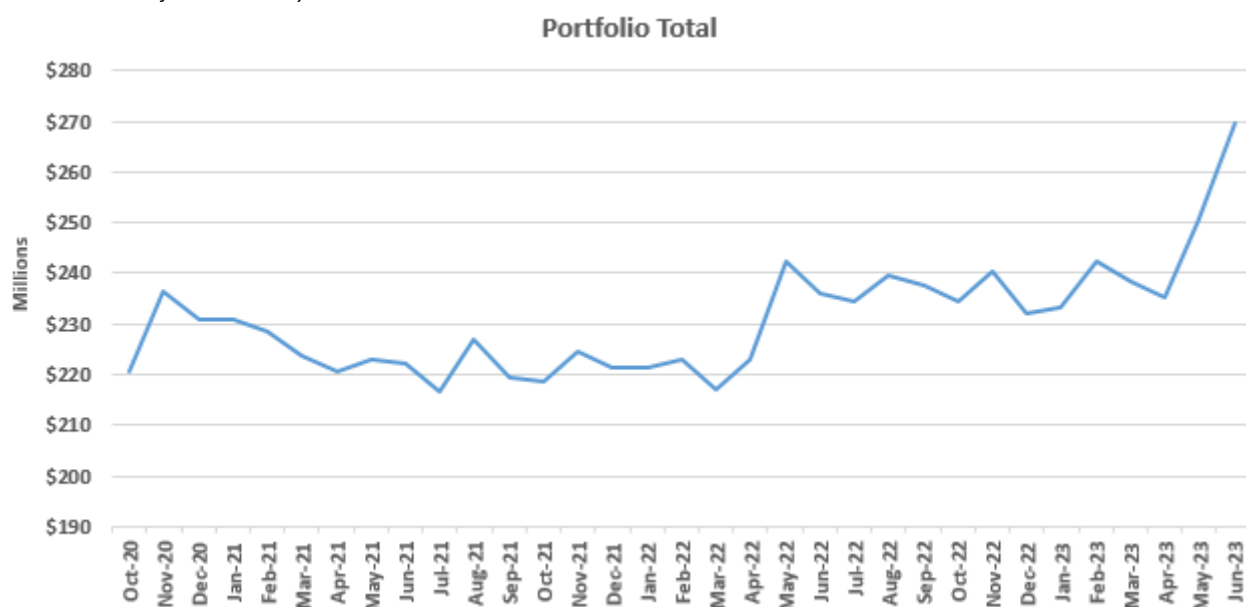
The below table details Council’s current investment portfolio:

Issuer	Market Value	% Total Value
AMP Bank Ltd	20,742,006.19	7.65%
Australian Unity Bank	4,075,221.92	1.50%
Auswide Bank Limited	13,567,220.00	5.00%
Bank of China (Australia) Limited	4,527,090.00	1.67%
Bank of China Limited, Sydney Branch	3,010,020.00	1.11%
Bank of Queensland Ltd	49,490,529.09	18.24%
Commonwealth Bank of Australia Ltd	27,457,402.48	10.12%
Judo Bank	16,169,881.39	5.96%
Macquarie Bank	7,602,800.00	2.80%
Macquarie Credit Union Limited	2,035,441.10	0.75%
ME Bank - a division of Bank of Queensland Ltd	10,410,086.30	3.84%
MyState Bank Ltd	21,087,577.25	7.77%
National Australia Bank Ltd	55,924,231.98	20.61%
Northern Territory Treasury Corporation	13,004,690.00	4.79%
Rabobank Nederland Australia Branch	4,899,450.00	1.81%
Suncorp-Metway Ltd	4,779,800.00	1.76%
UBS Australia Ltd	4,447,125.00	1.64%
Westpac Banking Corporation Ltd	8,055,751.52	2.97%
<b>Portfolio Total</b>	<b>271,286,324.22</b>	<b>100.00%</b>

^Portfolio overview represents total market value. Investment face value is \$269,623,739.53

^ NAB is inclusive of Councils cash account.

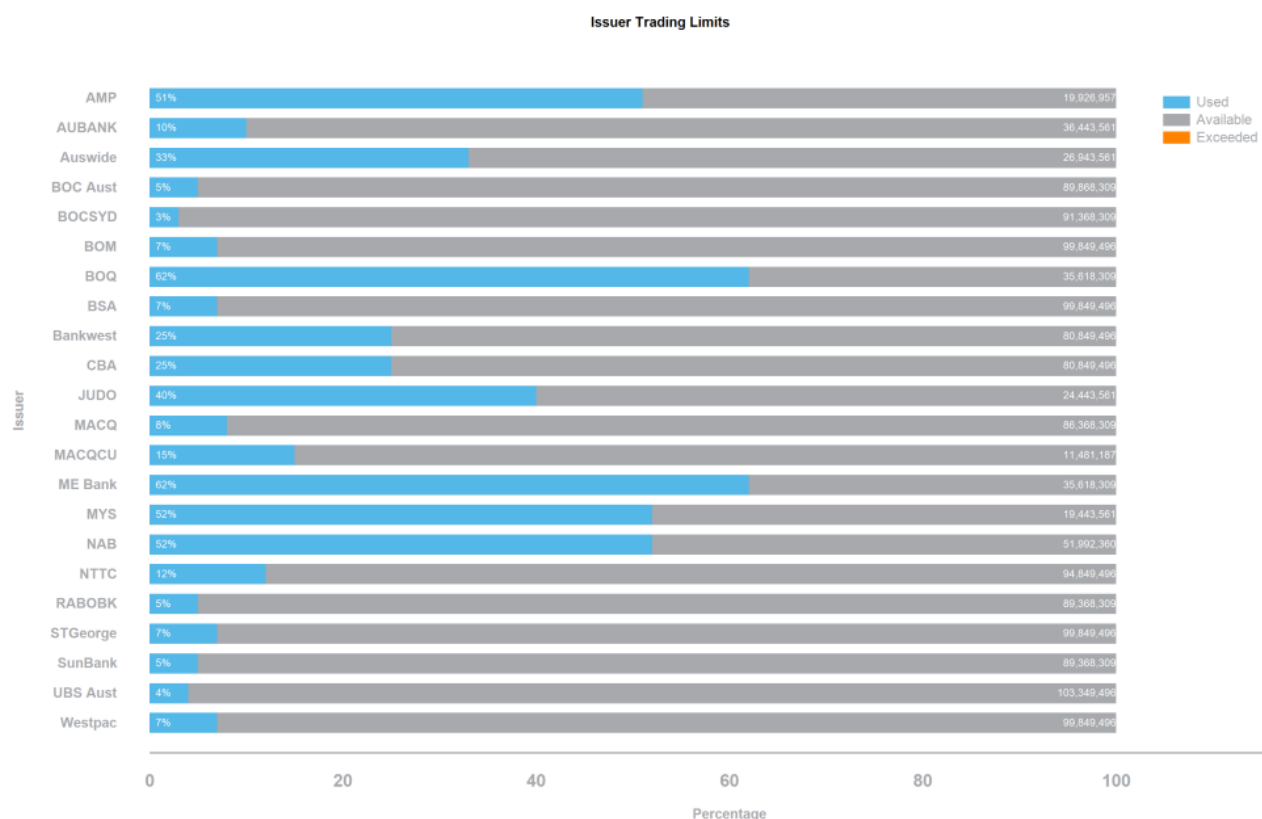
^AMP is inclusive of Councils 31 day notice saver account.



## Investment Compliance

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

### Issuer limits as at Friday, 30 June 2023



## Interest Income

The below table details payments of interest paid to Council between 1 June 2023 to 30 June 2023.

Security ISIN	Security	Issuer	Income Expense Code	Settlement Date	Face Value (Basis of Interest Calculation)	Consideration Notional
	AMP 31 Day Ntc	AMP Bank Ltd	IEI303071	1 Jun 2023		37,766.88
AU3FN0089555	Auswide 1.3 10 Jun 2025 FRN	Auswide Bank Limited	IEI298639	13 Jun 2023	5,000,000.00	64,287.67
	NTTC 0.8 15 Jun 2024 - Issued 8 Mar 2021 - Dubbo Regional Council Fixed	Northern Territory Treasury Corporation	IEI299903	15 Jun 2023	3,000,000.00	24,000.00
	NTTC 0.9 15 Jun 2025 - Issued 04 Feb 2021 - Dubbo Regional Council Fixed	Northern Territory Treasury Corporation	IEI299901	15 Jun 2023	5,000,000.00	45,000.00
	NTTC 0.9 15 Jun 2025 - Issued 10 Feb 2021 - Dubbo Regional Council Fixed	Northern Territory Treasury Corporation	IEI299902	15 Jun 2023	5,000,000.00	45,000.00
AU3FN0081024	MYS 0.65 16 Jun 2025 FRN	MyState Bank Ltd	IEI300508	16 Jun 2023	8,000,000.00	86,938.73
AU3FN0087393	Auswide 0.9 17 Mar 2025 FRN	Auswide Bank Limited	IEI300785	19 Jun 2023	5,000,000.00	59,048.74
	ME Bank 4.35 21 Jun 2023 365DAY TD	ME Bank - a division of Bank of Queensland Ltd	IEI230155	21 Jun 2023	6,000,000.00	261,000.00
	NAB At Call In	National Australia Bank Ltd	IEI303034	30 Jun 2023		137,569.10
						<b>760,611.12</b>

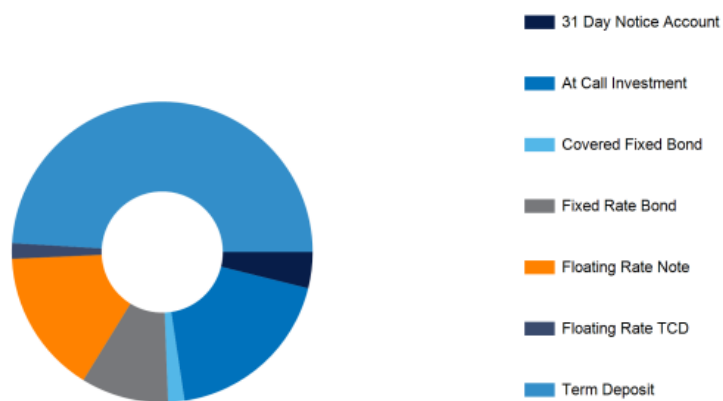
^ Interest received consists of payments made to Council's allocated bank account and are exclusive of accruing interest.

**Investment by Asset Class**

The following table details Councils investment holdings by investment type:

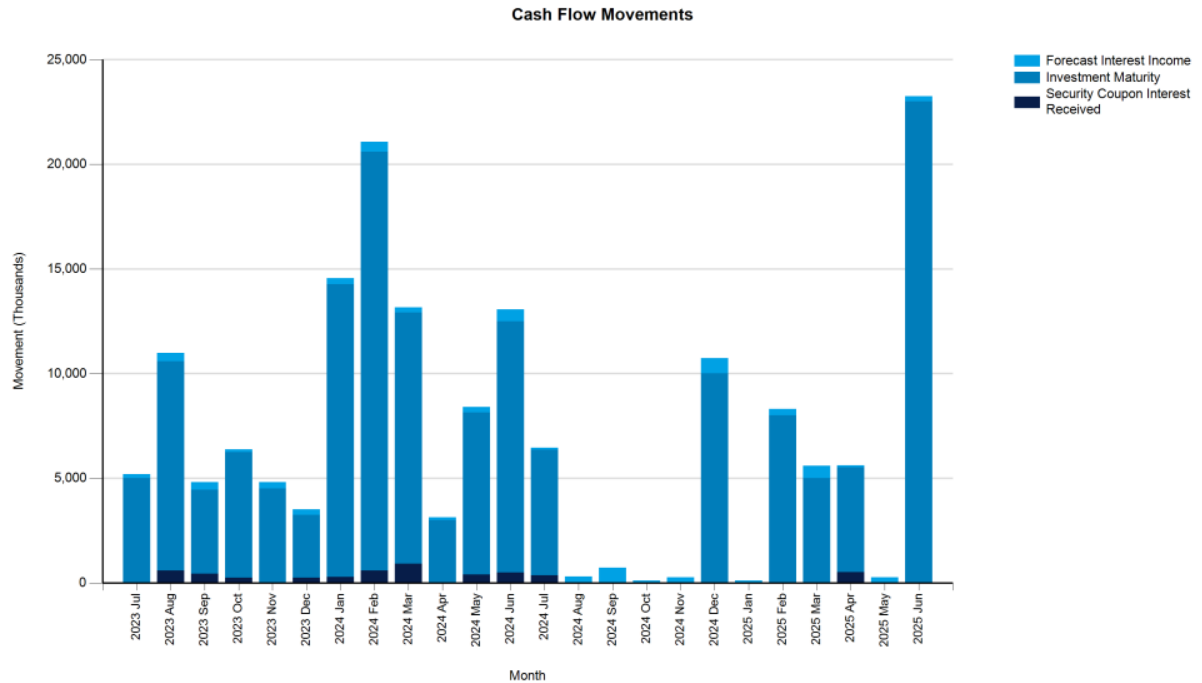
Security Type	Market Value	% Total Value
31 Day Notice Account	10,516,603.45	3.88%
At Call Investment	50,857,136.08	18.75%
Covered Fixed Bond	4,779,800.00	1.76%
Fixed Rate Bond	25,506,940.00	9.40%
Floating Rate Note	42,034,145.00	15.49%
Floating Rate TCD	4,527,090.00	1.67%
Term Deposit	133,064,609.69	49.05%
<b>Portfolio Total</b>	<b>271,286,324.22</b>	<b>100.00%</b>

Market Value by Security Type

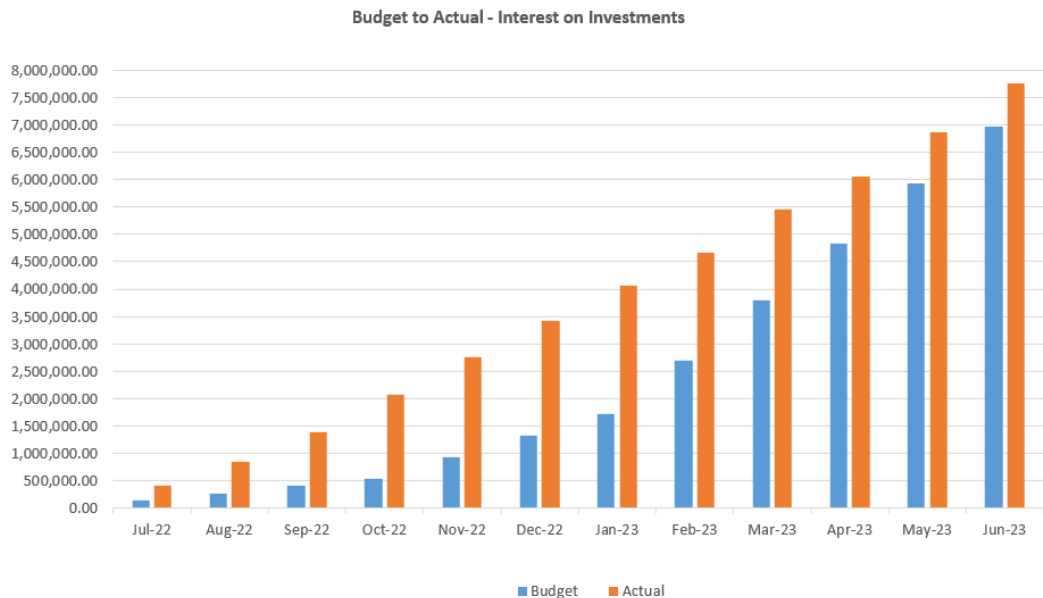


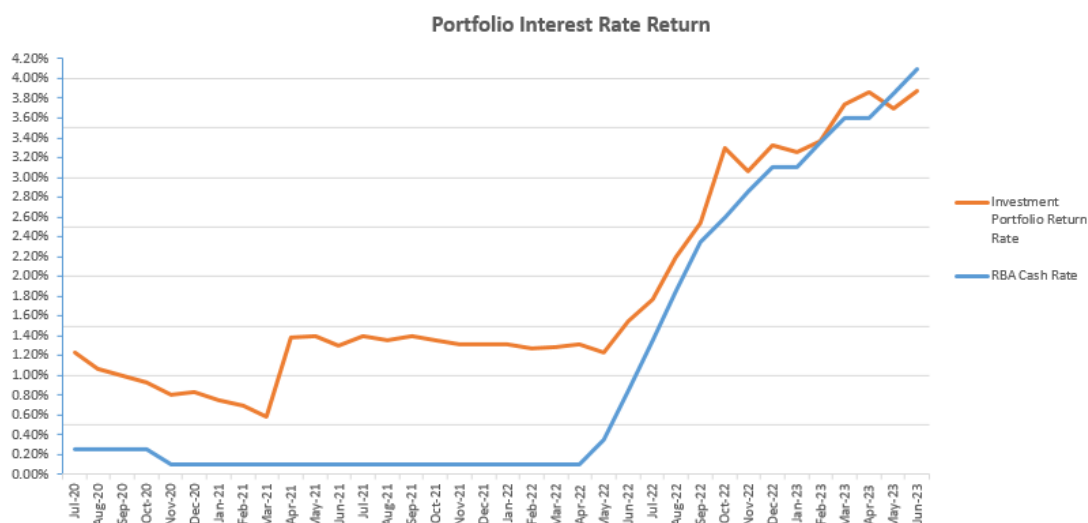
**Future Maturity Cash flow**

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



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





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

As at 30 June 2023 Council has investments totalling \$52,000,000 Face Value which were invested with fixed interest rates below the current Official Cash Rate of 4.10%. Of these investments \$26,000,000 will mature in the financial year ending 30 June 2024. These investments have interest rates ranging from 0.75% to 4.05%. Longer term investments beyond 30 June 2024 totalling \$26,000,000 were invested with interest rates ranging between 0.90% to 3.25%. These investments were placed with competitive interest rates at the time the investments were made. The improved Official Cash Rate has impacted on the comparison of Councils portfolio interest rate return verse the current Official Cash Rate.

**Summary  
Cash Account**

Council outperformed the 11.00am Official Cash Rate market benchmark for one month return of 4.10%, achieving a return of 4.50% for its At Call investments for the month of June 2023.

**Investment Portfolio**

Council outperformed the one month Bloomberg AusBond Bank Bill Index of 0.31%, with an average return of 3.86% for its overall portfolio return.



DUBBO REGIONAL  
COUNCIL

## REPORT: Natural Disaster Declarations - Financial Year 2022/2023

**DIVISION:** Organisational Performance

**REPORT DATE:** 3 May 2023

**TRIM REFERENCE:** ID23/916

### EXECUTIVE SUMMARY

<b>Purpose</b>	Provide review or update	
<b>Issue</b>	<ul style="list-style-type: none"> <li>The impact of natural disasters to Council's operations, assets and finances</li> </ul>	
<b>Reasoning</b>	<ul style="list-style-type: none"> <li>Council received the highest number of Natural Disaster Declarations in NSW for the Financial Year 2022/2023</li> <li>Operations and service delivery have been heavily impacted</li> </ul>	
<b>Financial Implications</b>	Budget Area	Discussed within report
<b>Policy Implications</b>	Policy Title	No impact on policy

### STRATEGIC DIRECTION

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

Theme: 2 Infrastructure

CSP Objective: 2.2 Infrastructure meets the current and future needs of our community

Delivery Program Strategy: 2.2.5 Council maintains infrastructure and delivers services at the adopted service levels as agreed with the community

Theme: 6 Environmental Sustainability

CSP Objective: 6.4 We plan for and mitigate the impacts of natural events and disasters

Delivery Program Strategy: 6.4.3 Local emergency management organisations and local State Emergency Services are capable of responding to emergencies



**RECOMMENDATION**

- 1. That the report from the Emergency and Risk Team Leader be noted.**
- 2. That communication activities be undertaken to build community awareness regarding the role Council undertakes in natural disasters, including current preparations for the upcoming bush fire season.**

*Jane Bassingthwaite*  
Director Organisational Performance

*PL*  
Emergency and Risk Team  
Leader

## BACKGROUND

A natural disaster is a natural emergency event that requires a coordinated multi-agency response and where the costs for the state or local government reconstruction efforts exceed \$240,000. Local Government can apply to the NSW Government for a Natural Disaster Declaration (NDD) by reporting preliminary estimates of disaster damage not covered by insurance. An NDD activates disaster assistance funding for local governments, primary producers, small businesses, households and individuals. Each NDD has an Australian Government Reference Number (AGRN).

In previous financial years the NDD's for Dubbo Regional Council were:

2018/2019	AGRN 834 – NSW Storms and Floods: 20 December 2018.
2019/2020	Nil
2020/2021	Nil
2021/2022	AGRN 987 – NSW Severe Weather and Flooding 9 November 2021 onwards AGRN 1025 – NSW Severe Weather and Flooding from 27 June 2022 onwards.

## REPORT

2022/2023 financial year saw a significant increase in NDDs across NSW. A number of LGAs have received three declarations for the year, including Warren, Moree Plains and Liverpool Plains, but Dubbo Regional Council had four NDDs, the highest number of NDDs for any local government area within NSW. This is not to say that Council has sustained more damage than other LGAs. Some areas have had single events where impact is more severe. For example it is estimated the flash flood that impacted Eugowra in November 2022 damaged 80% of houses.

There have been four declarations for Council which are:

- AGRN 1030 – Southern and Central West NSW Flooding from 4 August 2022 onwards.
- AGRN 1034 – NSW Flooding from 14 September 2022 onwards.
- AGRN 1049 – Dubbo and Wollongong Severe Storm 9 February 2023.
- AGRN 1052 – NSW Bushfires 6 March 2023.

## Divisional Responsibilities

Each event requires substantial efforts from Council staff and resources in the response and recovery phase.

## Infrastructure

Council has responsibility to manage Council controlled roads in urban and rural areas. In emergency events staff will remove trees and debris from roadways, establish road closures and traffic diversions and provide manned traffic control if required. During the flooding events of late 2022, Council staff worked extensively with NSW Police, NSW SES and

Transport for NSW on planning and executing multiple closures of the Emile Serisier Bridge. During this time Council staff were also rapidly responding to flash flooding on rural roads, closing and reopening roads as required. During these events, Council staff are often called in for urgent response meaning a lot of out of hours and extended hours that can't be avoided.

The recovery from natural disaster events is an extensive effort from Council staff and resources. The clean-up of roads and verges after the severe storm in February 2023 took four weeks. The re-opening of roads after flooding requires individual assessment each time. After flooding events council excavators are used to push debris off road and pedestrian bridges. The most effective strategy is to action this as the water is receding and causes less strain on the infrastructure. This often happens quite quickly after the flood peak when response requirements have been at their highest.

In addition to Council's own responsibilities, operational staff and resources are often requested to support emergency services. In fire events Council heavy plant such as graders, excavators and water trucks, are requested by NSW Rural Fire Service (RFS) to assist on the fire ground along with experience drivers. When heavy plant is utilised a works supervisor also attends at the staging area on the fire ground to liaise with the Divisional Commander and coordinate operations.

### **Emergency and Risk Team**

Council's Emergency and Risk team fulfil the role of Council's Local Emergency Management Officer (LEMO). As required by the *State Emergency and Rescue Management Act 1989*, The LEMO role provides executive support to the Local Emergency Operation Controller (LEOCON) who is a local NSW Police officer. The LEMO organises meetings and briefings at the direction of the LEOCON or assists in establishing the Emergency Operation Centre (EOC) with multiple agencies as required. The LEMO is also responsible for creation, management and dissemination of all documentation at the EOC including briefing reports, EOC logs, evacuation centre plans and contact lists.

The Emergency and Risk team also manage Council's insurance portfolio, including claims management. Following disaster events, Council facilities need to be assessed for damages and lodge claims with Council's insurers. Due to the extensive damage caused by the flooding Council staff are only now finalising claims with Council's insurer. Extended damage to roads, collapse of trees on verges and the boil water alert are just a number of issues that have caused a marked increase in residents lodging claims against Council in the last financial year. Each individual claim needs to be assessed and investigated to determine Council's liability. This includes when Council staff were first made aware of the issue, the actions taken to rectify and what resources were available at the time. For the most part the investigations are undertaken by operational staff who were involved in the response and also the clean-up.

### **Communication Services**

Council's Communication Services team play a key role in creating and promoting messages to the community. This includes regular updates to ensure community, local media and other stakeholders remain well informed of specifics with disaster management such as road

closures and diversions, in addition to sharing warning and advice from emergency services to support community safety during natural disasters.

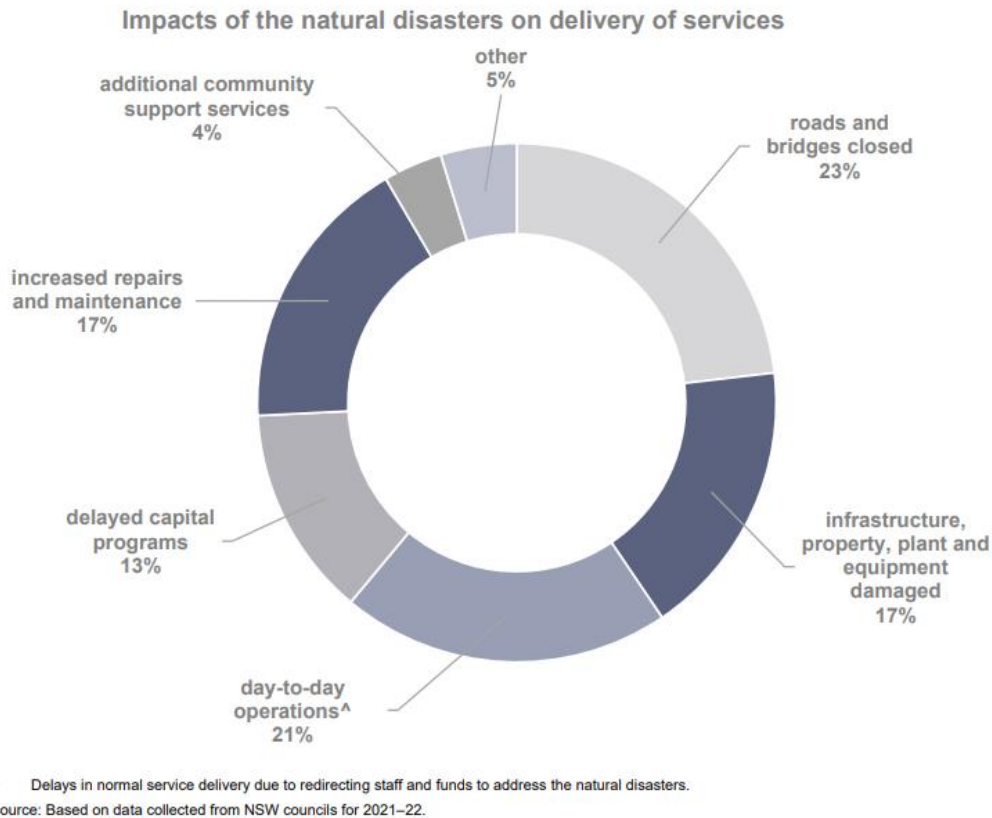
### Commentary

During the extended flooding events State agency resources were stretched as the flooding was so widespread across NSW. On occasion Council staff needed to step in and carry out some functions of state agencies, such as establishing and staffing evacuation centres, until state resources were available. Throughout the number of disaster events, Council staff have built strong relationships with emergency services and other agencies in the area. These relationships will be utilised in the planning and preparation for future disaster events.

Council's role in planning for, responding to, and managing the recovery following a natural disaster is extensive. As experienced many times in the past 12 months, delivering on this responsibility requires the organisation to reprioritise service delivery. The consequence of managing natural disasters results in reduced level of services and delays in project delivery.

The Audit Office of New South Wales has recently published the *New South Wales Auditor-General's Report – Natural disasters* which highlights the impacts and costs of natural disasters across NSW for the 2021/2022 financial year. The report is attached as **Appendix 1**. The report includes the impacts on local government areas. The estimated damage to council infrastructure assets across NSW at 30 June 2022 was \$349 million with councils spending \$128 million on clean-up, emergency response and other costs. The report noted that further damage was experienced from 1 July 2022 to 31 December 2022 and the unaudited damage to infrastructure assets is estimated to be \$124 million.

Councils were surveyed to ascertain the main operational and service delivery impacts from natural disasters, which are summarised in the graph in **Figure 1**.



**Figure 1**

It is important that community are aware of Council’s extensive role in emergency management and natural disasters, to help building understanding around resource allocation and service prioritisation, not only during a disaster event but in the recovery period following.

**Consultation**

- Liaising with other emergency services pre, during, and post emergency events
- Local Emergency Management Committee
- Grant applications to State and Federal agencies

**Resourcing Implications**

- Each scenario that calls for the Business Continuity Plan (BCP) to be enacted means that the members of the Continuity Management Team (CMT) are called into session
- The CMT team includes the Chief Financial Officer and tracking of costs incurred during and post each event
- However, some of these funds can be recovered through NDD funding and insurance avenues which make it difficult to quantify the full cost to council prior to these funding processes being finalised

**Planned Communications**

- Council's Communication Services team to work with Emergency and Risk Team on creating and promoting messaging that highlights Council's involvement in response and recovery to natural disasters and highlights the operational relationship between Council and emergency services.

**APPENDICES:**

- 1 [↓](#) New South Wales Auditor-Generals Report - Natural disasters



FINANCIAL AUDIT

1 JUNE 2023

# Natural disasters

NEW SOUTH WALES AUDITOR-GENERAL'S REPORT



## THE ROLE OF THE AUDITOR-GENERAL

The roles and responsibilities of the Auditor-General, and hence the Audit Office, are set out in the *Government Sector Audit Act 1983* and the *Local Government Act 1993*.

We conduct financial or 'attest' audits of state public sector and local government entities' financial statements. We also audit the Consolidated State Financial Statements, a consolidation of all state public sector agencies' financial statements.

Financial audits are designed to add credibility to financial statements, enhancing their value to end-users. Also, the existence of such audits provides a constant stimulus to entities to ensure sound financial management.

Following a financial audit the Audit Office issues a variety of reports to entities and reports periodically to Parliament. In combination, these reports give opinions on the truth and fairness of financial statements, and comment on entity internal controls and governance, and compliance with certain laws, regulations and government directives. They may comment on financial prudence, probity and waste, and recommend operational improvements.

We also conduct performance audits. These examine whether an entity is carrying out its activities effectively and doing so economically and efficiently and in compliance with relevant laws. Audits may cover all or parts of an entity's operations, or consider particular issues across a number of entities.

As well as financial and performance audits, the Auditor-General carries out special reviews, compliance engagements and audits requested under section 27B(3) of the *Government Sector Audit Act 1983*, and section 421E of the *Local Government Act 1993*.

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GPO Box 12  
Sydney NSW 2001

The Legislative Assembly  
Parliament House  
Sydney NSW 2000

The Legislative Council  
Parliament House  
Sydney NSW 2000

In accordance with section 52B of the *Government Sector Audit Act 1983*, I present a report titled '**Natural disasters**'.

A handwritten signature in black ink, appearing to read 'Margaret Crawford'.

**Margaret Crawford**

Auditor-General for New South Wales  
1 June 2023





## RECONCILIATION COMMITMENT STATEMENT

The Audit Office of New South Wales pay our respect and recognise Aboriginal people as the traditional custodians of the land in NSW.

We recognise that Aboriginal people, as custodians, have a spiritual, social and cultural connection with their lands and waters, and have made and continue to make a rich, unique and lasting contribution to the State. We are committed to continue learning about Aboriginal and Torres Strait Islander peoples' history and culture.

We honour and thank the traditional owners of the land on which our office is located, the Gadigal people of the Eora nation, and the traditional owners of the lands on which our staff live and work. We pay our respects to their Elders past and present, and to the next generation of leaders.

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## Natural disasters

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# 1. Introduction

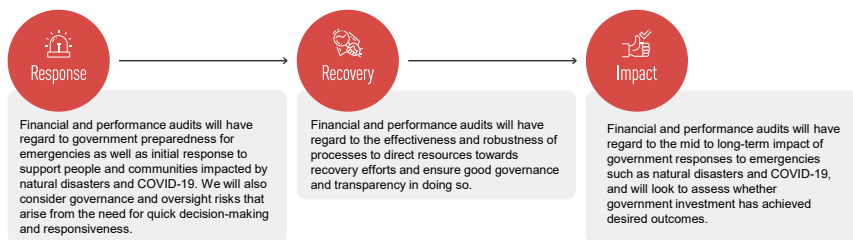
## 1.1 About this report

Natural disasters continue to have a significant impact on people, property, and the public sector of New South Wales. Significant resources have been directed towards responses and economic recovery. The scale of government responses to these events has been significant and wide-ranging involving emergency response coordination, service delivery, governance, and policy.

Our 2022–25 [Annual Work Program](#) outlines our continued focus on providing assurance on how effectively aspects of government responses have been delivered. A series of performance audits related to natural disasters and climate change have been completed or are in progress or planned:

- Managing climate risks to assets and services, September 2021
- Local government business and service continuity arrangements for natural disasters, February 2022
- Planning and managing bushfire equipment, February 2023
- Bushfire recovery grants, February 2023
- Flood recovery, in progress
- Coastal management, planned.

We will take a phased approach to ensuring that our work addresses the following elements of the emergencies and government responses:



Source: Auditor-General's 2022–25 Annual Work Program.

Key service delivery and emergency services agencies have had to respond to natural disasters during 2021–22, including the severe weather conditions in Northern NSW. This across-the-board report will consider the financial implications of these events. The information is primarily drawn from our financial audits for the year ended 30 June 2022 and focuses on the agencies in each cluster which were integral to the response and impact of natural disasters.

## 1.2 About natural disasters

Natural hazards are natural processes that may cause loss of life, injury or other adverse impacts. They become natural disasters when the hazards interact with people and things of value, and when impacts exceed the ability of communities and other systems to avoid, cope or recover from them.

The Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the Bureau of Meteorology (BoM) have reported the increase in frequency and intensity of extreme weather across Australia, and there have been longer term changes to weather patterns. They also report sea levels are rising around Australia, increasing the risk of inundation and damage to coastal infrastructure and communities.

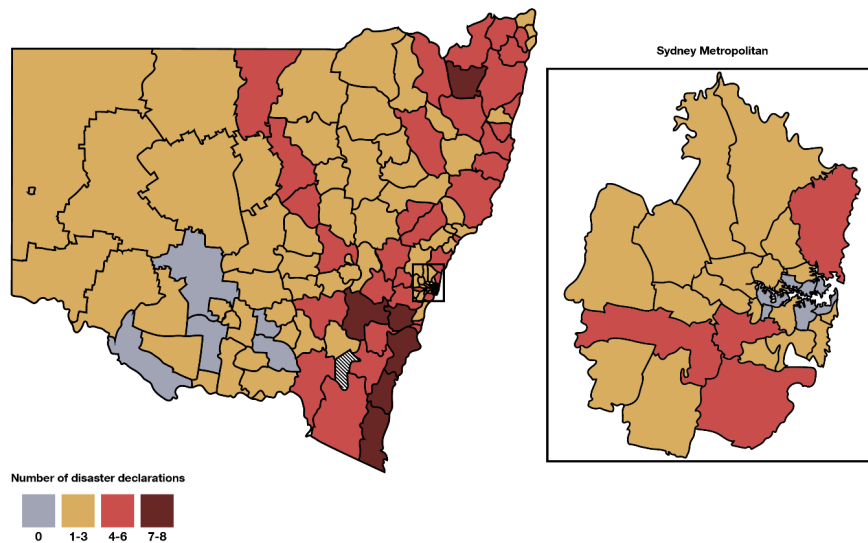
According to the Department of Planning and Environment, in New South Wales the impacts of a changing climate, and the risks associated with it, will be felt differently across regions, populations and economic sectors. The department's climate projections indicate the number of hot days will increase, rainfall will vary across the state, and the number of severe fire days will increase.

In New South Wales, a natural disaster is one or a combination of the following, naturally occurring, rapid onset events: bushfire, earthquake, flood, storm, storm surge, cyclone, landslide, tsunami, meteorite strike or tornado. The NSW Government is responsible for disaster response such as deploying emergency services and leading emergency relief and recovery efforts. Some of these responsibilities are delegated to local governments.

## 1.3 Natural disasters in New South Wales

The map below shows the number of natural disasters from July 2020 to June 2022 by local government area across New South Wales.

### Natural disaster declarations by LGA



Source: NSW Department of Premier and Cabinet. These maps show the number of disaster declarations and the colours do not indicate the severity of natural disaster impacts on LGAs.

When a natural disaster is declared, affected communities can access a range of special assistance measures such as grants to restore public infrastructure and other relief grants for individuals, families and households.

There were 29 natural disasters declared during the past two financial years. According to the Australian Bureau of Meteorology, the return of La Niña in September 2020 has influenced the weather patterns leading to severe flooding in New South Wales, especially Northern New South Wales.

Many local government areas (LGAs) were impacted by multiple separate events. Over the past two financial years, the most significant events which impacted the most LGAs were:

- 10 March 2021: storms and flooding across 78 LGAs
- 9 November 2021: severe weather and flooding across 61 LGAs
- 22 February 2022: severe weather and flooding across 62 LGAs
- 27 June 2022: severe weather and flooding across 51 LGAs
- 14 September 2022: flooding across 75 LGAs.

The Bureau of Meteorology has identified October through to April as the highest risk period for storms. The table below defines some of the different types of natural disasters.

Natural disaster type	Definition
Severe weather	<p>The Bureau of Meteorology issues warnings whenever severe weather is occurring in an area or is expected to develop or move into an area. The warnings describe the area under threat and the expected hazards. They are issued for:</p> <ul style="list-style-type: none"> <li>• sustained winds of gale force (63 km/h or more)</li> <li>• wind gusts of 90 km/h or more</li> <li>• very heavy rain that may lead to flash flooding</li> <li>• abnormally high tides (or storm tides) expected to exceed highest astronomical tide</li> <li>• unusually large surf waves expected to cause dangerous conditions on the coast</li> <li>• widespread blizzards in Alpine areas.</li> </ul>
Storm	<p>Thunderstorms which produce any of the following are classified as severe:</p> <ul style="list-style-type: none"> <li>• large hail (2 cm in diameter or greater)</li> <li>• damaging wind gusts (90 km/h or greater)</li> <li>• tornadoes</li> <li>• heavy rainfall conducive to flash flooding.</li> </ul>
Flooding	<p>A flood is an overflow of water beyond the normal limits of a watercourse. Flooding occurs when water extends over what is usually dry land. This can happen when it escapes from a natural watercourse, such as a lake, river or creek. It can also happen when water is released from a reservoir, canal or dam.</p>

Source: Audit Office collated from Bureau of Meteorology and NSW State Emergency Service.

## 1.4 Framework and plans for natural disaster management

There are several frameworks and strategies guiding national arrangements for natural disaster management including:

- National Disaster Risk Reduction Framework
- National Strategy for Disaster Resilience
- National Climate Resilience and Adaption Strategy
- Australian Disaster Preparedness Framework
- Australian Government Disaster Response Plan
- National disaster funding arrangements.

## 1.5 NSW legislative and governance framework for emergency management

The *State Emergency and Rescue Management Act 1989* (SERM Act) provides the foundation to the emergency management framework in New South Wales. The SERM Act requires a State Emergency Management Plan to ensure a coordinated response to emergencies by all agencies having responsibilities and functions in emergencies. The plan also outlines prevention, preparation, response and recovery. There are also sub plans to target specific hazards or events, such as the NSW State Flood Plan.

Some key hazard types are assigned to specific agencies through their enabling legislation such as the *Rural Fires Act 1997* and *Fire and Rescue NSW Act 1989*. The Governance chapter expands on the roles and responsibilities.

The Premier can declare a state of emergency in New South Wales under the SERM Act if satisfied there is an actual or imminent event which threatens people, animals, property, or essential services. There is other legislation, such as the *State Emergency Services Act 1989*, where no declaration is required for agencies to exercise emergency powers.

## 1.6 Australian Government support

The Australian Government provides funding to State and Territory governments to assist with response to natural disasters. Programs include:

- Disaster Risk Reduction Package (maximum \$27.1 million to NSW from 1 July 2020 to 30 June 2024)
- Disaster Recovery Allowance: short term income support to assist individuals whose income has been affected by a disaster
- Disaster Recovery Payment: one off \$1,000 per eligible adult and \$400 per child affected by a disaster
- Disaster Recovery Funding Arrangements: financial assistance to the states and territories for up to 75% of eligible expenditure on relief and recovery assistance.

In addition, the *Emergency Response Fund Act 2019* (the *Disaster Ready Fund Act 2019* from March 2023) allows the Australian Government to draw up to \$200 million in any given year, beyond what is already available to fund emergency response and natural disaster recovery and preparedness. On 26 August 2022, \$75 million from this fund was committed to NSW to invest in flood mitigation and infrastructure resilience programs. Councils and NSW Government agencies are the recipients tasked with completing these projects.

**Australian Government provides non-financial assistance to state governments responding to natural disasters**

The Australian Government Disaster Response Plan explains how state and territory governments can seek assistance from the Australian Government, where an affected jurisdiction cannot reasonably cope with the needs of the situation.

During 2021–22, the NSW State Emergency Service requested and received assistance from the Australian Defence Force to provide specialised response to the February 2022 severe weather and flooding events.

The 'National Defence: Defence Strategic Review 2023' (DSR) identified climate change as a national security issue. Defence is frequently required to assist in disaster relief efforts, which is claimed to negatively affect force preparedness, readiness and combat effectiveness. This review agreed in principle to the following:

- Commonwealth should work with states and territories to develop national resilience and response measures for adverse climate change at the local level without the need for Australian Defence Force support, except in the most extreme emergencies
- Defence should be the force of last resort for domestic aid to the civil community, except in extreme circumstances.

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## 2. Governance

### Section highlights

- Resilience NSW was abolished in December 2022.
- 36 councils did not identify climate change or natural disaster as a strategic risk.

### 2.1 Role of NSW agencies

#### Role of the former Resilience NSW

Resilience NSW was established as an executive agency of the Department of Premier and Cabinet on 1 May 2020 to coordinate the whole-of-government approach to disaster recovery, drive disaster preparedness across the state and support NSW communities to build resilience to future disasters.

Under the NSW Recovery Plan, Resilience NSW was responsible for providing support to the Minister for Emergency Services and Resilience and the State Emergency Recovery Coordinator (SERCON) by:

- providing senior leadership to facilitate whole-of-government coordination
- coordinating formal recovery processes at the direction of the SERCON. Coordination should prioritise locally led recovery but may include coordination at the regional or state level
- developing and maintaining recovery policies, plans and arrangements
- resourcing one or more Recovery Coordinator positions
- providing recovery management and operational expertise to Local and Regional Recovery Committees
- maintaining operational oversight and disseminating operational reports to key stakeholders
- preparing progress and other reports associated with recovery operations
- coordinating the analysis of impact and Recovery Needs Assessment data to inform operational and non-operational recovery planning
- monitoring and evaluating state-funded recovery programs
- implementing a lessons learnt management process at the end of a recovery operation
- providing a point of contact for Commonwealth Government agencies in relation to recovery issues and requests.



### Abolishment of Resilience NSW in response to two inquiries into major flooding

A Legislative Council Select Committee was established in March 2022 to inquire into and report on the response to major flooding across New South Wales in 2022. The Committee found NSW State Emergency Service and Resilience NSW failed as lead agencies to provide adequate leadership and effective coordination during the major flooding of February-March 2022 and several subplans and local plans that were not up to date. For the detailed findings, please refer to the ['Response to major flooding across New South Wales in 2022'](#).

In March 2022, the NSW Government commissioned an independent inquiry to examine and report on the causes of, planning and preparedness for, response to, and recovery from the 2022 flood events across NSW. The inquiry found Resilience NSW did not perform as intended during the 2022 flood events, primarily due to the size and scope of its remit. The report highlighted there was inadequate focus on the agency's 'on-the-ground' operational response in helping people in need, delivering grants, leading the clean-up, and restoring access to essential services. The lack of preparedness and inadequate engagement and communication about its role and functions caused confusion in emergency management arrangements during the operational response and recovery. For the detailed findings, please refer to the [2022 NSW Flood Inquiry | NSW Government](#).

On 16 December 2022, Resilience NSW was abolished with staff moved to the NSW Police Force, the Department of Premier and Cabinet, the Department of Communities and Justice and the newly established NSW Reconstruction Authority.

### Role and responsibilities of state agencies during natural disasters

The *State Emergency and Rescue Management Act 1989* (SERM Act) requires:

- a State Emergency Management Plan to ensure the coordinated response to emergencies by all agencies having responsibilities and function in emergencies
- a State Emergency Management Committee which consists of the State Emergency Operations Controller, the State Emergency Recovery Controller, the Commissioner of the State Emergency Service, the chief executive of Ambulance Service of NSW, the Commissioner of Fire and Rescue NSW, the Commissioner of Police, the Commissioner of NSW Rural Fire Service, and others as the Minister determines
- Regional Emergency Management Committees
- Local Emergency Management Committees.

Many NSW agencies get involved in the emergency response. The table below outlines some key agencies and their roles and responsibilities during emergency natural disaster event:

<b>NSW State agency</b>	<b>Roles and responsibilities</b>
<b>State Emergency Service</b>	<ul style="list-style-type: none"> <li>Protect persons from dangers and protect property from destruction or damage arising from floods, storms and tsunamis.</li> <li>Act as the combat agency for dealing with floods and damage control for storms and to coordinate evacuating affected communities.</li> <li>Deal with an emergency when directed by State Emergency Operations Controller.</li> <li>Assist the State Emergency Operations Controller and State Emergency Recovery Controller in accordance with SERM Act.</li> <li>Assist NSW Police Force, Fire and Rescue NSW, NSW Rural Fire Service or Ambulance Service of NSW in dealing with emergencies.</li> </ul>
<b>NSW Police Force</b>	<ul style="list-style-type: none"> <li>Run the Emergency Operations Committees at state, region and local level.</li> <li>Establish and oversee the Emergency Operations Centres at state, region and local level.</li> </ul>
<b>NSW Rural Fire Service</b>	<ul style="list-style-type: none"> <li>Issue public warnings about bush fires and bush fire threats.</li> <li>Provide advisory services on fire fighting and other matters within its expertise.</li> <li>Deal with an emergency as directed by the State Emergency Operations Controller.</li> <li>Carry out, by accredited brigades, rescue operations allocated by the State Rescue Board.</li> <li>Assist the State Emergency Operations Controller and the State Emergency Recovery Controller in accordance with SERM Act.</li> <li>Assist NSW Police Force, Fire and Rescue NSW, State Emergency Service or Ambulance Service of NSW in dealing with emergencies.</li> </ul>
<b>Fire and Rescue NSW</b>	<ul style="list-style-type: none"> <li>Provide support to other agencies in response to emergency events.</li> <li>Commissioner is a member of the State Emergency Management Committee.</li> </ul>
<b>NSW Maritime</b>	<ul style="list-style-type: none"> <li>Supports the State Emergency Service under the Flood Sub Plan.</li> </ul>
<b>NSW Department of Primary Industries</b>	<ul style="list-style-type: none"> <li>Responsible for emergency control and coordination arrangements in support of agriculture and animal resources during a flood.</li> </ul>
<b>Department of Customer Service</b>	<ul style="list-style-type: none"> <li>Administer grant and rebate programs.</li> </ul>
<b>Department of Premier and Cabinet</b>	<ul style="list-style-type: none"> <li>Coordinate and oversee disaster management, disaster recovery and building resilience.</li> </ul>
<b>Department of Regional NSW</b>	<ul style="list-style-type: none"> <li>Administer grant programs.</li> </ul>

Source: Audit Office collated from legislation and 2022 Flood Inquiry.

The following changes have been made to the emergency response framework during the 2023 financial year:

- new Deputy Commissioner role created in the NSW Police Force to oversee and coordinate emergency services' response to future natural disasters right across the State
- NSW Reconstruction Authority created with a role dedicated to disaster prevention, preparedness, adaption, recovery, and reconstruction from natural disasters
- Recovery Coordinators appointed to manage clean up and repair efforts following significant flooding across the State.

## 2.2 Role of local councils

During and after natural disasters, local councils respond to the disasters and, under certain circumstances, support other emergency management agencies such as the Rural Fire Service, State Emergency Service and the NSW Police Force as outlined below.

<b>Emergency management phase</b>	<b>Councils' role:</b>	<b>Councils' role in supporting emergency response agencies:</b>
Prevention	<ul style="list-style-type: none"> <li>enterprise risk assessment and management</li> <li>service provision under business as usual</li> <li>implement risk controls to treat or mitigate the risk of disruptions (including from natural disasters)</li> </ul>	<ul style="list-style-type: none"> <li>participate in Local Bushfire Management Committees and Local Emergency Management Committees (LEMC)</li> <li>participate in local emergency management training exercises</li> </ul>
Preparation	<ul style="list-style-type: none"> <li>business continuity planning</li> <li>monitor and improve asset resilience</li> </ul>	<ul style="list-style-type: none"> <li>carry out preparation activities directed by the combat agency</li> </ul>
Response	<ul style="list-style-type: none"> <li>enact a business continuity plan where relevant to guide decisions to maintain or suspend services</li> <li>regular communication to residents, staff, stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>executive support to the Emergency Operations Centre (EOC)</li> <li>incident management</li> <li>carry out directed emergency management activities from emergency controllers (for example: evacuations)</li> <li>direct support to first responders</li> <li>where requested, supply of plant, equipment for LEMCs</li> <li>communications on behalf of EOC</li> </ul>
Recovery	<ul style="list-style-type: none"> <li>chair or coordinate recovery committees</li> <li>coordinate or pass on state or federal support or recovery grants.</li> </ul>	<ul style="list-style-type: none"> <li>participate in recovery committees</li> <li>participate in lessons learned exercises.</li> </ul>

Source: Auditor-General's report 'Local government business and service continuity arrangements for natural disasters - February 2022'.

In a declared state of emergency, councils may be required to follow directions of NSW public sector agencies and/or relevant local, regional or state emergency operations controller. Given their closeness to their communities, local councils play a key role in responding to local emergencies. Council employees may provide direct support to first responders during fires and floods, and assist in the recovery phase.

After the initial danger of a natural disaster has passed, councils repair or rebuild damaged infrastructure and assets, clean-up waste and debris, and assist impacted residents. In recent years, in part due to more severe and long-lasting natural disasters, councils have begun their recovery phase before the response phase has ended. Recovery and rebuilding may be costly and can take months or years to complete.

Local councils are entitled to reimbursement of eligible expenditure from various NSW Government agencies as outlined below.

Administration Agency	Reimburse local councils for eligible expenditure on:
<b>Transport for NSW</b>	<ul style="list-style-type: none"> <li>• emergency works for roads and road infrastructure</li> <li>• immediate reconstruction works for roads and road infrastructure</li> <li>• essential public asset reconstruction works for roads and road infrastructure</li> </ul>
<b>NSW Public Works advisory</b>	<ul style="list-style-type: none"> <li>• emergency works for other public assets managed by local councils</li> <li>• immediate reconstruction works for other public assets managed by local councils</li> <li>• essential public asset reconstruction works for other public assets managed by local councils</li> </ul>
<b>NSW Environment Protection Authority</b>	<ul style="list-style-type: none"> <li>• waste levy for waste arising from natural disaster</li> </ul>
<b>NSW Reconstruction Authority (former Resilience NSW)</b>	<ul style="list-style-type: none"> <li>• disaster mitigation funding under the Disaster Recovery Funding Arrangements allocated to local councils</li> </ul>
<b>Department of Planning and Environment</b>	<ul style="list-style-type: none"> <li>• emergency works for essential public assets managed by Crown Reserve Trusts</li> <li>• immediate reconstruction works for essential public assets managed by Crown Reserve Trusts.</li> </ul>

Source: NSW Disaster Assistance Guidelines 2021 issued by the former Resilience NSW.

### 2.3 Local council preparedness for natural disasters

Business continuity plans are a widespread mechanism used by organisations to ensure they are prepared to respond effectively to disruptions, such as natural disasters. Business continuity management involves developing, implementing and maintaining policies, frameworks and programs to assist an organisation to manage business disruptions. Plans should be tested regularly for continuous improvement and provide confidence it will be reliable during an actual event.

In accordance with *Government Sector Finance Act 2018*, accountable authorities must establish, maintain, and keep under review effective systems for risk management, internal control and assurance. Business continuity management is an important element of good governance. It forms part of an entity's overall approach to effective risk management, and can support the entity's capability to prevent, prepare for, respond to and manage recovery from the impacts of a disruption.

Similarly, all councils are required to appropriately assess and manage risks under the *Local Government Act 1993*.

The Department of Planning and Environment (DPE) published 'Risk Management and Internal Audit for Local Government in NSW' in December 2022. These guidelines are mandatory from 1 July 2024 and will require:

- the Audit Risk and Improvement Committee and internal audit to be responsible for the review of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans
- risk management be a core responsibility of all senior management of council.

This is like the wording in 'TPP20-08 Internal Audit and Risk Management Policy for the General Government Sector'.

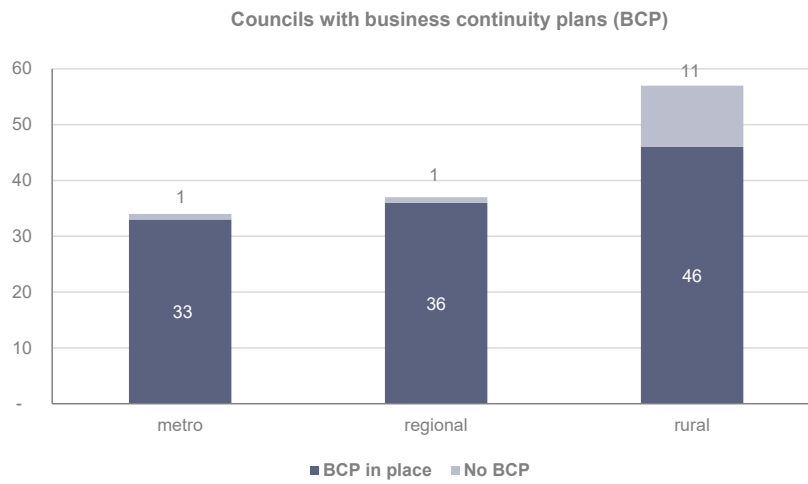
A crisis management plan outlines how your business will react if a crisis occurs. The plan should identify who will act and what their roles will be. The goal of a crisis management plan is to minimise damage and restore business operations as quickly as possible. Many organisations would include the crisis management plan within the business continuity and not have a separate plan.

**One hundred and fifteen of the 128 councils have business continuity plans and 70 of these also have crisis management plans**

Business continuity plans are in place at 115 of the 128 councils. Crisis management plans are in place at 70 councils.

In New South Wales, business continuity plans are widely used by local councils to help ensure continuity of service delivery, safety and availability of staff, availability of information technology systems and other systems, financial management and governance.

The graph below shows the number of councils with business continuity plans by council type.



The Auditor-General's report '[Local government business and service continuity arrangements for natural disasters](#)' assessed the effectiveness of approaches to business and service continuity arrangements for natural disasters of Bega Valley Shire Council and Snowy Valleys Council.

**Thirty-six councils did not identify the risk of natural disasters despite 22 of these having at least one natural disasters during 2021–22**

Thirty-six councils did not consider natural disasters or climate change to be a strategic risk despite 22 of these 36 councils having one or more natural disasters declared during 2021–22.

All councils are required to appropriately assess and manage risks under the *Local Government Act 1993*. All councils should have a structured risk management framework in place to identify any known and emerging risks they face and design and implement controls to manage these risks.

Risk management is the culture, process and structure to identify, assess and manage risk within an organisation. It sets the amount of risk an organisation is willing to take and provides valuable input to strategic and business planning. Risk management should be applied to operations, projects, processes, services, and key business decisions. A risk register identifies risks, the likelihood and consequence of a risk occurring, the actions you are taking to reduce those risks, including controls and who is responsible for managing them.

## 3. Financial Implications - NSW Government

### Section highlights

- \$1.4 billion from a budget of \$1.9 billion was spent by the NSW Government in response to natural disasters during 2021–22.
- Budget underspent for temporary housing and small business support as lower than expected need.

### 3.1 Budget and financial impact

#### 2021–22 budget response to natural disasters

The State's 2021–22 Budget included funding response to help communities recover from devastating impacts of drought, bushfires and floods.

Cluster	Funding response (spending over the next four years)
<b>Customer Service</b>	\$669 million for administering stimulus funds to individuals and businesses in response to the economic impacts of the COVID-19 pandemic and recent natural disasters via grant and rebate programs such as Return to Work, Small Business Fees and Charges rebate, Small Business Flood Disaster Recovery Grants and Accommodation Vouchers.
<b>Premier and Cabinet*</b>	\$789 million to coordinate and oversee disaster management, disaster recovery and build community resilience to future disasters across New South Wales, including: <ul style="list-style-type: none"> <li>• \$370 million in disaster relief through the NSW Storm and Flood Recovery Package</li> <li>• \$16.5 million to establish a Bushfire and Natural Hazards Research and Technology Program.</li> </ul>
<b>Regional NSW</b>	\$514 million to deliver the following recovery programs, targeting regional councils, businesses in driver industries and community organisations: <ul style="list-style-type: none"> <li>• Bushfire Local Economic Recovery Package (\$178 million)**</li> <li>• Infrastructure and Jobs Acceleration Fund (\$100 million)</li> <li>• Drought Stimulus Package (\$76.1 million)</li> <li>• NSW Storm and Flood Clean-up (\$64.8 million)</li> <li>• Bushfire Local Industry Recovery Package (\$55.9 million)</li> <li>• Mouse Plague Response (\$40 million).</li> </ul>
<b>Stronger Communities</b>	Recurrent and capital funding of key agencies with a role in responding to hazards and emergency incidents including Fire and Rescue NSW, Rural Fire Service and NSW State Emergency Service. In addition, \$193 million was allocated, as part of the Stage 2 response to the NSW Bushfire Inquiry.

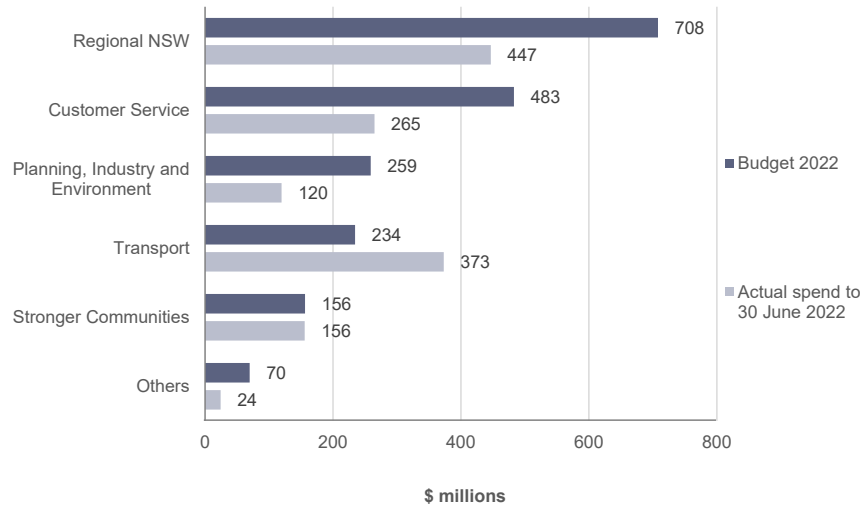
\* Former Resilience NSW moved from Premier and Cabinet to Stronger Communities from 1 April 2022.

\*\* Auditor-General report 'Bushfire recovery grants' assesses this program.

**\$1.4 billion spent during 2021–22 responding to natural disasters**

Over 2021–22, the NSW Government budgeted \$1.9 billion (\$725 million in 2020–21) to respond to natural disasters. The actual expenditure by the State on disaster response, over the same period, was \$1.4 billion, an increase of \$815 million. The graph below shows the total allocation and spend by cluster for 2022 financial year compared to their budgets.

**Disaster response allocation and spend by cluster to 30 June 2022**



Source: NSW Treasury. This data differs from 2021–22 budget due to subsequent decisions to respond to disasters and programs under Disaster Recovery Funding Arrangements which are not announced in budget papers.

Regional NSW incurred the bulk of natural disaster costs during 2021–22, \$447 million in actual costs compared to a budget of \$708 million. The lower actual costs were largely due to:

- \$123 million to respond to additional instances of mice plagues across the State, however no further costs were incurred this year
- \$65 million underspend on the Bushfire Local Economic Recovery Funding Program which was established to respond to the 2019–20 bushfires from August 2019 onwards
- \$24 million underspend on temporary accommodation housing packages provided after the February 2022 floods.

The Auditor-General's report '[Bushfire recovery grants](#)', found the Department of Regional NSW did not effectively administer the Fast-Tracked stream of this grant program.

The \$218 million underspend in Customer Service was largely due to lower than forecast costs after the severe weather and flooding event from February 2022 onwards, including:

- \$227 million underspend for lower than anticipated temporary rental accommodation support
- \$53 million underspend on payments relating to the Northern Rivers Business Support scheme for small businesses.

The amounts above were offset by \$62 million overspend on the 'Back Home' Grants Scheme which assists owners and tenants of properties in the most impacted local government areas with urgent household repairs, replacing essential household goods, or restoring housing to a habitable condition.

The Planning, Industry and Environment cluster spent \$139 million less than budget on disaster recovery costs. This was due to lower than expected spending for clean-up assistance after the March 2021 and February 2022 severe weather, storm and flood events. In addition, council grants for the February 2022 weather event were \$28 million less than budget.

The \$139 million overspend in the Transport cluster was largely due to general disaster repairs on the Greater Sydney, outer metropolitan, and regional roads network as well as repairs to rail infrastructure. These amounts were not tied to any one specific disaster event.

There is likely to be some lag between the natural disaster and the expenditure which may contribute to underspending in some clusters. A performance audit is planned to select aspects of the government's response to the recent flooding events in New South Wales.

**Natural disaster spending \$1.1 billion in the six months since 1 July 2022**

Spending on natural disasters continued into the 2022–23 financial year. It is funded through both the Disaster Recovery Funding Arrangements and budget appropriations. NSW Treasury provided data on actual spending from 1 July 2022 to 31 December 2022 with the most significant being:

- \$271 million to restore and repair roads and related infrastructure
- \$207 million grants to primary producers, farmers and other rural landholders
- \$204 million in grants to small business and communities
- \$194 million for temporary accommodation
- \$74.0 million for clean-up assistance
- \$52.1 million of council recovery grants
- \$45.2 million for immediate assistance and financial counselling.

**2022–23 budget response to recover from the 2021–22 natural disasters**

To help the community suffering from the 2022 severe weather and flooding, the NSW Government committed to the following initiatives in the State's 2022–23 budget:

Cluster	Funding response (spending over the next two to four years)
<b>Stronger Communities</b>	<ul style="list-style-type: none"> <li>• \$2.1 billion to provide:                             <ul style="list-style-type: none"> <li>– state and local government transport infrastructure resilience improvements and upgrades in the Northern Rivers</li> <li>– temporary housing assistance packages</li> <li>– recovery grants to primary producers and small businesses and not-for-profit organisations</li> <li>– critical infrastructure and housing priorities.</li> </ul> </li> <li>• \$370 million in recurrent and \$29.5 million in capital expenditure including:                             <ul style="list-style-type: none"> <li>– \$200.3 million for the former Resilience NSW, for Disaster Relief Account Supplementation to meet the expenditure requirements of existing disaster recovery programs</li> <li>– \$170.3 million and \$20.5 million capital expenditure for NSW Rural Fire Service</li> <li>– \$9 million for Fire and Rescue NSW for the replacement of bushfire firefighting tankers to boost critical bushfire fighting capabilities and improve firefighter safety.</li> </ul> </li> <li>• \$114.6 million and \$18.1 million capital expenditure in response to the flood events and the 2021 Flood Events and Facilities Review.</li> </ul>
<b>Planning and Environment</b>	\$148.4 million recurrent expenses to manage the clean-up and remove flood and storm-related damage, debris and green waste resulting from the February and March 2022 floods.



**\$2.6 billion additional support for flood affected communities**

Since the 2022–23 Budget, New South Wales experienced three further major storm and flood events. In response, the NSW and Australian Governments have jointly committed an additional \$2.6 billion to 2025–26 to support impacted communities and better prevent, prepare for, respond to, and recover from future natural disasters. This commitment is published in the '2022–23 Half-Yearly Review'. Key commitments include:

- \$1.1 billion in grants and support funding to communities, business and councils impacted by flood events throughout 2022
- \$800 million for the Resilient Homes Fund to improve the resilience of homes in high-risk flood areas
- \$500 million for Regional and Local Roads Repair Program to support local councils to repair flood-impacted roads
- \$199 million to implement recommendations from the Flood Inquiry including enhancing flood-rescue capability, supporting delivery of key disaster welfare functions and support for volunteers
- establishing NSW Reconstruction Authority to support communities to build greater resilience and rebuild and recover quickly from disasters.

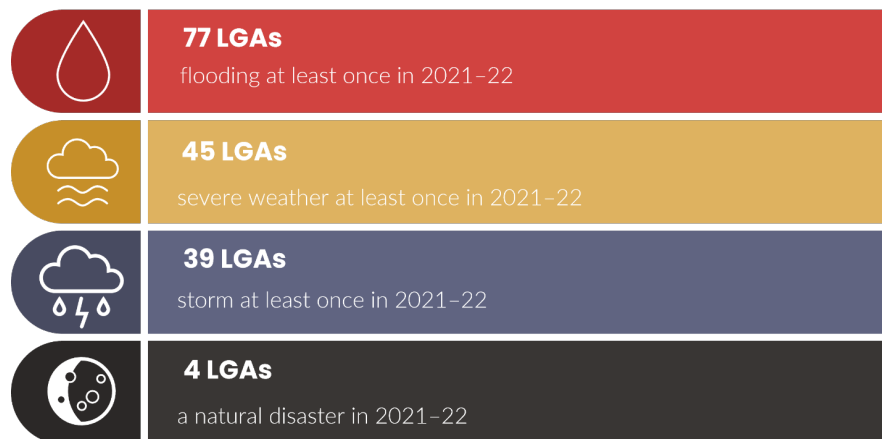
## 4. Implications - local government areas

### Section highlights

- 83 local council areas were impacted by natural disasters during 2021–22, with 58 being impacted by more than one type of natural disaster.
- \$349 million damage to council infrastructure assets at 30 June 2022.

### 4.1 Natural disasters impact on local government areas

There were 83 out of 128 local government areas (LGAs) impacted by natural disasters during the 2021–22 financial year. 58 LGAs were impacted by more than one type of natural disaster.



Source: Based on data collected from NSW councils for 2021–22.

#### Disaster Recovery Funding Arrangements support for those impacted by recent floods and severe storms

The Disaster Recovery Funding Arrangements 2018 applies to reduce the burden of disasters on states and territories and provide urgent assistance to disaster affected communities. Under these arrangements the state or territory government determines which areas receive assistance and what assistance is available to individuals and communities.

The joint Commonwealth-State Disaster Recovery Funding Arrangements (DRFA) support local government areas (LGA) across NSW which are declared as disaster areas.

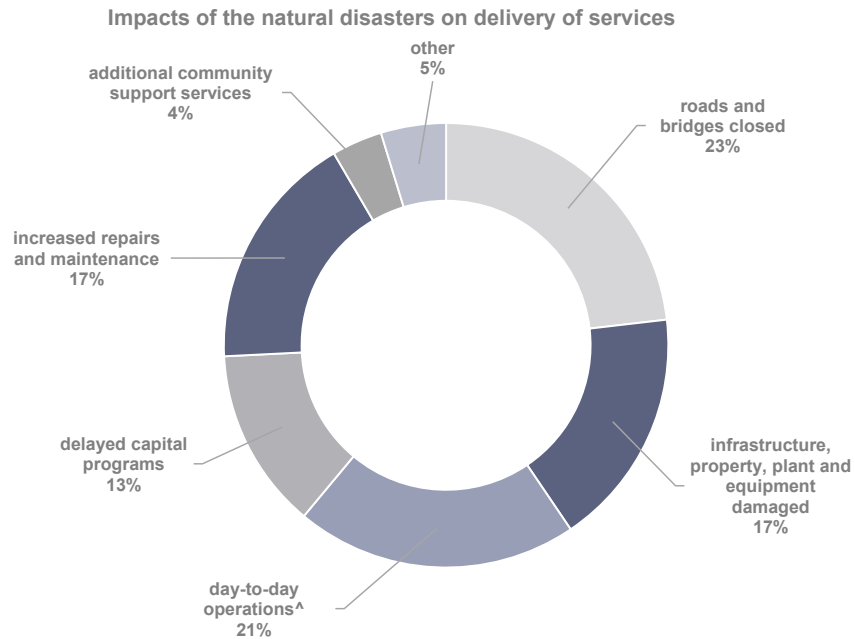
The table below shows funding announced from March to November 2022 to support those impacted by recent severe weather, storms and floods.

<b>Date announced</b>	<b>Funding</b>
<b>22 November 2022</b>	Extended \$1 million grants to impacted councils to a further 46 LGAs.
<b>28 October 2022</b>	The Australian and NSW Governments introduced an \$800 million flood resilience package to make homes in the Northern Rivers more resilient to floods. This package includes: <ul style="list-style-type: none"> <li>• \$700 million for the Resilient Homes Program to undertake retrofitting or home buybacks (where the flood annual exceedance probability is greater than one in five), 50:50 co-funded by the Australian Government and NSW Government.</li> <li>• \$100 million for land acquisition to provide relocate through the buyback scheme, fully funded by the NSW Government.</li> </ul>
<b>3 September 2022</b>	Support announced in July extended to another five LGAs.
<b>12 July 2022</b>	Extended support for other LGAs impacted by July flooding event including: <ul style="list-style-type: none"> <li>• \$80 million to assist with the clean-up and removal of flood and storm related damage, debris and green waste</li> <li>• \$75,000 grants to primary producers</li> <li>• \$1 million grants to impacted councils to assist with immediate needs</li> <li>• \$36 million to assess properties and demolish those inhabitable</li> <li>• \$50,000 grants for small business and not-for-profit organisations.</li> </ul>
<b>18 March 2022</b>	\$742 million to further support primary industry, businesses, rural landholders, councils and residents affected by floods including: <ul style="list-style-type: none"> <li>• \$150 million to assist primary producers</li> <li>• \$142 million to assess properties and demolish those inhabitable</li> <li>• \$100 million for small and medium sized businesses in LGAs of Lismore, Ballina, Byron, Kyogle, Richmond Valley, Clarence Valley and Tweed Shire</li> <li>• \$50 million for large businesses and major employers</li> <li>• \$35 million in rural landholder grants</li> <li>• extension of previous grant programs.</li> </ul> NSW Government also provided: <ul style="list-style-type: none"> <li>• \$145 million for the urgent repair and replacement of water and sewerage critical infrastructure in the Northern Rivers</li> <li>• \$120 million Local Council Support Package, including: <ul style="list-style-type: none"> <li>– \$80 million to establish a working capital fund to supplement councils where residents are unable to pay their rates</li> <li>– \$40 million grants to councils to address urgent and immediate operational challenges.</li> </ul> </li> </ul>
<b>15 March 2022</b>	\$46 million in emergency funding to kickstart urgent road repairs and restore access to communities hardest hit by the North Coast floods.
<b>3 March 2022</b>	\$434.7 million to assist those who suffered direct damage from the severe weather and flooding as follows: <ul style="list-style-type: none"> <li>• \$75,000 grants to primary producers</li> <li>• \$50,000 grants to assist small business and not-for-profit organisations</li> <li>• \$210 million for clean-up and removal of damage, debris, green waste</li> <li>• \$1 million grants to impacted councils to assist with immediate needs</li> <li>• \$6.5 million for community recovery officers to support communities.</li> </ul>

**Natural disasters impacted the ability of councils to deliver services to communities**

Councils' assets such as roads, bridges, waste collection centres and other facilities used to provide essential services were damaged by natural disaster events. Additional staff, contractors and experts were engaged to restore and repair damaged assets and minimise disruption to service delivery. Councils reported higher operating and maintenance costs to clean-up local government areas and restore services, undertake stormwater maintenance, and manage coastal and foreshore areas.

As part of our financial audits for the 2021–22 financial year we surveyed councils to identify the main operational and service delivery impacts of natural disasters on NSW local government areas. The graph below summarises the main impacts and the percentage of councils which identified the impact in their top three.



<sup>^</sup> Delays in normal service delivery due to redirecting staff and funds to address the natural disasters.  
Source: Based on data collected from NSW councils for 2021–22.

**Natural disasters directly impacted financial performance, results and cash flows**

The impacts identified above had a direct impact on the financial statements of councils. This included:

- higher operating and maintenance expenses in the income statement
- higher grants revenue in the income statement or higher contract liabilities where revenue cannot be recognised until work is progressed on restoring and replacing assets
- lower revenue in the income statement from closing facilities
- impairment of infrastructure and/or disposal of assets impacting the statement of financial position and the income statement
- change in the timing of cash flows
- significant variations to the original budget approved by councils.

The financial implications for the 2021–22 financial year arising from the recent natural disasters varied across councils. The table below outlines the financial impacts of the recent natural disasters by the regions where the individual councils are located. The financial impact on individuals and businesses within the regions is not covered by this report. The regions are based on the joint organisations formed by councils, please refer to the [Joint Organisations | Office of Local Government](#).

**Financial impact of natural disasters for 2021–22**

Region	Revenue		Expenditure		Assets	
	Grants (\$m)	Other revenue (\$m)	Clean-up and emergency response (\$m)^	Other expenses (\$m)^	Repairs (\$m)	Damage (\$m)
Northern Rivers	87.2	4.4	32.7	15.3	33.9	213.4
Mid North Coast*	6.6	1.2	5.0	10.3	3.0	66.0
Sydney Metropolitan	28.8	1.0	13.5	8.1	9.8	33.3
New England	10.7	1.9	1.0	9.2	9.4	24.2
Namoi	8.5	--	2.5	4.8	--	4.7
Central NSW	8.7	0.2	4.9	8.9	6.3	3.5
Hunter	8.0	0.3	2.0	2.1	2.2	2.4
Illawarra	1.0	--	--	--	--	--
Orana	1.0	1.5	--	4.0	--	--
Central Coast**	1.0	--	--	3.8	0.1	--
Riverina and Murray	--	--	--	--	--	1.2
Canberra	0.4	--	0.1	--	1.1	--
<b>TOTAL</b>	<b>161.9</b>	<b>10.5</b>	<b>61.7</b>	<b>66.5</b>	<b>65.8</b>	<b>348.7</b>

# Financial impacts could include amounts related to pre-2021–22 natural disasters.

\* Includes councils in the location that are not part of the joint organisation.

\*\* not part of a joint organisation.

Source: Based on data collected from NSW councils for 2021–22, excluding those unable to confirm financial impacts.

**Estimated \$349 million damage to council infrastructure assets**

Throughout 2021–22, natural disasters damaged infrastructure assets held by more than 80 councils. The estimated damage to infrastructure assets at 30 June 2022 was \$349 million with \$65.8 million being spent on repairs. Councils also spent \$128 million on clean-up, emergency response and other costs. The hardest hit regions were the Northern Rivers, Mid North Coast, Sydney Metropolitan and New England.

The Northern Rivers region suffered the greatest impact from natural disasters. Write off, impairment and repairs to infrastructure assets totalled \$247 million, while clean-up, emergency response and other expenses totalled \$48 million. Within this region, Lismore City Council incurred the most damage to infrastructure assets accounting for 43% of the \$247 million in repairs and damage to infrastructure assets.

The next most impacted regions were Mid North Coast, Sydney Metropolitan and New England including:

- Mid North Coast: write-off, impairment and repairs to infrastructure assets, \$69.0 million; clean-up, emergency response and other expenses, \$15.3 million.
- Sydney Metropolitan: write-off, impairment and repairs to infrastructure assets, \$43.1 million; clean-up, emergency response and other expenses, \$21.6 million.
- New England: write-off, impairment and repairs to infrastructure assets, \$33.6 million; clean-up, emergency response and other expenses, \$10.2 million.

**Financial impact during 2021–22 exceeded grant funding**

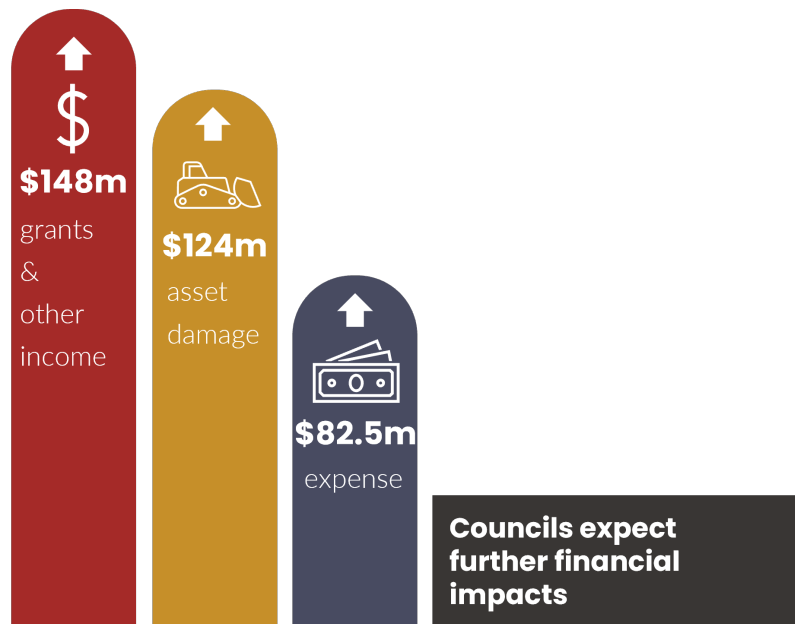
During 2021–22, councils received \$162 million in grant funding from the Australian and NSW Governments and \$10.5 million from other sources such as insurance recoveries. The Northern Region received the most grant funding with Lismore City Council and Richmond Valley Council receiving over half of the \$87.2 million.

The Sydney Metropolitan region received funding of \$28.8 million across 15 councils, while the \$10.7 million received by the New England region was mostly attributed to Moree Plains Shire Council.

At 30 June 2022, this was less than the damage to infrastructure and other costs of the natural disasters. As outlined above, additional funding from the Australian and NSW Governments was announced.

**Further impact from natural disasters from 1 July 2022 to 31 December 2022**

From 1 July 2022 to 31 December 2022, many councils experienced further damage to infrastructure assets due to natural disasters. Councils advised they in the process of assessing damage, repairing and replacing assets and calculating impairment for the 30 June 2023 financial statements. The chart below shows the financial impacts for the six months to 31 December 2022, which is expected to grow before the end of the financial year.



Source: Based on data collected from NSW councils for 2022–23 (unaudited).

Some of the more significant spending over this period to repair and replace infrastructure assets included:

- Tweed Shire Council: \$23.7 million for transport assets, open space assets and buildings
- Narrabri Shire Council: \$20 million for roads and bridges
- Blue Mountains City Council: \$15.3 million for roads, buildings, tip assets and other assets
- Byron Shire Council: \$13.1 million for roads and water supply networks (including wastewater)
- Armidale Regional Council: \$9.4 million for roads
- Hawkesbury City Council: \$7.1 million for roads, footpaths, other structures, and water supply networks (including wastewater).

#### **Ten councils changed tender threshold to reduce response time in an emergency**

The *Local Government Act 1993* does not require tenders for contracts made in cases of emergency. Also, in June 2022 the Local Government (General) Regulation 2021 was amended to increase the tendering threshold from \$250,000 to \$500,000 for contracts councils enter for the purpose of responding to, or recovering from, a declared natural disaster.

For natural disaster response and recovery works, ten councils temporarily increased their tender threshold to \$500,000.

## **4.2 Natural disaster impact on First Nations communities**

A Legislative Council Select Committee was established in March 2022 to inquire into and report on the response to major flooding across New South Wales in 2022. It was reported that First Nations groups were not well supported during the crisis and there was a lack of engagement and voice in the government-led rescue and recovery.

#### **Support for flood-affected First Nations communities**

There has been various targeted funding provided to repair, restore and enhance First Nations-owned assets damaged during the February and June 2022 floods. However, funding for First Nations communities was announced much later than funding for other communities.

In August 2022, as a part of the 2022 Community Local Infrastructure Recovery Package, \$6 million was allocated to eligible Local Aboriginal Land Councils to assist with the repair, reconstruction and minor resilience building measures for Aboriginal community infrastructure.

In March 2023, the Australian and NSW Government announced the \$44 million Aboriginal-owned Assets Program to repair and restore community infrastructure like First Nations-owned daycare centres, medical and aged-care facilities, cultural sites and keeping places. The support will be targeted at the most flood-impacted LGAs of Ballina, Bellingen, Byron, Camden, Central Coast, Cessnock, Clarence Valley, Glen Innes Severn, Hawkesbury, Kempsey, Kyogle, Lismore, Muswellbrook, Nambucca, Narromine, Richmond Valley, Singleton, Tenterfield and Tweed.

Also in March 2023, the NSW Environment Protection Authority announced the \$10 million Aboriginal Lands Flood Recovery Program in partnership with NSW Public Works. This program is to help Aboriginal communities to assess and manage the clean-up of waste generated by the 2022 floods on Aboriginal lands.

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Level 19, Darling Park Tower 2  
201 Sussex Street  
Sydney NSW 2000 Australia  
**PHONE** +61 2 9275 7100  
mail@audit.nsw.gov.au  
Office hours: 8.30am-5.00pm  
Monday to Friday.



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## REPORT: Local Government NSW - 2023 Annual Conference

**DIVISION:** Organisational Performance  
**REPORT DATE:** 16 May 2023  
**TRIM REFERENCE:** ID23/1111

### EXECUTIVE SUMMARY

<b>Purpose</b>	Seek direction or decision	
<b>Issue</b>	<ul style="list-style-type: none"> <li>• Council must select four voting delegates as representatives to the Local Government NSW (LGNSW) Annual Conference to be held from 12 November 2023 to 14 November 2023.</li> <li>• The nominated voting delegates will attend the conference on behalf of Dubbo Regional Council.</li> <li>• Non-voting delegates/attendees also need to be determined for the purpose of registration.</li> </ul>	
<b>Reasoning</b>	<ul style="list-style-type: none"> <li>• The number of voting delegates that each member Council is entitled to is determined according to a formula based on the population of the region.</li> <li>• Dubbo Regional Council must nominate four voting delegates.</li> <li>• Early bird registration closes on 28 September 2023.</li> </ul>	
<b>Financial Implications</b>	Budget Area	Governance and Internal Control
	Funding Source	Members' Expenses - Delegates
	Proposed Cost	<p><b>Costs are based on 2022 fees</b> (2023 costs are not available until 24 July 2023 after the issuing of this paper)</p> <p>Early bird registration: \$1,088 Standard registration: \$1,430 Conference dinner: \$250 Optional workshops: \$99 Sponsor Breakfast: \$88 Other meals: \$200 Accommodation: from \$229/night Travel: \$600</p> <p><b>Total: approx. \$2,783/person</b></p>
	Ongoing Costs	Approximately \$2,800 per person pa Budget within Members' Expenses, Corporate Governance
<b>Policy Implications</b>	Policy Title	Payment of Expenses and Provision of Facilities for the Mayor and Councillors
	Impact on Policy	In line with policy

## STRATEGIC DIRECTION

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

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

## RECOMMENDATION

- 1. That three councillors be selected, alongside the Mayor, to act as voting delegates at the Local Government NSW Annual Conference 2023.**
- 2. That Council advise Local Government NSW who the voting delegates for motions and the board elections are, by no later than close of business Friday 27 October 2023.**
- 3. That the nominated delegates represent Council at the Local Government NSW Annual Conference 2023.**
- 4. That any non-voting councillor attendees at the Local Government NSW Annual Conference 2023 be decided.**

*Jane Bassingthwaight*  
Director Organisational Performance

*SW*  
Governance Team Leader

## BACKGROUND

The Local Government NSW Annual Conference 2023 will be held at the Rosehill Gardens Racecourse from 12 to 14 November 2023. Following the adoption of the Council Policy, Payment of Expenses and Provision of Facilities for the Mayor and Councillors in September 2022, the Mayor, or their nominee, as well as three Councillors will attend the conference as Council's delegates. Other Councillors, as determined by the Council, can attend the conference as observers. To be considered as a voting delegate Councillors must be a financial member of Local Government NSW prior to midnight on Tuesday 12 September 2023.

## REPORT

### Consultation

*The Payment of Expenses and Provision of Facilities for the Mayor and Councillors Policy*, which determines the method of selection of delegates to the conference as being by way of council decision, was adopted following community consultation.

Noting that the figures provided below are based on the 2022 figures, as the 2023 costs will not be released until the registration opens on 24 July 2023.

### Resourcing Implications

Item	Cost per delegate	Total Cost for 4 delegates
Registration (early bird)	\$1,088	\$4,352
*Conference dinner	\$250	\$1,000
Travel	\$600	\$2,400
Accommodation	\$458	\$1,832
Additional Meals	\$200	\$800
*Workshop	\$99	\$396
*Sponsor Breakfast	\$88	\$352
<b>Total</b>	<b>\$2,783</b>	<b>\$11,132</b>

\*Optional additions

Total Financial Implications	Current year (\$)	Current year + 1 (\$)	Current year + 2 (\$)	Current year + 3 (\$)	Current year + 4 (\$)	Ongoing (\$)
a. Operating revenue	0	0	0	0	0	0
b. Operating expenses	11,132	12,245	0	0	0	0
c. Operating budget impact (a – b)	-11,132	-12,245	0	0	0	0
d. Capital Expenditure	0	0	0	0	0	0
e. Total net impact (c – d)	-11,132	-12,245	0	0	0	0
Does the proposal require ongoing funding?	Yes					
What is the source of this funding?	Members' Expenses – Corporate Governance ordinary budget					

**Table 1.** Ongoing Financial Implications

**Planned Communications**

- Local Government NSW must be notified of Council's voting delegates no later than 27 October 2023.

**Timeframe**

Key Date	Explanation
27 July 2023	Council resolution
28 September 2023	Last day for early bird registrations
15 September 2023	Last day to submit motions
27 October 2023	Last day to notify LGNSW of voting delegates
12 to 14 November 2023	LGNSW Annual Conference 2023



DUBBO REGIONAL  
COUNCIL

## REPORT: Enhanced Christmas Program 2023

**DIVISION:** Strategy, Partnerships and Engagement  
**REPORT DATE:** 28 June 2023  
**TRIM REFERENCE:** ID23/1620

### EXECUTIVE SUMMARY

<b>Purpose</b>	Seek decision	
<b>Issue</b>	Consideration of options to enhance the proposed Christmas program and subsequent budget.	
<b>Reasoning</b>	Resolution of Council identifying operational funds that could be reallocated to fund increased level of service for Christmas activation.	
<b>Financial Implications</b>	Budget Area	Strategic Partnerships & Investment
	Funding Source	Strategic Partnership & Investment
	Proposed Cost	Options include costs between Nil and \$20,000 from Council.
	Ongoing Costs	Nil
<b>Policy Implications</b>	Policy Title	n/a
	Impact on Policy	n/a

### STRATEGIC DIRECTION

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

Theme: 3 Economy

CSP Objective: 3.2 Employment opportunities are available in all sectors of our economy

Delivery Program Strategy: 3.2.4 The Dubbo Central Business District and Wellington Town Centre are supported by commercial activation programs and activities

**RECOMMENDATION**

- 1. That the CEO be requested to seek a corporate partner at the value of \$20,000 to extend Council's existing investment in the 2023 Christmas program in the LGA (Option 3).**
- 2. That if a corporate partner is not identified or endorsed by Council that Council continue with the proposed Christmas Program and associated budget of \$25,000 for 2023.**

*Natasha Comber*  
Director Strategy, Partnerships and Engagement

*KH*  
Manager Strategic  
Partnership and  
Investment

## BACKGROUND

### Previous Resolutions of Council

22 June 2023 CCL23/157	<i>In part</i> That Council provide a report to the July Council Meeting, identifying operational funds that could be reallocated to fund increased level of service for Christmas activation.
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### Standard Christmas Program – Smile It’s Christmas

The Smile It’s Christmas program has been in operation since 2016 and is modelled on the key goals to encourage residents to shop locally in the lead up to Christmas, increase the physical display of Christmas in the Central Business Districts (CBD) (a focal point for locals and visitors), and increase foot traffic in the CBDs by providing entertainment, a Christmas atmosphere and community engagement.

The 2023 program has a budget of \$25,000 from the Strategic Partnership and Investment function area. The program includes installing the current Christmas tree decorations and lighting, the CBD flags of ‘local hearos’, and undertaking the Shop Local This Christmas (SLTL) campaign\*. The program is underpinned by marketing and communications activities via local media and Council social media channels.

The CBD ‘Your Local Heroes’ flags will host local community members who have been nominated as a local hero. This has been undertaken for a number of years and allows a diverse range of individuals, groups and businesses who are recognised as local heroes. In 2022, local heroes ranged from cancer survivors, the Dementia Choir, local community groups, and more.

The SLTL campaign will run from 17 November 2023 until Christmas Eve which includes the global retail promotion days of *Black Friday* and *Cyber Monday*. The SLTC campaign will run throughout the period and all consumer spends of \$20 or more will go into a draw win a range of MyDubbo Region Shop Local Gift Cards. Winners are announced at various increments during the campaign, offering additional opportunities for local businesses and Councillors to offer congratulations and support. All entries are re-added for final competition win of a larger My Dubbo Region Gift Cards.

The SLTC prospectus is planned to launch in July to allow local businesses to engage and support the shop local campaign at a level that suits their business. Council will adopt a social media presence with partners of the program and MyDubbo Region gift card store participants. This will encourage shoppers across the Region to enjoy the energy and to shop locally in the lead up to the Christmas season.

\*It should be noted that another shop local campaign is also planned for October to coincide with the NSW Small Business Month.



## REPORT

In response to Council’s resolution, this report proposes options that identify operational funds that could be reallocated to resource the increased level of service for a Christmas activation. The report outlines three options to increase the physical presence of Christmas and the impacts on budgets and service delivery across Council. The fourth option is a ‘no change’ option which would be to continue the program currently in the planning stages (as noted in program details above).

### Consultation

The Smile It’s Christmas program has been undertaken yearly and businesses are consulted regarding the campaign and feedback is sought yearly after each campaign. Due to time constraints, businesses or community have not been consulted regarding an enhanced Christmas activation and the potential cost benefit analysis. Council staff were consulted regarding the options outlined in this report and programs impacted for each option listed.

### Resourcing Implications

Staff resources will be impacted depending on the options chosen below. Options one, two and three will have an impact on resourcing ranging from a minor impact that can be absorbed into the current staff levels through to significant impacts resulting in other programs not being able to be delivered. Details of impacts are outlined in the options below.

The below financial table outlines the options for a one year basis only and would not impact forward budgets and planned programs (revert to standard campaign for future years). Option 1 and 3 identify the operating revenue of attracting a corporate partner.

Total Financial Implications	Current year (\$)	Option 1	Option 2	Option 3	Option 4
a. Operating revenue	0	20,000	0	20,000	0
b. Operating expenses	25,000	65,000	45,000	45,000	25,000
c. Operating budget impact (a – b)	-25,000	-45,000	-45,000	-25,000	-25,000
d. Capital Expenditure	0	0	0	0	0
e. Total net impact (c – d)	0	0	0	0	0
Does the proposal require ongoing funding?	Yes				
What is the source of this funding?	Operational budget (see below for impacts)				

**Option 1 - \$65,000 Program (with further DRC contribution and Partner funding)**

In addition to the currently proposed Christmas program (\$25,000):

- Funding source - \$20,000 (DRC) and \$20,000 (Corporate Partner)
- Children’s activities for increased festive spirit (nominated days only)
- Paid marketing to promote place-based activations
- Photo points to increase foot traffic to CBD areas (and potentially other precincts)
- Choice of:
  - New tree decorations in Wellington and Dubbo including installation
  - CBD Street features along CBD streets

**Appendix 1** provides cost guidelines.

A corporate partnership proposal would be centred on identified partnership benefits linked with the program activities. This would include on site recognition on signs near Christmas trees, and logo placement on Christmas flags and in shop local Christmas campaign materials for example, “Celebrating Christmas in our community is supported by Business X” or “Business X helping the community smile this Christmas” The partnership process would include an open Expression of Interest (EOI) to businesses and community. There is a risk that a corporate sponsor may not be found or the sponsor may not be suitable for the program. Council would recommend that procurement for decorations not be undertaken until a corporate sponsor has been secured to reduce financial risk to Council. Any EOIs would be provided to Councillors for final approval.

**Option 2 - \$45,000 Program (DRC solely funding extended program)**

In addition to the currently proposed Christmas program (\$25,000):

- Funding source - \$20,000 (DRC)
- New tree decorations in Wellington and Dubbo (and installation); dependant on final cost

**Option 3 - \$45,000 Program (with Corporate Partner funding extended program)**

In addition to the currently proposed Christmas program (\$25,000):

- Funding source - \$20,000 (Corporate Partner)
- New tree decorations in Wellington and Dubbo including installation (if partnership is for a minimum two years)

See note above regarding a corporate partnership.

**Option 4 – \$25,000 Program (existing)**

There would be no additional element to the currently proposed Christmas program (\$25,000) and the ‘Smile It’s Christmas’ program would proceed as planned. The community would still experience the planned Christmas atmosphere, Shop Local This Christmas campaign and associated activations during the November/December period. This would be

an atmosphere similar to past years and would have the same outcomes regarding foot traffic and local spend as previous years.

### Operational Funding Options

In addition to the standard Christmas program (\$25,000 in current operational budget), Council's contribution for an enhanced program (\$20,000) could be funded from cancelling on or a mix of the following programs:

Program options to reduce or cancel	Current allocation in budget	Revised allocation	Impacts to note
Shop Local October - \$5,000	\$5,000	nil	Would be reduced to smaller education campaign utilising free communication channels. Limited ability to impact consumer behaviour and consequently levels of spending in business in region in October (Small business month). Planning has commenced.
New Resident night Nov - \$5,000	\$15,000	\$10,000	Dubbo New Residents would be moved to the welcome night in February 2023. Three events would be reduced to two events annually (Dubbo and Wellington).
Dubbo Skills platform - \$10,000 ( <a href="http://www.dubboskills.com.au">www.dubboskills.com.au</a> )	\$10,000	nil	Current platform provides a database for prospective workers and prospective employees to connect. Platform under review for usability for potentially supporting key skill attraction activities in partnership with industry, for example renewable energy zones. Actual employee /employer connection is still a manual process based on skill/role alignment. Platform would be on hold for 12 months. Any skill attraction activity would refer to dubbo.com as generic information about moving to the region.
Economic Data licence - \$10,000	\$35,000	\$25,000	All licences including but not limited to Remplan, Corelogic, Grafana (CBD People Counters) to be cancelled except Spendmapp. This would impact on service provided to projects and businesses looking to

			locate in the region. It would also impact on Council's data required for grant funding applications. Some subscriptions may need to wait until renewal period.
Strategic Partnerships and Sponsorship support - \$10,000	\$20,000	\$10,000	Support Dubbo Chamber Rhino Business Awards only (funds already committed). No ability to respond to partnership opportunities in coming 12 months. Example programs undertaken in the past include Master Builders Association and RDA Orana – Resources, Energy and Industry Innovation Forum.
Community Assistance Fund - \$5,000	\$18,358 (Round 1) \$15,000 (Round 2)	\$5,000	This fund is currently open for applications. A reduction in available funding would reduce community groups accessing funds for programs and projects (ie: Rotary Club, Lifeline, Red Cross Wellington)
Community Events Fund - \$5,000	\$10,000	\$5,000	Applications are due to open in late July. This would affect a number of community groups that normally apply for this funding (ie: Wellington Show, Global Fusion, Man From Ironbark Festival)

A reallocation of destination marketing funds were also considered as a part of the options above however the budgeted funds of \$170,000 is funded by industry (via partnership program which is centred on advertising in the Visitors Guide). These funds are sought to support collaborative destination marketing to drive visitor demand, it would be inappropriate for such funds to be redirected to other operational costs.

### Preferred Option

The preferred option is option 3, being Council seek a corporate partner at the value of \$20,000 to extend Council's existing investment in the 2023 Christmas program in the LGA. This option would not have an impact on other identified programs or projects and will leverage Council's exiting investment of \$25,00 to deliver partner benefits in addition to extend on the proposed program through new tree decorations in Wellington and Dubbo or CBD Street features along CBD streets. Whilst this will not result in extensive CBD activation it is an extension of the currently proposed service.

**Timeframe**

<b>Key Date</b>	<b>Explanation</b>
July 2023	Communication to businesses regarding key activities
August	Expression of Interest for Corporate Partner
September	Confirmation of Corporate Partner following report to Council.
September	If EOI successful, enhanced Christmas Program confirmed and orders placed.
November 2023	Launch of Smile It's Christmas Campaign

**APPENDICES:**

- [1](#) Enhanced Christmas Options

### ENHANCED CHRISTMAS PROGRAM Cost Guideline

Updated Christmas Tree

8m tree – 650 baubles - \$15,000  
*company recommends 1500 baubles*

10m tree – 850 baubles - \$22,000  
*company recommends 1800 baubles*



Traditional 8m



Traditional 10m

## CBD STREET SUGGESTIONS



**\$8,000 - \$10,000 per CBD location**

Holographic bows and LED foliage garlands (4) reflect light day and night placed at pedestrian crossings pillars (4) and around main streets in Dubbo and Wellington.



A number of other items were considered but were cost prohibitive.



## REPORT: Revised Draft Media Policy 2023

**DIVISION:** Strategy, Partnerships and Engagement  
**REPORT DATE:** 4 July 2023  
**TRIM REFERENCE:** ID23/1710

### EXECUTIVE SUMMARY

<b>Purpose</b>	Seek endorsement	
<b>Issue</b>	<ul style="list-style-type: none"> <li>To review a revised Draft Media Policy</li> </ul>	
<b>Reasoning</b>	<ul style="list-style-type: none"> <li>To review the 2021 Draft Media Policy that was placed on public exhibition but not formally endorsed by Council.</li> <li>If adopted, the Draft Media Policy will replace the former Media Policy (2017).</li> </ul>	
<b>Financial Implications</b>	Budget Area	There are no financial implications arising from this report.
	Funding Source	N/A
	Proposed Cost	N/A
	Ongoing Costs	N/A
<b>Policy Implications</b>	Policy Title	Draft Media Policy.
	Impact on Policy	If adopted, the policy will be replaced by the Media Policy 2023.
<b>Consultation</b>	Strategic Partnerships and Investment	Communications Services Manager Strategic Partnerships and Investment

### STRATEGIC DIRECTION

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

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



**RECOMMENDATION**

- 1. That the draft Media Policy, as attached at Appendix 1, be placed on public exhibition for a period of 28 days, inviting the public to make submissions.**
- 2. That a further report be provided to Council following the public exhibition period.**

*Natasha Comber*  
Director Strategy, Partnerships and Engagement

*LR*  
Communication Services  
Team Leader

## BACKGROUND

### Previous Resolutions of Council

25 October 2021	<ol style="list-style-type: none"><li>1. <i>That the report of the Manager Corporate Image and Communications, dated 8 October 2021, be noted.</i></li><li>2. <i>That the draft Media Policy, as attached at Appendix 1, be placed on Public Exhibition for a period of 28 days, inviting the public to make submissions.</i></li><li>3. <i>That, should the Media Policy be adopted by Council after the Public Exhibition period, such policy be reviewed biennially.</i></li></ol>
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Dubbo Regional Council's existing Media Protocols Policy was adopted 2017 and is due to be reviewed. In October 2021 a revised version was developed, a draft policy was put up to Council and subsequently the draft version was placed on public exhibition. However due to a number of competing priorities including COVID, organisational and political change the draft policy was not presented back to Council for endorsement.

In consideration of outcomes from the early 2022 Communications Service Review and under the new structure of Strategic Partnerships and Investment the Communications Services team have reviewed the policy in line with updated code of conduct policies, updated council structure and formation of committees.

## REPORT

The draft Media Policy draws upon industry best practice and legislation to ensure media relations are held to the highest possible standard. The policy aims to provide a framework to ensure a co-ordinated, consistent and accurate approach to managing media relations to enhance the region's reputation while mitigating the associated risks. The key principals of the draft Media Policy aim to uphold and promote media engagement through openness, consistency, accuracy and timeliness.

The revised draft Media Policy (Appendix 1) has been developed in consultation with the Office of Local Government model media policy (December 2022) and takes into consideration advances in technology and the importance of transparency and need for accurate information to be provided to the media and the community.

The key changes between the draft 2021 Media Policy and the proposed 2023 Draft Media Policy have been outlined in the table below. The overall appearance and structure of the policy have been altered to be in-line with the Office of Local Government model media policy. In addition, administration procedures have been removed from the policy and outlined in the Media Procedures Management Policy.

Former draft Media Policy 2021	Draft Media Policy 2023
Without delegation from the Mayor, or in their absence, the Deputy Mayor, no other Councillor was able to engage with the media on behalf of Dubbo Regional Council	A Committee Chairperson may be the spokesperson for the Committee they chair regarding the Committee recommendation, before a resolution has been made by Council.
Representatives seeking interviews or comment from individual councillors should be directed to the Community Support Officer and DRC's corporate website where all contact information for Councillors is publically available.	Media representatives seeking interviews or comment from individual Councillors including the mayor on individual views on Council matters or any other matters should utilise Councillors publicly available contact details on Council's website.
	Media representatives seeking interviews or comment from Council as an entity/organisation should contact the Communications Services Team in the first instance.
	Media representatives seeking interviews or comment from the Mayor or CEO as a spokesperson on behalf of Council can contact the Communications Services Team in the first instance, or the mayor directly.
The Mayor and CEO must approve all Media Releases.	<p>All media statements must be approved by CEO, or CEO's delegated representative, prior to issue.</p> <p>The Mayor or other Councillor is to approve releases they are quoted in, as per the approval process.</p>
<p>Role of Communications Services: It is not the responsibility of the Communications Services team to handle media requests on behalf of Councillors.</p>	<p>Role of Communications Services: It is the role of the Communications Services Team to handle media requests on behalf of Council as an entity/organisation. The Communications Services Team do not manage personal, political or opinion requests on behalf of the Mayor or Councillors, or requests not directly related to the matters of Council.</p>

### Consultation

- Following adoption of the recommendations of this report, the draft policy will be presented to Council and recommended to go on public exhibition for a period of 28 days allowing for community consultation.
- Any public submissions will then be addressed before a final version of the policy is presented to Council for adoption.

### Resourcing Implications

- Monitoring of policy adherence and any resulting action required will likely have some impact to Communications Services staff resources however it is expected this will be managed within existing resources levels.
- Ongoing reviews of the policy must be conducted at a minimum of three year intervals or as legislation changes and this will occur within existing resources and engaging with Local Government NSW for specific advice.

### Preferred Option

- That the Draft Media Policy, attached as Appendix 1, be adopted for the purpose of public exhibition.

### Planned Communications

- The draft policy will be placed on Council's Your Say platform to support the public exhibition process, in addition to targeted communication to key stakeholders.
- There will be targeted internal engagement with key stakeholders in regards to operational processes aligned to the draft Policy.
- Pending a further report to Council and the adoption of the draft Policy; the community be made aware of the outcome with the Policy uploaded to the website ([www.dubbo.nsw.gov.au](http://www.dubbo.nsw.gov.au) under the A-Z Council Policy page) and any submitters to the Public Exhibition period be acknowledged and advised of outcome.

### Timeframe

Key Date	Explanation
August 2023	Public Exhibition Period (28 days)
September / October 2023	Further report to Council for final adoption

### APPENDICES:

- 1↓ DRAFT 2023 Council Media Policy



## MEDIA POLICY

<b>Date</b>	20 June 2023
<b>Council Resolution Date</b>	XX
<b>Responsible Position</b>	Manager Strategic Partnerships and Investment
<b>Branch</b>	Strategic Partnerships and Investment
<b>Division</b>	Strategy Partnerships and Engagement
<b>Version</b>	2
<b>TRIM Reference Number</b>	
<b>Review Period</b>	Annual
<b>Review Date</b>	June 2024
<b>Consultation</b>	Executive Leadership Team, Senior Leadership Team and Communications Services Branch

Document Revision History	
Description	Date
Policy defines Dubbo Regional Council spokespeople (corporate and elected representatives) and procedures for engaging with and providing media commentary or media product to mainstream media.	
<b>Notes:</b>	

**PURPOSE**

The purpose of Council's Media Policy is to provide a framework to ensure a co-ordinated, consistent and accurate approach to managing media relations to enhance the region's reputation while mitigating the associated risks.

Any comment made to a journalist or member of a media organisation is to be consistent with this policy, Council's Code of Conduct Policy, Social Media Policy and accurately reflect the decisions and values of Dubbo Regional Council.

**BACKGROUND AND REFERENCES**

Council is committed to the four principles of media engagement which should underpin every aspect of Council's media activity. All council staff, council officials and Councillors should commit to upholding them:

- Openness
- Consistency
- Accuracy
- Timeliness

Council is also committed to four principal values that hold an overarching vision and purpose of the organisation, which should be represented in the approach taken when working with the media.

The values are:

- To be progressive
- To be sustainable
- To work as one team
- To account for all actions

The policy is to be read in conjunction with:

- Defamation Act 2005
- State Records Act 1998
- Copyright Act 1968
- Local Government Act 1993
- Privacy and Personal Protection Act 1998
- Government Information (Public Access) Act 2009
- Anti-Discrimination Act 1977
- Industry Codes of Practice, as identified by the Australian Communications and Media Authority (ACMA). This includes the Broadcasting Services Act, Commercial Radio Code of Practice, and Community Radio Code of Practice.
- Dubbo Regional Council's Record Management Policy
- Dubbo Regional Council's Social Media Policy
- Dubbo Regional Council's Corporate Image Policy
- Dubbo Regional Council's Community Engagement and Communications Policy
- Dubbo Regional Council's Code of Conduct Policy

**SCOPE**

This policy applies to the Mayor, all Councillors, Council staff, contractors and volunteers when representing Council in the media. This policy applies to verbal and written comments in the media, public speaking engagements which includes industry conferences, industry publications/media, media releases and the use of social media. For specific social media requirements, refer to Council's Social Media Policy.

Concerns or complaints about the administration of a council's engagement with the media should be made to the council officer responsible for media management in the first instance.

**STRUCTURE:**

The Media Policy is structured as follows:

<b>Part 1</b>	Principles	Set out the principles of media engagement for councils
<b>Part 2</b>	Framework	Contains administrative framework for engagement with the media
<b>Part 3</b>	Engagement	Details those who are able to engage with the media and when
<b>Part 4</b>	Standards	Prescribes the standards of conduct expected of council officials when engaging on media in an official capacity or in connection with their role as a council official
<b>Part 5</b>	Emergencies	Prescribes who will be the media spokesperson to the media during emergencies
<b>Part 6</b>	Elections	Prescribes how councillors should engage with the media in the lead up to an election.
<b>Part 7</b>	Record management	Contains information about records management and privacy requirements relating to social media
<b>Part 8</b>	Definitions	Defines key words and people used in the Media Policy

**PART 1 – PRINCIPLES**

1.1 Dubbo Regional Council is committed to upholding and promoting the following principles of media engagement:

- **Openness:** We will ensure an open exchange of information between Council and the media.
- **Consistency:** We will ensure consistency by all councillors and staff when communicating with the media and that all spokespeople uphold the core values of Council.
- **Accuracy:** The information we share with the media will be a source of truth for our council and community and we will prioritise the need to correct inaccuracies when they occur.
- **Timeliness:** We will ensure that we respond to all media enquiries in a timely manner as long as reasonable deadlines are received.

**PART 2 - ADMINISTRATIVE FRAMEWORK FOR ENGAGEMENT WITH THE MEDIA**

2.1 The Chief Executive Officer will appoint a member of Council staff to be the Media Coordinator (\*see definition), be this for a single project or for a wider variety of projects across the organisation. The coordinator will be a suitably qualified member of staff and by default is a staff member from the Communications Services Team.

2.2 The CEO may appoint more than one Media Coordinator, depending on the nature of the projects and scope of the responsibilities.

2.3 The role of the Media Coordinator is to:

**General**

- a) be the lead point of contact for all media enquiries, requests for interviews, requests to film or photograph council staff, facilities or events for news and current affairs purposes;
- b) ensure that media organisations and their representatives are treated professionally, equally and without bias; and
- c) provide guidance to councillors approached by the media for comment to avoid communication of misinformation.

**Media Statements & Requests**

- a) ensure that media enquiries are dealt with promptly;
- b) maintain a record of all media enquiries and responses;
- c) delegate to staff members to respond to media enquiries where appropriate;
- d) be responsible for preparing media statements prior to their release;
- e) ensure that media statements are approved by the Mayor and/or CEO prior to their release; and
- f) ensure that all media releases are published on the Council's website.

**Delegated staff roles**

- a) develop and/or approve media training and/or induction to be provided to delegated staff and/or councillors;
- b) maintain effective oversight of delegated staff;
- c) revoke a staff member's status as a delegated staff member when required; and
- d) maintain a register of delegated staff roles.

2.4 The following protocols underpin this policy:

**General**

- a) The Communications Services Team is the first points of contacts for Mayors, Councillors, Executive Leadership team and Council employees on all media-related issues.
- b) Councillors and Council employees who become aware of issues or potential issues that could lead to adverse media outcomes for Council should contact the Manager Strategic Partnerships and Investment, Team Leader Communication Services or Communication Services Partner.
- c) While social media platforms are not within the scope of this policy, the Social Media Policy outlines the responsibilities of elected representatives and employees using these channels.



**Spokesperson/s**

- d) The Mayor is the Council's official spokesperson on issues before the Council, Council policy and interpretation of policy and matters that may generate high community interest.
- e) Councillors are entitled to enter public debate and make comment on Council affairs provided they clearly state that such public comment reflects their personal opinion and not that of the Council (Council's Code of Conduct Policy applies). Once Council reaches a decision, the Mayor is the spokesperson.
- f) The CEO, or CEO's delegated representative, is the official spokesperson on issues relating to the management of Council operations and employees or actions or issues that may commit the Council's resources to any purpose.
- g) The Communications Services Team will determine the most appropriate spokesperson with issues cross over political and operational lines, in consideration of organisation and reputational risk.
- h) Council employees may be called on as subject matter experts based on their technical expertise to provide further detail and/or may be required to brief the Media Coordinator or approved spokesperson on the specific issue.
- i) Council employees may provide media comment on operational issues only that require specific subject matter expertise and are not related to any business currently before Council and are considered routine, not political, topical or high profile.

**Media Statements (written and verbal)**

- j) The Communications Services Team is responsible for managing media relations, preparing media releases, statements and quotes, identifying opportunities for positive promotion of Council and providing briefings and/or speaking notes for Mayor, Councillors, CEO, Executive Leadership Team and Council employees.
- k) All media statements must be approved by CEO, or CEO's delegated representative, prior to issue.
- l) All media releases and written statements prepared by the Communications Services Team will be distributed concurrently to all Councillors and the Executive Leadership Team.
- m) Council employees must not make political or controversial statements to the media relating to Council affairs, decisions and/or events, or about Council officials which are likely to generate negative publicity for Council (Council's Code of Conduct Policy applies)

**Part 3 – WORKING WITH THE MEDIA**

3.1 All media contacts / enquiries are handled by Council's Communications Services Team in the first instance, allowing enquiries to be logged, responded to and any subsequent coverage to be monitored and evaluated.

3.2 Media organisations and their representatives will be treated equally and without bias.

3.3 Roles and Responsibilities when working with the Media:

Spokesperson	Roles & Responsibilities
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Mayor	<p>a) The Mayor is the principal member and spokesperson of the governing body of the Council, including representing the views of the Council as to its local priorities (section 226(c) of the Local Government Act 1993).</p> <p>b) If the Mayor is unavailable, the Deputy Mayor may act as the Council's spokesperson.</p> <p>c) The Mayor may delegate their role as spokesperson to other Councillors where appropriate, (for example, where another Councillor is best placed to comment, because the issue is of particular interest to them, or it is within their particular area of expertise).</p>
CEO	<p>d) The CEO is the official spokesperson for the Council on operational and administrative matters.</p> <p>e) The CEO may delegate to other council staff to speak on their behalf where appropriate, (for example, where the delegated staff member has professional expertise regarding the subject matter, or the CEO is unavailable).</p>
Committee Chairpersons	<p>f) The Committee Chairperson may be the spokesperson for the Committee they Chair regarding the Committee recommendation before a resolution has been made by Council. Then refer to part 3.3 c.</p>
Councillors	<p>g) As a member of the governing body and as a representative of the community, councillors are free to express their personal views to the media.</p> <p>h) When engaging with the media councillors:</p> <ul style="list-style-type: none"> <li>• must not purport to speak for the Council unless authorised to do so;</li> <li>• must clarify when speaking to the media that they are expressing their personal views as an individual Councillor;</li> <li>• must uphold and accurately represent the policies and decisions of the Council;</li> <li>• must not disclose Council information unless authorised to do so; and</li> <li>• must seek information and guidance from the CEO or Communications Services Team where appropriate before providing comment to the media to ensure they have the most up-to-date and relevant information and have considered reputational or other risks.</li> </ul> <p>i) In the interests of promoting a positive, safe and harmonious organisational culture, councillors should endeavour to resolve personal differences privately and must not prosecute them publicly through the media or social media.</p>

	<p>j) Where councillors become aware of potential issues that could result in media interest, they should provide this information to the CEO / Communications Services Team.</p> <p>k) Media representatives seeking interviews or comment from individual Councillors, including the Mayor on individual views on Council matter or any other matters should utilise Councillors publically available contact details on Council's website.</p>
Council Staff	<p>l) Council staff must not speak to the media about matters relating to the Council unless authorised by the Communications Services Team to do so.</p> <p>m) If Council staff receive a media enquiry or they are invited to comment to the media on a matter relating to the Council, they must refer the enquiry to the Communications Services Team.</p> <p>n) Council staff are free to express their personal views to the media on matters that do not relate to the Council, but doing so, must not make comments that reflect badly on the Council or that bring it into disrepute.</p> <p>o) If authorised to speak to the media, Council staff: <ul style="list-style-type: none"> <li>• must uphold and accurately represent the policies and decisions of the Council; and</li> <li>• must seek information and guidance from the Communications Services Team where appropriate before providing comment to the media to ensure they have the most up-to-date and relevant information and have considered reputational or other risks.</li> </ul> </p> <p>p) Where Council staff become aware of potential issues that could result in media interest, they should provide this information to the Communications Services Team.</p>
Communications Services Team	<p>q) It is the role of Communications Services Team to handle media requests on behalf of Council as an entity/organisation. Communications Services Team do not manage personal, political or opinion requests on behalf of the Mayor or Councillors, or requests not directly related to the matters of Council.</p> <p>r) The Communications Services Team should be the first point of contact for the Mayor, Councillors and Council staff on all media-related issues that relate to Council as an organisation</p> <p>s) The Communications Services Team may respond directly to the media on matters that have already been approved and published.</p>

	<p>t) Media representatives seeking interviews or comment from Council as an entity/organisation should contact the Communications Services Team in the first instance.</p> <p>u) Media representatives seeking interviews or comment from the Mayor or CEO as a spokesperson on behalf of Council can contact the Communications Services Team in the first instance, or the Mayor directly.</p> <p>v) The role of the Communications Services Team is to facilitate media requests and interviews about operational and corporate matters within DRC.</p> <p>This includes:</p> <ul style="list-style-type: none"> <li>• Preparation of Media Releases and Public Notices;</li> <li>• Statements and responses to media enquiries regarding council operations;</li> <li>• Facilitating media interviews and background regarding council operations; and</li> <li>• Providing talking points or writing speeches for official openings or events.</li> </ul> <p>w) Whilst elected representatives can make suggestions via the CEO for positive or responsive communication opportunities, Councillors including the Mayor, cannot direct staff at an operational level to undertake activities or communicate certain messages.</p>
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3.4 All media engagement by council officials must be conducted in a professional, timely and respectful manner.

3.5 Council officials who engage or are authorised to engage with the media must receive training on media engagement.

3.6 Media engagement training will be provided to councillors as part of their induction or refresher training or as part of their ongoing professional development program.

3.7 Councillors must direct any questions about their obligations under this policy to the CEO or Communications Services Team.

#### **PART 4 – STANDARDS OF CONDUCT WHEN ENGAGING WITH THE MEDIA**

4.1 Council officials must comply with the Council's Code of Conduct Policy when engaging with the media in an official capacity or in connection with their role as a council official.

4.2 Council officials must not share information or make comments to the media that:

- a) are defamatory, offensive, humiliating, threatening, or intimidating to other council officials or members of the public;

- b) contains profane language or is sexual in nature;
- c) constitutes harassment and/or bullying within the meaning of the Code of Conduct Policy, or is unlawfully discriminatory;
- d) is contrary to their duties under the Work Health and Safety Act 2011 and their responsibilities under any policies or procedures adopted by the Council to ensure workplace health and safety;
- e) contains content about the Council, council officials or members of the public that is misleading or deceptive;
- f) divulges confidential Council information;
- g) breaches the privacy of other council officials or members of the public;
- h) contains allegations of suspected breaches of the Council's Code of Conduct or information about the consideration of a matter under the Procedures for the Administration of the adopted Code of Conduct Policy;
- i) could be perceived to be an official comment on behalf of Council where they have not been authorised to make such comment;
- j) commits the Council to any action;
- k) violates an order made by a court;
- l) breaches copyright; or
- m) advertises, endorses, or solicits commercial products or business.

#### **PART 5 – USE OF MEDIA DURING EMERGENCIES**

5.1 During emergencies, such as natural disasters or public health incidents, a Media Coordinator will be responsible for coordinating media releases and statements on behalf of the Council and assisting the Emergency and Risk Team as needed.

5.2 Councillors, Council staff and other Council officials must not provide comment or information to the media that is inconsistent with official advice issued by the Council and any other agency coordinating the emergency response.

5.3 Training on media engagement during emergencies will be provided to councillors and relevant staff and other Council officials.

#### **PART 6 – MEDIA ENGAGEMENT IN THE LEAD UP TO ELECTIONS**

6.1 This policy does not prevent the mayor or councillors who are candidates at a council election from providing comment to the media in their capacity as candidates at the election.

6.2 Any media comment provided by the mayor or councillors who are candidates at a council election must not be provided in an advertisement, newspaper column, or a radio or television broadcast paid for by the council or produced by the council or with council resources.

#### **PART 7 – RECORDS MANAGEMENT REQUIREMENTS**

7.1 Media content created and received by council officials (including councillors) acting in their official capacity is a council record and may be subject to information access applications made under the Government Information (Public Access) Act 2009. These records must also be managed in accordance with the requirements of the State Records Act 1998 and the Council's approved records management policies and practices.

**PART 8 – DEFINITIONS**

8.1 Council official: Councillors, members of staff and delegates of the council (including members of committees that are delegates of the council).

8.2 Media Coordinator: A person appointed under clause 2.1 of this policy, which will usually be someone employed within the Communications Services Team, however may be another person with relevant and suitable skills for the situation.

8.3 Media: Print, broadcast and online media used for communicating information to the public, including, but not limited to, newspapers, magazines, internet publishers, radio, and television broadcasters.

8.4 Personal Information: Information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion.

8.5 Social Media: Online platforms and applications, such as but not limited to social networking sites, wikis, blogs, microblogs, video and audio sharing sites, and message boards, that allow people to easily publish, share and discuss content. Examples of social media platforms include, but are not limited to Facebook, Twitter, Snapchat, LinkedIn, Yammer, YouTube, Instagram, Flickr and Wikipedia.



## REPORT: Local Roads and Community Infrastructure - Phase 4 - Project Nominations

**DIVISION:** Strategy, Partnerships and Engagement  
**REPORT DATE:** 29 June 2023  
**TRIM REFERENCE:** ID23/1632

### EXECUTIVE SUMMARY

<b>Purpose</b>	Seek endorsement	
<b>Issue</b>	Council must determine projects that meet the program guidelines and submit project nominations to the funding body for approval.	
<b>Reasoning</b>	Council has been allocated a total of \$3,384,646 from the Department of Infrastructure, Transport, Regional Development and Communications (funding body) under the Local Roads and Community Infrastructure (LRCI) Program Round 4.	
<b>Financial Implications</b>	Budget Area	Infrastructure
	Funding Source	Local Roads and Community Infrastructure (LRCI) Phase 4 Funding Allocation – Australian Government, Department of Infrastructure, Transport, Regional Development and Communications.
	Proposed Cost	\$3,384,646.
	Ongoing Costs	Renewals per project to be determined.
<b>Policy Implications</b>	Policy Title	There are no policy implications arising from this report.
	Impact on Policy	N/A.

### STRATEGIC DIRECTION

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

Theme: 4 Leadership  
 CSP Objective: 4.2 The resources of Council are sustainably managed  
 Delivery Program Strategy: 4.2.1 The system of raising revenue is equitable and revenue from grants and other income sources is maximised

**RECOMMENDATION**

- 1. That the Chief Executive Officer submit Local Roads and Community Infrastructure Program Phase 4 project nominations, as detailed in the report, to the funding body for approval.**
- 2. That, in the case that any project nomination be rejected by the funding body, the Chief Executive Officer be authorised to submit alternative projects or amendments to approved projects.**

*Natasha Comber*  
Director Strategy, Partnerships and Engagement

*AK*  
Executive Officer Strategy  
Partnerships and  
Engagement



## BACKGROUND

The purpose of the Local Roads and Community Infrastructure Program is to support local councils to deliver priority local road and community infrastructure projects across the nation, supporting jobs and delivering benefits to local communities.

Projects are required to be physically completed by 30 June 2025.

Phase 4 of the LRCI Program continues to be a temporary, targeted measure supporting local infrastructure, jobs, firms, and procurement.

As with the earlier Phases of the LRCI Program, Eligible Funding Recipients can select a broad range of projects to fund so that communities can continue to be provided with the infrastructure they require. It is expected that Eligible Funding Recipients will use local businesses and workforces to deliver projects wherever possible to ensure direct benefits to local communities.

The LRCI Program is a demand driven (eligibility based) grant program, delivered under Outcome 3.2 of the Department's Portfolio Budget Statement 2021-2022: the local government program supports regional development and local communities through delivery of policy advice to the Australian Government and financial assistance to local governments to strengthen local government capacity and better support local communities.

The objective of the LRCI Program is to maintain and create jobs through road infrastructure and construction activities in communities across Australia. The intended outcomes of the LRCI Program are to:

- deliver benefits to communities, such as improved road safety, accessibility and visual amenity; and
- create local short-term employment opportunities through funding construction projects.

The Australian Government has committed total funding of \$750 million for Phase 4 of the LRCI Program. This funding comprises of:

- Part A: \$500 million to be made available to all Eligible Funding Recipients for use on road and or community infrastructure projects, and **(Dubbo Regional Council allocation \$2,146,498)**
- Part B: \$250 million to be made available to Eligible Funding Recipients – that are defined as being in a rural, regional or outer-urban location – for use on rural, regional or outer-urban road projects. **(Dubbo Regional Council allocation \$1,238,148)**

Co-contributions are not required under the LRCI Program, but are allowed to be used for projects. A project can be funded by a combination of LRCI Program funds, the Eligible Funding Recipient's funds, and other government program funds (including state government

programs), as long as the combined funding for the project does not exceed the estimated cost of a project.

Grant money can only be used on Eligible Projects, which are projects that are Local Road Projects or Community Infrastructure Projects or as specified for each funding amount.

Eligible Local Road Projects are projects that involve the construction or maintenance of roads managed by local governments. Local governments are encouraged to consider works that support improved road safety outcomes.

This could include projects involving any of the following associated with a road:

- traffic signs;
- traffic calming/control equipment;
- street lighting equipment;
- a bridge or tunnel;
- a facility off the road used by heavy vehicles in connection with travel on the road (for example, a rest area or weigh station);
- facilities off the road that support the visitor economy; and
- road and footpath maintenance, where additional to normal capital work schedules.

The funding is not intended to replace existing expenditure commitments or regular scheduled maintenance but rather to enable further, additional expenditure as needed to address roads infrastructure issues.

Eligible Community Infrastructure Projects are projects that involve the construction, maintenance and/or improvements to council-owned assets (including natural assets) that are primarily for the direct use and benefit of the local community.

‘Direct use and benefit’ means the project, or the amenity provided by the project, is open for primary use by the local community and provides benefit to members of the local community. Projects involving public areas such as parks, playgrounds, footpaths and roads generally meet this requirement.

Projects will also be considered primarily for the ‘direct use and benefit’ if they are:

- available to the wider public undertaking a specific activity (for example council operated sporting fields); or
- available for a limited age group of the community as a whole i.e. a kindergarten building or seniors’ centre; or
- used for the provision of an essential service or community service, as determine by the Department, and the amenity of the asset is for the direct use and benefit of the community.

All projects whether carried out on council owned land, or another type of public land, must deliver direct benefits to the community, such as improved accessibility, visual amenity, and/or safety. Examples of eligible works include:

- Closed Circuit TV (CCTV);
- bicycle and walking paths;
- painting or improvements to community facilities;
- repairing and replacing fencing;
- improved accessibility of community facilities and areas;
- landscaping improvements, such as tree planting and beautification of roundabouts;
- picnic shelters or barbeque facilities at community parks;
- community/public art associated with an Eligible Project (Eligible Funding Recipients will need to provide a clear description of the conceptual basis of the artwork);
- playgrounds and skate parks (including all ability playgrounds);
- noise and vibration mitigation measures;
- off-road car parks (such as those at sporting grounds or parks); and
- projects that support the transition to Net Zero for council owned assets.

**Previous Resolutions of Council**

<p>CCC22/4 10 February 2022</p>	<ol style="list-style-type: none"> <li>1. <i>That the Chief Executive Officer submit Local Roads and Community Infrastructure Program Phase 3 project nominations, as detailed in the report, to the funding body for approval.</i></li> <li>2. <i>That, in the case that any project nomination be rejected by the funding body, the Chief Executive Officer be authorised to submit alternative projects or amendments to approved projects.</i></li> </ol>
<p>CCL23/51 23 February 2023</p>	<p>in part</p> <ol style="list-style-type: none"> <li>2. <i>The reallocation of the Local Roads and Community Infrastructure Program Phase 3 funding as detailed in the report for nominated projects be adopted.</i></li> </ol>

**Excerpt from CCL23/51**

**Local Roads and Community Infrastructure (LRCI) Program – Phase 3**

The continued impacts of the recent flooding events have impacted the deliverability of LRCI Phase 3 funding, which is due to be spent prior to 30 June 2023. As a result, the Works Schedule is proposed to be amended as follows:

Projects	Original Funding Allocation	Proposed Funding Allocation
Wheelers Lane Road Rehabilitation Works	1,500,000	1,774,996
Ollie Robbins Oval Event Precinct Community Infrastructure upgrades Other	400,000	-
Eulalie Lane, Arthurville Sealing Gravel Road Sealing	1,468,000	1,468,000
Tracker Riley and Riverside Path Network Wayfinding Signage Other	250,000	250,000
Old Dubbo Gaol Heritage Plaza Infrastructure Upgrades Other	400,000	-
Gisborne Street Shoulder Sealing Works Sealing	274,996	-
<b>NEW:</b> Comobella Bridge - Saxa Road	-	800,000
	<b>4,292,996</b>	<b>4,292,996</b>

## REPORT

This report details the two projects that are proposed as project nominations for the Local Roads and Community Infrastructure (LRCI) Phase 4 funding allocation.

As provided in the background information of the report the **Gisborne Street Shoulder Sealing Works Sealing** project was removed from Phase 3 funding with funds being reallocated to Wheelers Lane Road Rehabilitation Works. This report recommends that the project be completed with funds from LRCI Phase 4.

PROJECT 1	
<b>Project Name</b>	Gisborne Street Shoulder Sealing Works
<b>Project Description/Problem being addressed</b>	Local Roads Project
<b>Infrastructure Type</b>	Road
<b>Total Project Cost</b>	\$274,996
<b>LRCI Phase 4 Funding Required</b>	\$274,996 Proposed to allocate from Part B: for use on rural, regional or outer-urban road projects.
<b>Construction Start Date</b>	Following finalisation of design work, estimate 2023/2024 Quarter 2 2023
<b>Construction Completion Date</b>	June 2024
<b>Estimated Jobs supported – Council Employees</b>	6
<b>Estimated Jobs Supported – Contractors</b>	4
<b>Project Electorate</b>	Calare
<b>Project Location Coordinates</b>	32°32'59.0"S 148°56'45.3"E
<b>Project Land/Asset Owner</b>	Council
<b>Indigenous employment or business use</b>	Yes
<b>Recycled materials used</b>	Yes



<b>PROJECT 2</b>	
<b>Project Name</b>	Whealers Lane Stage 2 (Railway line to Myall Street)
<b>Project Description/Problem being addressed</b>	Road rehabilitation of Wheelers Lane between Myall Street and the railway line. This will involve the removal of the existing pavement material and replaced with new material, water main relocation and an asphalt wearing surface. Remediation to the sub-surface and the surface areas. There is significant pavement defect on the surface of the 2 lane carriage way, which has significant vehicle traffic usage.
<b>Infrastructure Type</b>	Road
<b>Total Project Cost</b>	\$3,110,000
<b>LRCI Phase 4 Funding Required</b>	Proposed to allocate Part A funding \$2,146,489 and remainder of Part B \$963,153.
<b>Construction Start Date</b>	September 2023
<b>Construction Completion Date</b>	December 2024
<b>Estimated Jobs supported – Council Employees</b>	15
<b>Estimated Jobs Supported – Contractors</b>	15
<b>Project Electorate</b>	Parkes

<b>Project Location Coordinates</b>	32°14'43.7"S 148°37'53.3"E
<b>Project Land/Asset Owner</b>	Council
<b>Indigenous employment or business use</b>	Yes
<b>Recycled materials used</b>	Reuse of excavated materials from site

#### Consultation

- Consultation was held with Council's Executive Leadership team to identify the most suitable projects.

#### Resourcing Implications

- Council has appropriate in-house resources to undertake the listed projects. Noting that specialised works and/or services will be sought under Council's Purchasing and Procurement Policy, seeking local suppliers where applicable and where best value can be achieved.

Total Financial Implications	Current year (\$)	Current year + 1 (\$)	Current year + 2 (\$)	Current year + 3 (\$)	Current year + 4 (\$)	Ongoing (\$)
a. Operating revenue	0	0	0	0	0	0
b. Operating expenses	0	0	0	0	0	0
c. Operating budget impact (a – b)	0	0	0	0	0	0
d. Capital Expenditure	3,384,996	0	0	0	0	0
e. Total net impact (c – d)	- 3,384,996	0	0	0	0	0
Does the proposal require ongoing funding?	Yes, operational funds for renewals, to be determined					
What is the source of this funding?	Grant funding					

**Table 1.** Ongoing Financial Implications

#### Planned Communications

- Media Release – announcement of approved projects, expected start and completion dates, project costs, acknowledgement of funding body.

#### Timeframe

Key Date	Explanation
July 2023	Project nomination to be put to funding body for approval
Once approved	Projects commence Quarterly reporting and annual reporting commences
30 June 2025	Final date for project completion