



ANNUAL REPORT 2018-2019



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MAYOR'S MESSAGE



Despite the challenges of an ongoing drought, your Council continued to forge ahead in 2018-2019. Significant projects are in progress or have been completed across the communities of Dubbo, Wellington and the surrounding villages.

Dubbo is already known as the capital of Western NSW but I have the goal of making it the number one inland city in NSW. I don't think it is an unrealistic goal and when you look at the work that has been going on, we are on our way.

Major projects for the region made progress or were completed during 2018-2019 including the Dubbo Adventure Playground at Elizabeth Park, the Victoria Park Ovals redevelopment, the new Dubbo Cycle Club on River Street, and the incredible Wellington Aquatic Leisure Centre.

The significant investment at Dubbo Regional Airport continued with the completion and opening of the Royal Flying Doctor Service aeromedical facility and new general aviation area, the combined State Emergency Service and Volunteer Rescue Association Headquarters, and the impressive Rural Fire Service Training Centre.

As well as providing a number of exciting infrastructure projects for Wellington, the Council has also looked at ways to boost the economy, which has been identified as a concern for local residents. Council has partnered with the Wellington Business Chamber to launch the #BuyLocalorByeLocal business campaign, aimed at promoting the benefits of spending locally and helping the local economy.

I'm proud to report that this Council is the most pro-growth and development council in our city's history. The data clearly shows that our push to make the Dubbo Region "open for business" is working.

The Dubbo Region continues to benefit from low unemployment with our figure of 2 per cent sitting below the national average. There is no doubt tourism is a major boost to our economy. Our domestic day and overnight visitors have significantly increased on the previous year, as have the total visitors per year and total visitor nights.

This annual report acts as a snapshot for Dubbo Regional Council and a chance to monitor progress of the region. I am proud of what Council has achieved in the last 12 months and look forward to continued success.



Ben Shields, Mayor of the Dubbo Region



The significant investment at Dubbo Regional Airport continued with the completion and opening of the Royal Flying Doctor Service aeromedical facility and new general aviation area, the combined State Emergency Service and Volunteer Rescue Association Headquarters, and the impressive Rural Fire Service Training Centre.

CEO'S MESSAGE



Dubbo Regional Council's annual report for 2018-2019 provides a snapshot of Council investment in local communities and local people who are at the heart of the region.

The key areas of Liveability, Culture and Economy, Development and Environment, Infrastructure and Organisational Performance capture the essence of Council activity in support of development across the region, and managing key community assets and services on behalf of the region with more than 39,000 residents and being more financially resilient.

Council is a \$3.36 billion operation responsible for the maintenance of more than 2,000km of roads, waste landfill facilities that in 2018-2019 handled almost 70,000 tonnes of waste and diverted 4,200 tonnes of waste for recycling.

The ongoing drought has provided Council with a set of challenges that have rightly demanded attention and action by all branches of the organisation. Water restrictions are leading to greater community awareness and empowerment to become more water-wise and reduce average daily consumption.

Council, like every resident, is playing its part in advancing a water-use culture that will make the region more resilient in both this drought and in the future.

Council's first Integrated Planning and Reporting (IPR) Framework was adopted in June 2018 and in the first full year, there were 342 Operational Plan Actions under the Delivery Program. Pleasingly, a high 75% were completed, 20% nearing completion and the remaining 5% are in the planning stage or awaiting changed conditions before proceeding.

During the 2018-2019 year, Council awarded 48 major contracts ranging from up to \$16.8 million for the construction of the NSW RFS Training Academy at Dubbo City Regional Airport.

Assistance was given to 35 community organisations totalling \$156,609. This support from Council indicates the important value placed on the role played by volunteers in strengthening communities across the Dubbo Region.

This document also includes the Annual Statutory Report for Dubbo Regional Council, meeting our reporting obligations under the Local Government Act, the Local Government (General) Regulation 2005, the Environmental Planning and Assessment Act 1979 and Public Interest Disclosure Act 1994.



Michael McMahon
Chief Executive Officer



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MAJOR PROJECT HIGHLIGHTS

LIVEABILITY



WELLINGTON AQUATIC LEISURE CENTRE

Liveability delivered a number of projects, and commenced construction on the new Wellington Aquatic and Leisure Centre. The \$8.25 million redevelopment was commissioned because it was found that the previous facility, which had been built in the 50s, had deteriorated, and without urgent intervention, the pool would continue to crumble. Three options were given to the public on the redesign of the pool. 508 people voted for an eight lane, 50 metre pool with disabled access, a large splash pad, a heated toddler pool, and learn-to-swim pool. Work was due for completion in mid-November 2019, with the doors being thrown open for patrons just in time for summer.



ADVENTURE PLAYGROUND

Located with popular Shoyoen Japanese Gardens, the new Adventure Playground, has been constructed. The \$1.75 million attraction offers 40 play elements including a big concrete slide, a suspended footbridge, and a liberty swing for children in wheelchairs.

The playground also has a senior's fitness area to encourage intergenerational interaction.

Throughout construction phase, Dubbo Regional Council engaged local contractors for fencing, welding, building, landscaping and turfing, where more than 60% of the funds from the project were spent locally.

CULTURE & ECONOMY



ROYAL VISIT

October 2018 saw one of the most televised media opportunities and largest event delivery operation that the Dubbo Region has experienced in decades. Kensington Palace descended on Dubbo as the selected location for regional tour of Their Royal Highnesses, The Duke and Duchess of Sussex. The positive impact of the visit on Wednesday October 17 2018, was not only visible in the morale boost of a community struck by significant drought but also on the economic scale, with the 6 weeks of planning and 12,000 visitors to Victoria Park estimating a total economic impact of the three hour event as an immediate economic output to over \$3.1 million.

The delivery of the public 'Picnic in the Park' event moved from the original position of a private royal picnic with 150 guests, to a public event that supported over 12,000 people catching a glimpse of the Royal Couple. 250 selected members of the community were recognised for their dedication to the Region based on cultural, youth and environmental (drought relief) themes of the full Australian Tour. Comments received back from all levels of government including aids close to Their Royal Highnesses were very positive. They were blown away by the professionalism of the tour delivery in Dubbo, the event development and management.



AIRPORT PRECINCT

There have been a number of projects that have come to life in the airport, morphing the precinct into its own mini city! Over the last 12 months, we've seen numerous capital works projects completed including the General Aviation expansion and construction of four drive-through aeromedical hangars, and associated pilot's rest facility for the transfer of patients with the Royal Flying Doctor Service.

The General Aviation expansion has also allowed for an additional 11 hangar sites to be made available for lease. Stage 1 and 2 of the NSW Rural Fire Service Training Academy was also completed in June 2019, where the construction of the auditorium and kitchen area, meeting rooms, and associated administration space, catering facilities, parking and accommodation facilities were part of the first two stages.

Construction on stage 3, the final accommodation blocks, is underway. The \$2.3 million VRA and SES Emergency Services Centre was opened in June 2019. With the airport's general public car park known to be at capacity on a regular basis, the construction of the rental car park has been widely welcomed by the community, and the rental car companies, providing an additional 118 car spaces for airport users. There was also the construction of the staff car park, providing another 18 car spaces for staff. Funding for these projects has come from federal and state governments, in addition to Dubbo Regional Council.



DEVELOPMENT & ENVIRONMENT



LED STREET LIGHT UPGRADE PROJECT

Dubbo Regional Council has entered into an agreement to upgrade 6,283 street lights across Dubbo and Wellington to smart ready LEDs with installation to take place in late 2019/ early 2020.

This first stage of the project will be followed by a separate project to upgrade an additional 714 street lights in the CBD precincts of Dubbo and Wellington.

Benefits include reduced upward light pollution, a reduction in greenhouse gas emissions of over 1600 tonnes CO² equivalent per year and savings of more than \$11 million over a 20 year period.



DUBBO REGIONAL ORGANICS PROCESSING PLANT (DROPP)

Since the Dubbo Regional Organics Processing Plant (DROPP) opening in 2018, there have been 7,970 tonnes of food and garden waste diverted from landfill and turned into compost which has been used by farmers to return vital nutrients to the soil. That figure is made up of Narromine, Mid-Western and Dubbo combined; however, on its own, Dubbo produced 5,500 tonnes of organic waste. Most of the organics are processed at the Whylandra Waste Facility, while a small amount is landfilled at the Wellington waste facility. The DROPP has been a great addition to Dubbo Regional Council's waste management, working alongside our collection of recyclables. The Dubbo Region currently diverts an average of 3,700 tonnes annually through the kerbside recycling services.



THERE HAVE BEEN 7,970 TONNES OF FOOD AND GARDEN WASTE DIVERTED FROM LANDFILL AND TURNED INTO COMPOST WHICH HAS BEEN USED BY FARMERS TO RETURN VITAL NUTRIENTS TO THE SOIL.

INFRASTRUCTURE



BLUE HOUSE

This year, we've seen the 'Blue House' take off over in Keswick Estate. The Council-owned home is currently being transformed into a water efficient home, with water-saving taps, sustainable gardens, and appliances that allow for low water consumption.

The project has been many months in the making, and will be aimed at helping the public better understand what their water usage means.

The Blue House will also eventually be open to school students, where they can get some tips and tricks on how they can help save water in their own home. With Council moving onto level 4 water restrictions towards the end of 2019, the Blue House is more important than ever in helping educate school children.



CCTV CAMERAS

This year saw the design and upgrade of the Dubbo and Wellington Public CCTV system, where the two systems are now connected and allow for police in Dubbo's 24 hour station to access the footage in both locations.

Funded federally, in partnership with the NSW Government's Community Safety Fund, Dubbo Regional Council matched the funding dollar-for-dollar.

The complete design and upgrade came at a total of \$800,000, with \$250,000 from state, \$250,000 from Council, and a further \$300,000 from the federal government.

There are 40 sites with more than 170 cameras operating across Wellington and Dubbo.



SERVICES TO THE COMMUNITY



RYGATE OVAL WELLINGTON – NEW AMENITIES BUILDING AND RENEWAL OF THE MULTI-SPORT COURTS

The construction of a new modern amenities building and renewal of the synthetic courts to include a combination of synthetic and hard court surface to accommodate a range of sports including hockey, tennis, netball and basketball, as well as sports lighting was completed at Rygate Oval in July 2019.

The overall cost of stage 2 of the project was \$1.2 million.



VICTORIA PARK NO. 1 OVAL NEW CLUBHOUSE BUILDING

The development of the Victoria Park No. 1 Oval clubhouse building commenced during June 2019.

The building will include a function room, canteen, change rooms and public toilets and will significantly contribute to increasing the profile of Victoria Park No. 1 Oval.

The development is due to be completed in February 2020, with a budget of \$3.1 million.



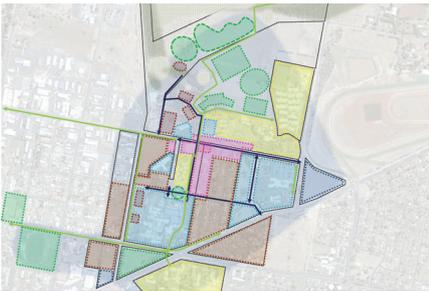
DUBBO CYCLE FACILITY

Worth \$4.4 million, work on the development of the Dubbo Cycle Facility which includes a flat track, criterion track and clubhouse are nearing completion with the facility set to be completed in December 2019.



DUBBO AQUATIC LEISURE CENTRE

Dubbo Regional Council has overhauled the aquatic leisure centres, with the new splash pad installed in October 2018, allowing for children and adults of all abilities to access the area.



DUBBO HEALTH EDUCATION AND WELL-BEING PRECINCT MASTER PLAN

Council has partnered with Charles Sturt University (CSU) and the Western NSW Local Health District in preparation of a Master Plan for the Dubbo Health, Education and Well Being Precinct. Located just 2.5km from the Dubbo CBD and bounded by CSU in the North, Macquarie Homestay in the East, Dubbo TAFE in the South and the Coonamble railway line in the West, the Masterplan aims to create synergies between the various health, aged care, education and recreational uses and facilitate the Precincts capacity to become a significant employment generator into the future.



SPORTING PARTNERSHIPS

Dubbo Regional Council continued to forge a strong partnership with Cricket NSW, with a 3 year commitment for Dubbo and Wellington to host the Cricket NSW Under 13, 14 and 15 Boys Youth Championships and the Under 13 and 14 Boys and Under 13 Girls State Cricket Carnival which have a significant economic benefit to the region.



THE GREAT BUSINESS PROGRAM AIMS TO GIVE LOCAL BUSINESS OWNERS AND THEIR EMPLOYEES THE CHANCE TO MEET AND NETWORK WITH LIKEMINDED PEOPLE, AND ACCESS RESOURCES FOR THINGS LIKE GRANT FUNDING.



GREAT BUSINESS PROGRAM

The Great Business Program was launched in February 2019, and aims to give local business owners and their employees the chance to meet and network with likeminded people, and access resources for things like grant funding.



MACQUARIE REGIONAL LIBRARY'S 'KANOPY' SERVICE

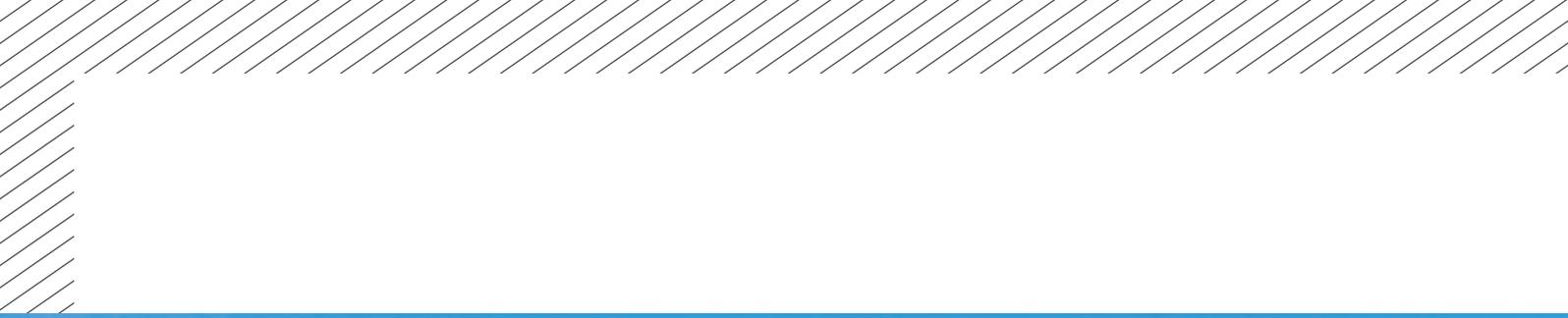
Members of Macquarie Regional Library can now access the popular on-demand film streaming service Kanopy to stream more than 30,000 films for free with their library card. Kanopy also has an entire section dedicated to films and programs for children, with hundreds of new titles are added every month. Kanopy was launched in March 2019.



OPENACCESS APP AT OLD DUBBO GAOL

In December 2018, Dubbo Regional Council launched the OpenAccess app at the Old Dubbo Gaol, allowing the deaf and hard of hearing community to equally experience the award-winning tourist attraction. The OpenAccess app has translated interpretive signage into Auslan for many sites across the country including Maitland Gaol, Art Gallery of NSW and the National Gallery of Australia. This project is driven by Dubbo Regional Council's Disability Inclusion Plan aiming to make Dubbo and the region as accessible as possible to all sections of the community.



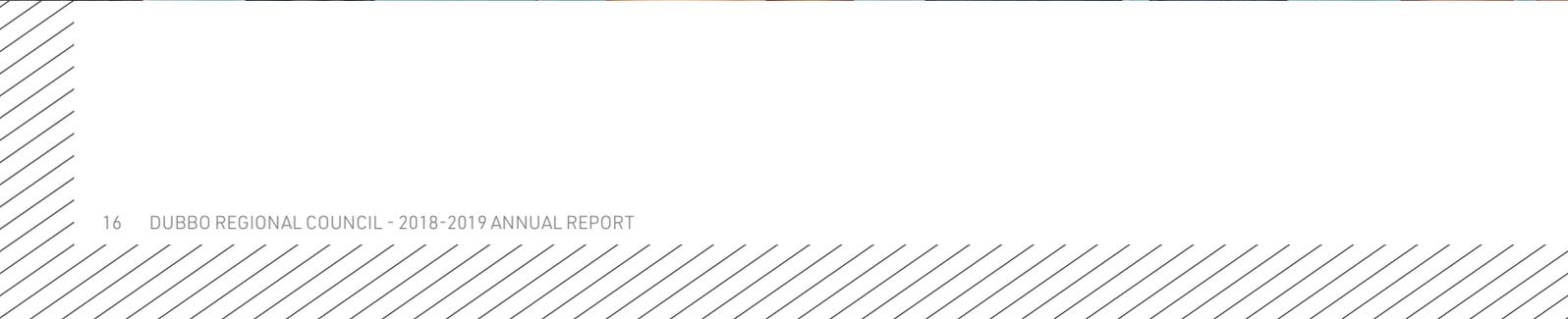


OUR VISION

Creating Community
for today and tomorrow

OUR PURPOSE

Lead, Connect, Deliver



OUR VALUES



PROGRESSIVE

BE CURIOUS, COURAGEOUS AND COMMITTED

- Challenging the status quo
- Finding better ways
- Seeking change and innovation



SUSTAINABLE

BALANCED APPROACH TO GROWTH AND OPPORTUNITY

- Financially sound
- Social equity
- Conscientious leadership and governance
- Environmentally responsible



ONE TEAM

WORKING TOGETHER

- We take care of each other and ourselves
- Partnering to deliver better outcomes
- Fostering positive experience
- Investing in people



INTEGRITY

ACCOUNTABLE FOR OUR ACTIONS

- Leading by example
- Open and ethical practices
- Upholding our commitments
- Valuing and acknowledging our cultures

WHO ARE WE?



POPULATION 53,240

43,892 PEOPLE
RESIDE IN DUBBO
9,348 PEOPLE
RESIDE IN WELLINGTON



7,986

ABORIGINAL &
TORRES STRAIT ISLANDER
POPULATION



13,505 PEOPLE BELOW 19 YRS OLD

THIS REFLECTS A FOCUS OF THE
REGION AS A CENTRE
FOR EDUCATION



BETWEEN 0.9% & 1.11% P.A

SUSTAINED GROWTH RATE
THE MAJORITY OF THIS POPULATION
GROWTH IS EXPERIENCED IN DUBBO.
WELLINGTON ALSO EXPERIENCES
BETWEEN 0.2 & 0.4% POPULATION
GROWTH PER ANNUM.



21,752 DWELLINGS

17,800 IN DUBBO
& 3,952 IN WELLINGTON
DWELLING OCCUPANCY RATE
2.43 PERSONS DUBBO
& 2.30 PERSONS WELLINGTON



1.8 MOTOR VEHICLES PER DWELLING HOUSE

REFLECTIVE OF OUR
WIDE OPEN SPACES



6,849 3 BEDROOM
8,688 4 BEDROOM



\$285 MEDIAN WEEKLY RENT
DUBBO \$330
WELLINGTON \$240



MEDIAN HOUSE PRICE
DUBBO \$372,500*
WELLINGTON \$157,500*
*July 2019

OUR MOST POPULAR EMPLOYMENT INDUSTRIES:



HEALTH CARE 9.3%



EDUCATION 9.6%



SOCIAL ASSISTANCE SERVICES 7.2%



CONSTRUCTION 9.3%



RETAIL TRADE 11.3%

These figures are reflective of a strong service sector within our economy and the role of the region as the inland capital of NSW.

SNAPSHOT OF COUNCIL SERVICES

Dubbo Regional Council has continued to support a full range of services across Council's key responsibilities. For the 2018-2019 financial year these services have included:



366 LITRES DUBBO
323 LITRES WELLINGTON
377 LITRES GEURIE
262 LITRES MUMBIL

Average water consumption per person per day
 Average over the whole LGA - 332 litres per person per day (residential)



73,147
 Tonnes entombed at primary site (Whylandra)

5156 tonnes at other sites (total)

1285 tonnes Whylandra (eg crushed concrete, shredded green waste etc)



10,504
 Tonnes of recycling diverted from landfill

3741 tonnes Co-Mingled Recycling - kerbside

5478 tonnes Food Organics & Garden Organics - kerbside



694
 Households receiving relocation information

*Note: these are not moved cases these include all enquiries which usually cover students, employers, real estates and those considering a move.

BUSINESS



\$3.545 B
 Gross Domestic Product



5,127
 Number of businesses
 *business with turnover



748
 Development Applications approved
 *No. of Development and CDCs Approved within the 2018/19 Financial year excluding modifications



\$334,183,535
 Total value of development applications

ROADS



1,339 KM
 Total length of unsealed roads maintained by Council



1,392 KM
 Total length of sealed roads maintained by Council

VISITATION



198,774

Passengers through Dubbo City Regional Airport



78,605

Visitors to Dubbo Visitor Information Centre



26,583

Visitors to Wellington Visitor Information Centre



45,787

Visitors to Old Dubbo Gaol



32,099

Visitors on tours to Wellington Caves



100,490

Visitors to Western Plains Cultural Centre



268,479

Visitors to Macquarie Regional Library
Dubbo Regional Council; Narromine Shire Council
and Warrumbungle Shire Council



23,292

Tickets attendance at DRTCC



65,850

General attendance at the DRTCC

DUBBO REGIONAL LIVESTOCK MARKETS



190,976

Cattle



1,139,717

Sheep



6,905

Goats



5,434

Livestock Truck Washes

COUNCIL OPERATIONS



48,210

Number of calls handled through the Call Centre



248,862

Number of electronic documents processed



\$62,438,000

Revenue generated from rates and annual charges



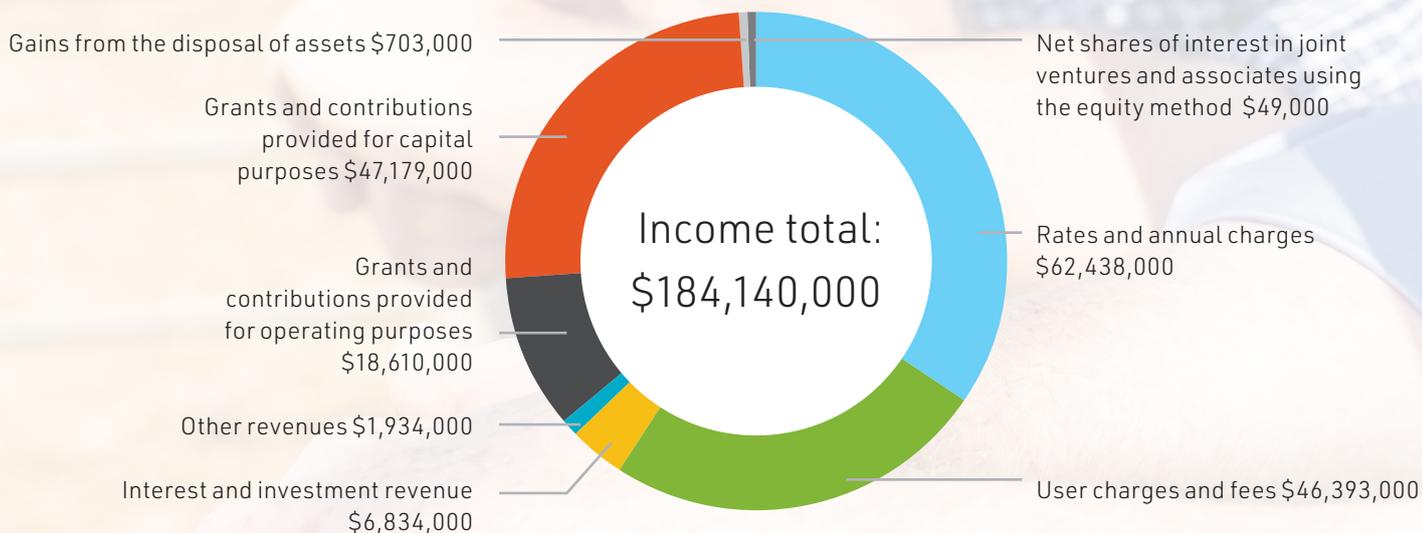
\$46,393,000

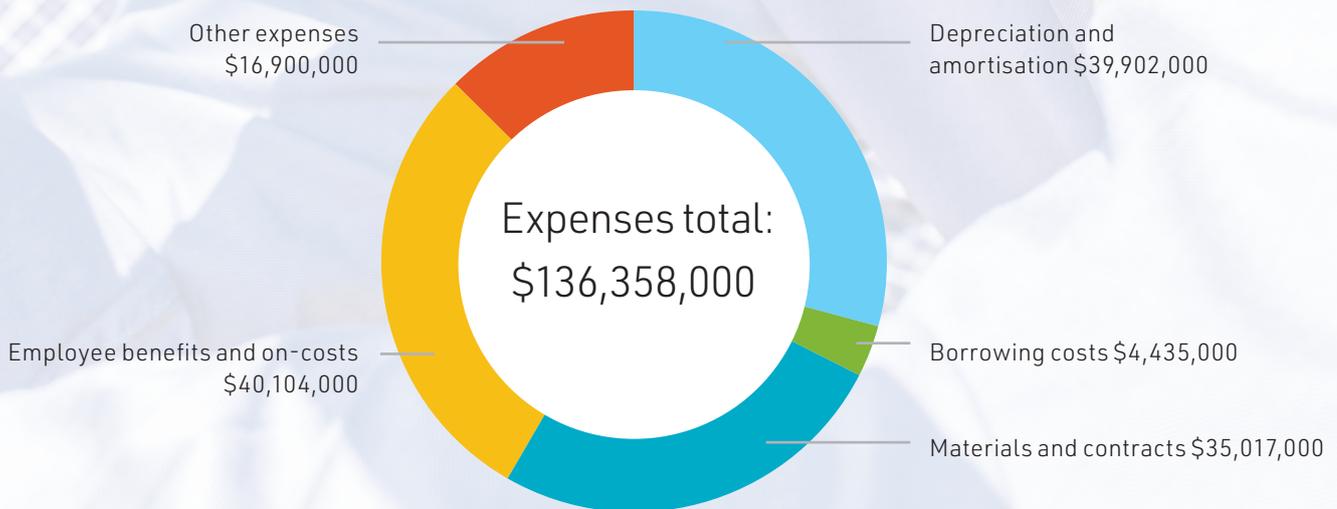
Revenue generated from user charges and fees

FINANCIAL SNAPSHOT

In 2018-2019 Council recorded a net operating result before grants and contributions provided for capital purposes of \$603,000.

The Statement of Financial Position indicates that Council is in a sound financial position with Net Current Assets of some \$2.66 billion.





ANNUAL STATUTORY REPORT 2018-2019

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DELIVERY PROGRAM IMPLEMENTATION



Within 5 months after the end of each year, a council must prepare a report (its annual report) for that year reporting its achievements in implementing its delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.

Following the amalgamation of the former Dubbo City and Wellington Local Government Areas on 16 May 2016, both Council's continued to move forward with separate Delivery Programs. Following the amalgamation, the new Dubbo Regional Council prepared the new 2040 Community Strategic Plan, Delivery Program and Operational Plan. The next item included in the Statutory Annual Report provides an overall breakdown as to Council's achievement of the Community Strategic Plan over the last Financial Year.

COMMUNITY STRATEGIC PLAN IMPLEMENTATION

The annual report in the year in which an ordinary election of councillors is to be held must also report as to the council's achievements in implementing the community strategic plan over the previous 4 years.

Council on 25 June 2018 adopted the first Integrated Planning and Reporting IPR Framework for the new Dubbo Regional Local Government Area. The IPR Framework requires Council to undertake 'whole of Council' planning for the short, medium and long-term future.

The Integrated Planning and Reporting Framework requires Council to implement reporting and monitoring mechanisms to

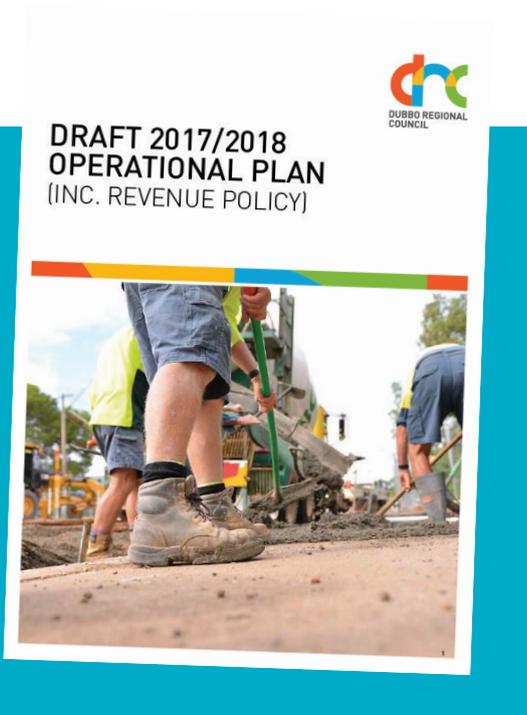
ensure the actions identified by the community are delivered in a timely manner.

As Dubbo Regional Council implements the adopted Delivery Program and Operational Plan, it is imperative that Council keeps track of progress, specifically the activities undertaken. Council aims to report on progress in a direct and transparent manner to the community of the Dubbo Region.

STATUTORY OBLIGATION

The Integrated Planning and Reporting manual for local governments in NSW (the guidelines) are enforced by the Local Government Act 1993, Section 406 in regards to statutory reporting requirements. The guidelines specify that Operational Plan Actions are to be reported on in the Annual Report.

This section contains the required information to satisfy the reporting requirements for the Operational Plan in accordance with the guidelines.

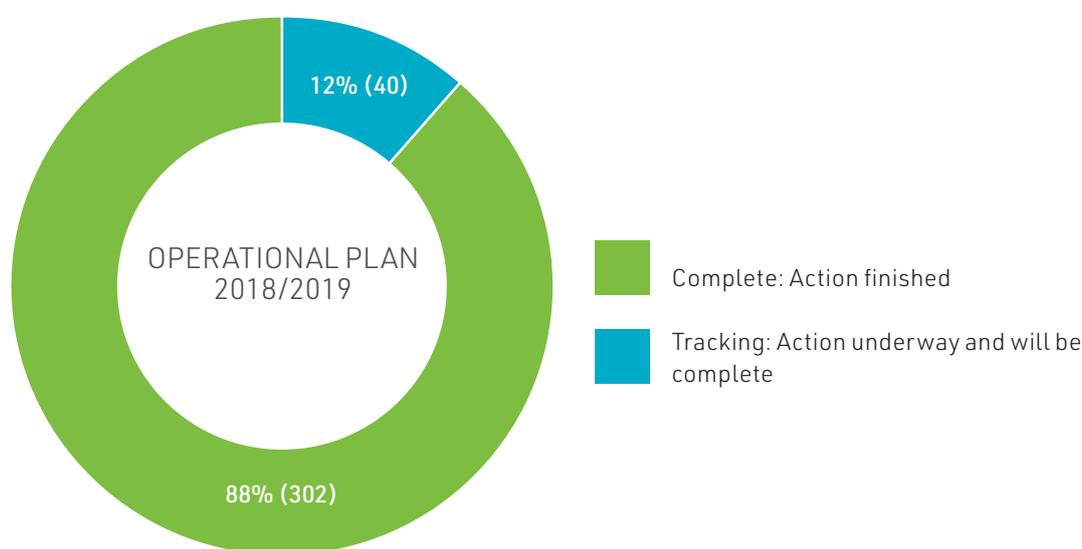




YEAR 1 OF THE DELIVERY PROGRAM AND OPERATIONAL PLAN IMPLEMENTATION

The Integrated Planning and Reporting Framework requires Council's in New South Wales to have an adopted Delivery Program being a four (4) year action plan and an Operational Plan being a one (1) year action plan. Council adopted a combined document which comprises both the Delivery Program and Operational Plan into a single and easy to use document. 2018/2019 was the first year that this plan was in force for Dubbo Regional Council.

This section provides the community with a transparent and clear method to review Council's activities towards achieving the Operational Plan actions as contained in the Delivery Program and Operational Plan 2018/2019. Performance is evaluated as complete, tracking, initiating and observing.



There were 342 Operational Plan Actions for the first year of the Delivery Program and Operational Plan. 88% of actions have been completed which represents a high achievement rate. Almost 12% of actions are continuing to be tracking meaning they are nearing completion.

DELIVERING FOR OUR COMMUNITY: HOUSING

WHY IS IT IMPORTANT?

Access to affordable housing in the Dubbo Regional Local Government Area is viewed by the community as a significant benefit of living in the region.

Across Dubbo and Wellington, considerable land is available for the development of housing which could provide in excess of approximately 10,000 additional dwellings. This includes approximately 7,000 in Dubbo and approximately 3,000 in Wellington. Significant residential development opportunity is available across many of the villages in the LGA.

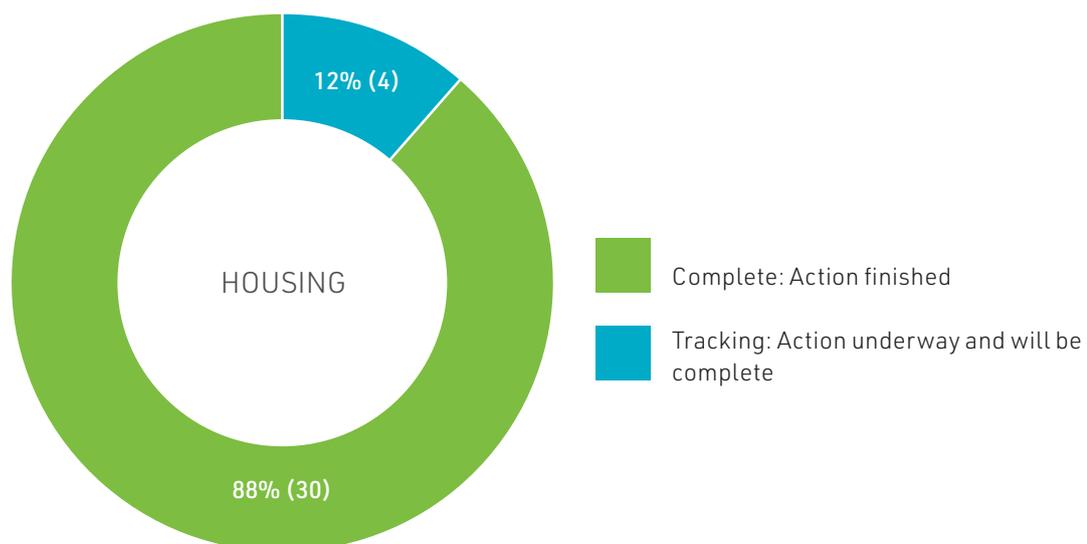
However, the availability of land is only one component of the housing spectrum. It is

also important to examine housing choice, affordability and the availability of public housing and crisis accommodation for our community.

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

Council also has a role in articulating and negotiating with government in respect of the need and demand for public housing and crisis accommodation.

HOW ARE WE PROGRESSING?



HOW WE MEASURE SUCCESS

MEASURE	RESPONSIBLE DIRECTORATE	COMMENT
Overall development approvals and approvals for specific housing types	Development and Environment	<p>In the 2018/2019 financial year Council determined and approved a total of 838 Development Applications for the Dubbo Regional Local Government Area. 73% or 615 of these development applications were for residential purposes.</p> <p>68% or 572 of residential approvals were for Single Dwellings within the local government area.</p> <p>The remaining 6% of approvals were for higher density residential proposals. 4% or 30 approvals were granted for Dual Occupancy or Secondary Dwelling proposals. 1% or eight (8) approvals were granted for Multi-dwelling proposals which means three (3) or more dwellings. 1% or five (5) approvals were granted for Seniors housing proposals.</p>
Number of Planning Proposals requests to amend the planning controls	Development and Environment	<p>The Planning Proposal process is the legislated process of amending a Local Environmental Plan (LEP).</p> <p>A Planning Proposal request may seek to amend controls such as amendments to zoning provisions, amendments to minimum lot size provisions or Council may seek to make alterations to provisions to ensure that the Local Environmental Plan is functioning properly for the community.</p> <p>The Development and Environment Division received three (3) Planning Proposals in the 2018/2019 financial year. A proposals for an Additional Permitted Use and a Re-zoning proposals were gazetted under State Legislation.</p> <p>Council currently has six (6) Planning Proposals lodged all of which are at different stages in the process. Progression of these Planning Proposals will continue into the 2019/2020 financial year.</p>
Residential Land Monitor and the maintenance of a land development pipeline	Development and Environment	<p>It is important for Council to have an understanding of the movement of residential land throughout the land development pipeline. The residential land monitor and land supply pipeline calculates the number of lots which can be developed, considers the number of lots with approval to be developed and how many are under construction.</p> <p>The Development and Environment Division continues to monitor the residential land supply pipeline. Since July 2017, an additional 1855 lots were constructed, additionally 597 lots have Council approval but construction has not begun.</p>

INFRASTRUCTURE

WHY IS IT IMPORTANT?

Infrastructure provision provides some of the very foundations of our community and the services that we rely upon every day. Traditional infrastructure includes transportation infrastructure in the form of roads, pedestrian and cycle facilities, reticulated sewer and water supply, stormwater drainage, waste and recycling facilities and a street lighting system that aims to deliver a safe environment for our community.

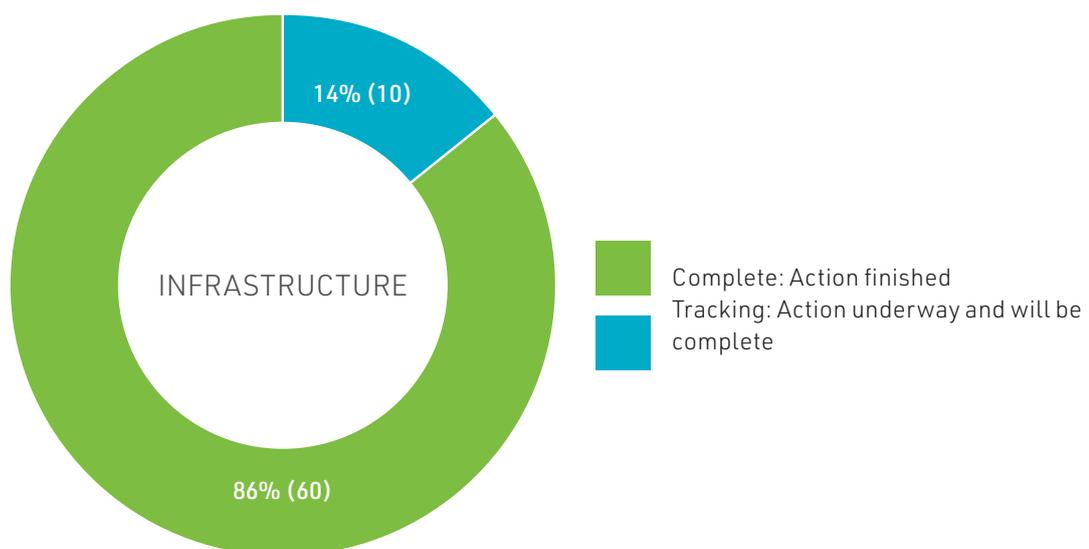
Our community benefits from our geographical location at the centre of NSW with Dubbo being located at the junction of the Golden, Newell highways. The region has access to Sydney through a daily train service and access to Sydney, Melbourne, Brisbane, Canberra and Newcastle from the Dubbo City Regional Airport. The community also has access to the Bodangora Airstrip which provides general aviation facilities and is a vital asset for the Wellington community.

Dubbo has benefited from the initial roll-out of the National Broadband Network (NBN) however, this Plan recognises that we must advocate to government for NBN to be provided in Wellington and for NBN and an improved mobile phone service to be available in our villages and rural areas.

The Dubbo Regional Local Government Area has one of the highest take-up rates for solar energy provision in Australia. Council recognises that our community, business and industry understand the financial and environmental benefits of renewable energies and the role they can play in our sustainable future.

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

HOW ARE WE PROGRESSING?



HOW WE MEASURE SUCCESS

MEASURE	RESPONSIBLE DIRECTORATE	COMMENT
Overall complaints received for rural and urban roads	Infrastructure	<p>The Local Government Area has 1,392km of sealed roads which are maintained by Council. Additionally, there is a total of 1,339km of unsealed roads which are also maintained by Council.</p> <p>Council has an ongoing maintenance schedule to ensure roads are in working order for the community.</p> <p>When the community advises Council of a complaint or a request for action a Customer Request Management (CRM) incident is actioned to Council staff. In 2018/2019 financial year a total of 695 CRM's were received regarding urban roads another 543 CRM's were received regarding rural road's.</p>
Percentage uptake in renewable energy across Council facilities	Infrastructure	<p>Council operates a number of facilities across the Local Government Area. These facilities include the Dubbo Aquatic and Leisure Centre, Macquarie Regional Library, Dubbo Regional Airport, Dubbo Regional Theatre and Convention Centre, two (2) administration buildings, two (2) depots and a number of other facilities.</p> <p>In the 2018/2019 financial year Dubbo Regional Council had a 1% uptake of renewable energy across all of these Council facilities. There are 16 solar photovoltaic (PV) systems installed across the LGA, with a total Kilo Watt (KW) capacity greater than 133kw.</p>
Percentage of residents overall suitability of waste and recycling facilities	Infrastructure	<p>In April 2019 a survey of approximately 1,000 residents using Dubbo Regional Council's Waste and Recycling Facilities was conducted. The survey found that 76% of residents used the waste and recycling facilities regularly.</p> <p>When residents where asked "If you don't use this service regularly, why not?" 40% residents had insufficient waste and 34% residents use personal compost and mulching mechanism as an alternative.</p> <p>It appears that the majority of residents using the service regularly are satisfied with the overall suitability of waste and recycling facilities.</p>
Overall kilometres of road rebuilt or re-sheeted	Infrastructure	<p>Council maintains a total of 1,339km of unsealed roads in the Local Government Area.</p> <p>Council has an ongoing maintenance schedule to ensure roads meet community needs and expectations.</p> <p>In addition to the maintenance of all roads 34 kilometres of road re-building and re-sheeting has been completed.</p>
Number of water and sewerage complaints and call out	Infrastructure	<p>The Infrastructure Division have recorded 2,645 water call outs and 772 sewerage call outs for the 2018/2019 financial year.</p> <p>There were 9 water supply related complaints made and 2 sewerage complaints.</p>

ECONOMY

WHY IS IT IMPORTANT?

The Dubbo Regional Local Government Area benefits from its strategic location in the centre of NSW. Dubbo being located at the junction of the Golden, Newell and Mitchell Highways. The region also benefits from connections offered by the Dubbo City Regional Airport to Sydney, Brisbane, Melbourne, Broken Hill and Newcastle. The region will also have the benefit of being within close proximity to the Brisbane to Melbourne Inland Rail. The strategic location of the region and the significant Infrastructure and transport connections in place provide the very foundations for the development of a diverse regional economy.

Over time, the focus of the region's economy has shifted to be strongly reliant on the service, health and education sectors. This is reflective of the role the region now plays in servicing a significant percentage of western NSW.

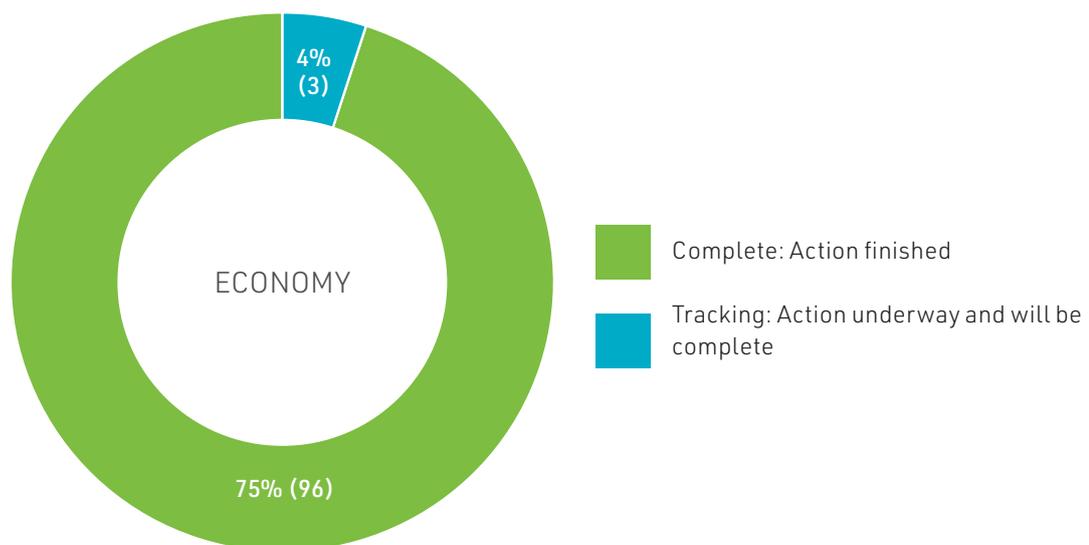
The region is home to several significant tourism assets which support the overall visitor economy. Major established tourism attractions including the Taronga Western Plains Zoo and Council's

Wellington Caves and the Old Dubbo Gaol are key to driving overall visitation to the region which reached a total of 1.259 million in the four year average to June 2019. The region is supported strongly by a domestic market of 1.248 million visitors, with 649,000 people staying an average of 2.1 nights per trip and a stable overseas visitation which is a mix of short stay visas and tourists averaging 11,000 people staying on approximately 23 nights per trip.

Tourism is a key industry in the overall economy of the Dubbo Region, supporting 1550 jobs from latest 2018 ABR data and the sector has grown its value-add to Dubbo Region's Gross Regional Product (GRP) by over 12.5% from \$120,245,000 in 2016 to \$135,320,000 in 2018.

Council has a role in providing leadership in the region to both promote the significant economic development opportunities available and to partner with existing business, industry and providers to ensure our workforce has the appropriate range of skills and experience to meet industry demands.

HOW ARE WE PROGRESSING?



HOW WE MEASURE SUCCESS

MEASURE	RESPONSIBLE DIRECTORATE	COMMENT
Percentage of business and industry active participants in programs and activities	Culture and Economy	<p>Council encourages strong and effective relationships between businesses and Council. Council operates a number of programs and activities across Council operations. Tourist business, new resident programs, events, attractions, festivals and other things.</p> <p>The Tourism Destination program is partnered by 120 businesses located in the Dubbo Regional Local Government Area. The program advertises these businesses to visiting tourists.</p>
Number of placemaking activities facilitated	Culture and Economy	<p>Placemaking capitalises on a local community's assets, inspiration and potential, with the intention of creating public spaces that promote people's health, happiness and well-being.</p> <p>Dubbo Regional Council has facilitated seven (7) place marking activities in the 2018/2019 financial year. Two (2) placemaking activities were specifically dedicated to the Christmas festivities. Another two (2) activities were specifically aims at encouraging residents to shop locally in the region.</p>
Number of visitors to Council-owned and other tourist parks	Culture and Economy	<p>It is important to monitor Council operated tourist facilities to ensure that these businesses are operating appropriately. Council is the owner/operator of a number of tourist facilities including the Wellington Caves and Old Dubbo Gaol.</p> <p>The Wellington Caves complex includes public tours, school tours and accommodation. In the 2018/2019 financial year there were 32,099 attendees to public and school tours. Further, 7,275 guests stayed at the Wellington Caves accommodation facilities.</p> <p>The Old Dubbo Gaol offer public admission and group tours throughout the facility. There were 45,787 admissions to the facility in the 2018/2019 financial year.</p>

COMMUNITY LEADERSHIP

WHY IS IT IMPORTANT?

Community Leadership is an important term that aims to ensure the delivery of the actions and initiatives provided by the community is achieved across a variety of connected stakeholders, including all levels of government, our community and other interconnected service providers. Importantly, our civic leaders are the champions of Council's Integrated Planning and Reporting Framework and the effective liaison between the community and Council.

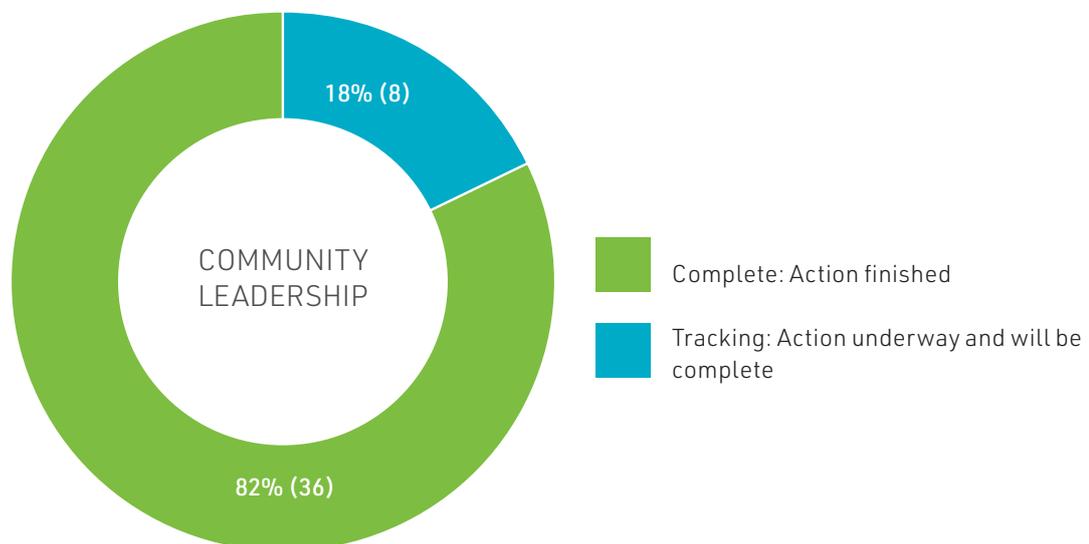
Most importantly, community leadership ensures that Council can continue to operate within its means and ensures value for money is sought across all of Council's processes and actions,

including the actions and initiatives identified by the community.

Of course, this Plan recognises that limited funds are available to deliver all of the identified actions and initiatives which means that Council cannot deliver all actions and initiatives in the first 12 months of the Plan.

The Community Strategic Plan will take our community to 2040. It is important in this period that we have a view on the future whilst ensuring we continue to leverage and maintain our existing community assets.

HOW ARE WE PROGRESSING?



HOW WE MEASURE SUCCESS

MEASURE	RESPONSIBLE DIRECTORATE	COMMENT
Overall community satisfaction with customer services provided	Organisational Performance	<p>In May 2019 Dubbo Regional Council completed a Community Needs and Satisfaction Survey. The survey collected 607 responses from residents of the region aged 18 years and over.</p> <p>In total 74% of customers were satisfied with Council's customer services. 13% of surveyed customers expressed dissatisfaction with customer services. The overall average rating was 3.96 out of 5.</p>
Councils financial sustainability	Organisational Performance	<p>Dubbo Regional Council takes great care in ensuring that the organisation runs in a financially sustainable manner.</p> <p>The Long-Term Financial Plan defines financial sustainability as the ability to provide services and service levels in line with the priorities and aspirations of the community in a manner that ensures equitable funding of services across both the current and future generations of ratepayers.</p> <p>The 2018/2019 Long-Term Financial Plan, budget, annual statement of revenue and fees and charges outlines exactly what strategies will be used to ensure financial sustainability and what income and expenditure Council can expect.</p>
Overall employee satisfaction rating	Organisational Performance	<p>Dubbo Regional Council being an amalgamation from the former Dubbo City Council and Wellington Council has approximately 600 employees across all branches of the organisation.</p> <p>A survey was completed by Council employees to determine which areas of the organisation may require strategies to be implemented to improve employee satisfaction.</p> <p>The survey identified three priority areas which Council continues to provide incentives and encourages improvement in these areas for employees.</p>

LIVEABILITY

WHY IS IT IMPORTANT?

The quality of life our community enjoys comprises a number of interconnected components. Our quality of life and, in fact, the liveability of our community is underpinned by a number of key elements that include access to health care, education, community protection, access to recreation and open space areas, an understanding of our past in terms of Aboriginal and European heritage, public health and safety and the sustainable enjoyment of our natural environment.

Council has a community leadership role in ensuring the population is provided with services and facilities equitable with those provided in other local government areas. However, it should also be recognised that for a number of services and facilities which add to the liveability of our region, Council has an advocacy role with government and other service providers.

Our community has access to a unique range of arts and cultural facilities and parks and recreation facilities which are considered to be unparalleled in regional NSW.

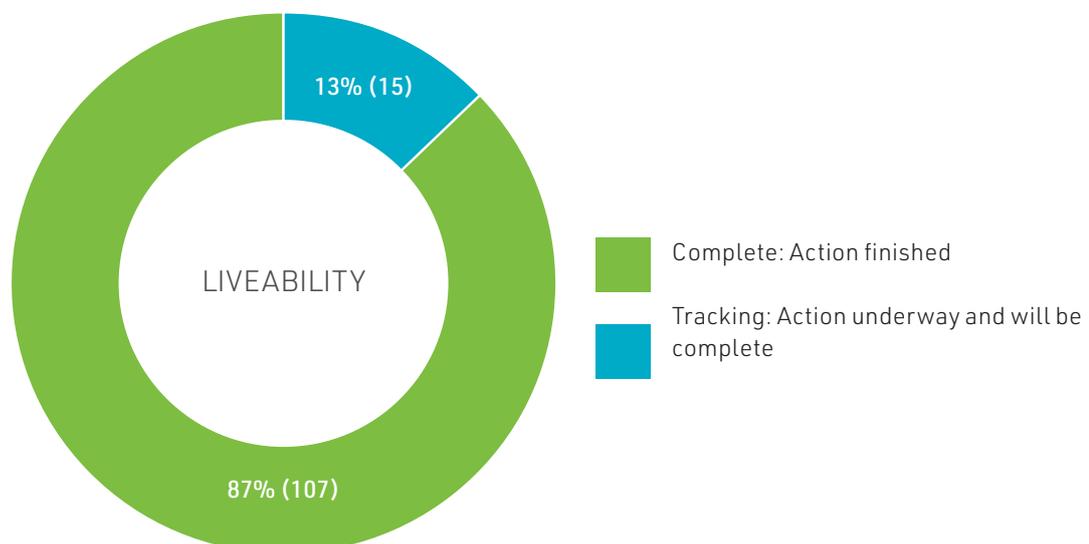
Crime and safety is viewed by our community as a significant issue for the future of the region. This includes the 24-hour availability of police services in Wellington and the provision and maintenance of the safety camera system in Dubbo and Wellington.

Our community understands the need for all levels of government to address issues of crime and drug dependency across the region and the need for a dedicated Drug Court, Youth Koori Court and residential drug rehabilitation facilities in the region.

The redevelopment of the Dubbo Base Hospital is continuing. However, it is unclear as to the long-term intentions of government for the Wellington Hospital.

The health of the Bell, Macquarie and Talbragar rivers and associated environments is an important issue for the community. In addition, the continued conservation of our unique, natural environment and the further education of our community in the importance of environmental issues will ensure we sustainably manage our environment for future generations.

HOW ARE WE PROGRESSING?



HOW WE MEASURE SUCCESS

MEASURE	RESPONSIBLE DIRECTORATE	COMMENT
Overall satisfaction with parks and recreational facilities	Liveability	<p>In May 2019 Dubbo Regional Council completed a Community Needs and Satisfaction Survey 2019. The survey collected 607 responses from residents of the region aged 18 years and over.</p> <p>The survey found that the three highest scoring satisfaction rating for liveability services was firstly the library with 85% satisfaction rate, secondly sports grounds and facilities with 81% satisfaction rating and thirdly parks with 80% satisfaction rating.</p> <p>As an average rating from 1-5 both sporting grounds and facilities and parks received 4.1 rating being a high average rating.</p> <p>Additionally, the survey found that each participant visited sporting grounds and facilities and park an average of 23 times annually.</p>
Complaints received in relation to public areas	Liveability	<p>Dubbo Regional Council has a large amount of public areas which are controlled and operated by Council. Due to the number of areas and difficulties in defining each specific area this measure has been taken to include the Central Business District (CBD) of Dubbo. The CBD is the most important area of the city particularly to ensure the public areas are up kept, neat, tidy and welcoming.</p> <p>There were 26 Customer Requests received in the 2018/2019 Financial Year surrounding the use of the Central Business District.</p>
Number of children in care facilities including family day care	Liveability	<p>Dubbo Regional Council provides two (2) child caring facilities. These facilities are the Rainbow Cottage Childcare Centre and Family Day Care.</p> <p>Rainbow Cottage Childcare Centre has 98 children attending this facility weekly, from 85 families. Rainbow Cottage Childcare Centre has 58 places available per day.</p> <p>The Family Day Care Facility has 322 children enrolled at the facility.</p>

LOCAL GOVERNMENT ACT SECTION 428(4)(A)

AUDITED FINANCIAL REPORTS

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

To access Council's Financial Statements please click on the link below:

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

RATES AND CHARGES WRITTEN OFF

The council's annual report must include the amount of rates and charges written off during the year.

Rates and charges written off by Dubbo Regional Council during 2018/2019:

Description	Amount
Rates - Pension Rebates (S 583(1) Local Government Act 1993)	\$1,368,338
Rates - Postponed Rates (S 595(1) Local Government Act 1993)	\$27,821
Rates - Non Rateable Properties (S 555(1) Local Government Act 1993)	\$1,799
Rates - Levy Adjustments (S 598(1) Local Government Act 1993)	Nil
Charges - Interest on Postponed Rates (S 595(1) Local Government Act 1993)	\$10,392
Charges - Amounts which were unrecoverable	\$3,289

OVERSEAS VISITS

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

The following overseas travel was undertaken during 2018/2019 by Councillors or staff:

- Nil

PAYMENT OF EXPENSES AND PROVISION OF FACILITIES TO COUNCILLORS

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

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

Mayoral and Councillor Fees for the period 1 July 2018 until 30 June 2019 was \$260,899.60.

Mayor and Councillor Travel Subsistence 1 July 2018 until 30 June 2019 was \$21,463.42.

Description	Cost
i. Cost of dedicated office equipment allocated to Mayor and Councillors	\$17,904
ii. Telephone/data charges for Mayor and Councillors	\$5,987
iii. Attendance of Mayor and Councillors at conferences and seminars	\$11,430
iv. Training of Mayor and Councillors and provision of skill development	\$7,050
v. Interstate visits by Mayor and Councillors (transport/accommodation/other travelling expenses)	\$8,383
vi. Overseas visits by Mayor and Councillors (transport/accommodation/other travelling expenses)	Nil
vii. Expenses of any spouse/partner who accompanied the Mayor or Councillors	Nil
viii. Expenses involved in the provision of child care for the Mayor or Councillors	Nil

COUNCILLOR PROFESSIONAL DEVELOPMENT

Holding elected office in a council is a role that carries with it significant responsibilities. All holders of elected offices in councils owe it to the communities that entrust them with this responsibility to ensure that they hold and maintain the skills necessary to exercise their functions effectively on behalf of the community.

Mayors and councillors are ultimately accountable to the community that elects them for the performance of their functions. For this reason, councils are required to publicly report each year in their annual report on the participation of the mayor and each councillor in the council's induction and professional development programs during that year.

The information published in the annual report is to include:

- the name of the mayor and each individual councillor that completed council's induction program (where an induction program has been delivered during the relevant year)
- the name of the mayor and each councillor who participated in any ongoing professional development program during the year
- the number of training and other activities provided to the mayor and councillors during the year as part of a professional development program, and
- the total cost of induction and professional development activities and any other training provided to the mayor and councillors during the relevant year.

There was no induction program completed during 2018/2019 as Councillors were elected in September 2017 and the induction program had been completed prior to 1 July 2018.

The Mayor, Councillor Ben Shields, and Councillors Jane Diffey, Vicki Etheridge, David Grant, Dayne Gumley, Anne Jones, Stephen Lawrence, Greg Mohr, Kevin Parker and John Ryan participated in ongoing professional development throughout the year consisting of Council workshops, seminars, conferences and formal training opportunities.

The number of training and other activities provided to the mayor and councillors during the year as part of a professional development program were 17.

The total cost of induction and professional development activities and any other training provided to the mayor and councillors during 2018/2019 was \$26,863.

CONTRACTS AWARDED

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

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

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

Name of contractor	Goods / services	Amount
Glenn Healey Constructions	Refurbishment of the River Bank Amenities	\$ 176,091.00
Panel Contract • lynco Pty Ltd T/a Lyntet Communications Pty Ltd • Kennedy Surveying Pty Ltd	The Provision of Underground Utility Location Services	\$600,000
Yoff Pty Ltd T/as Dubbo Terrazzo & Concrete Industries	Refurbishment of the Lady Cutler Amenities	\$152,179.68
On the Level (NSW) Pty Ltd Mr Con Lappa	The Grave Digging Contract for Cemeteries	\$450,000
Westrac	718 - Front-end Grader	\$ 354,300.00
Maas Constructions Pty Ltd	The Construction of the Rygate Amenities	\$ 701,534.25
Maas Civil Pty Ltd	Construction of Judy Jakin Drive Realignment at Dubbo City Regional Airport	\$ 772,653.20
Hines Construction PTY LTD	Construction of Wellington Pool	\$7,357,230.00
Portball Pty Ltd t/as Laser Electrical Dubbo	Design, Supply and Installation of Sports Lights for Pioneer Park Dubbo	\$ 193,680.00
Portball Pty Ltd t/as Laser Electrical Dubbo	Design, Supply and Installation of Sports Lights for Pioneer Park Wellington	\$ 238,910.00
Paveline International	Plant 159 - Road Maintenance Truck (Dubbo)	\$ 374,425.20
Techni Clean PTY LTD	Cleaning of Open Space and Recreation Amenities, Dubbo and Wellington	\$ 471,919.28
Stanaway Pty Ltd T/as David Payne	The Documentation and Construction of the NSW RFS Training Academy at Dubbo City Regional Airport	\$16,819,016.15
P&TS Group PTY LTD	The Construction of Pressure Sewerage System in East and Baird Street Dubbo	\$ 116,001.50

Name of contractor	Goods / services	Amount
Tracserv	Valve Maintenance Truck - Plant 151	\$ 200,831.82
L-Don Sporting Areas T/as Active Energy Pty Ltd	The Construction of Multipurpose Courts for Rygate Park	\$ 496,848.00
Ramsben Pty Ltd T/as Country Powerline Constructions	The construction of Level 1 Electricity Installation Dubbo City Regional Airport	\$ 324,255.00
Bennett Lister Developments T/as BLD Constructions	Construction of proposed emergency services facility	\$ 2,091,191.00
Conplant	Plant 2213 - Padfoot Roller - Infrastructure & Delivery Wellington	\$ 197,000.00
Redox Pty Ltd	The Supply and Delivery of Water Treatment Chemical Part A 48 tonnes of PAC	\$ 89,760.00
IXOM Pty Ltd	The Supply and Delivery of Water Treatment Chemical Part B 350 tonnes of Soda Ash	\$ 175,000.00
IXOM Pty Ltd	The Supply and Delivery of Water Treatment Chemical Part D 60 tonnes of hydrofluorosilicic Acid	\$ 66,720.00
IXOM Pty Ltd	The Supply and Delivery of Water Treatment Chemical Part E 55 tonnes of Chlorine Gas	\$ 190,706.00
IXOM Pty Ltd	The Supply and Delivery of Water Treatment Chemical Part F 600 TONNES OF Ferric Chloride	\$ 238,200.00
Country Rite Mix	The supply of Pre Cast Concrete Stormwater Pits - Purvis Lane Project	\$ 123,685.00
Insituform Pacific Pty Ltd	The Construction of Reling of Sewer R Gravity Main - High Street to Cobbora Road	\$ 577,327.59
Tracserv	Plant 2234 - Watercraft Wellington	\$ 498,294.55
Laser Plumbing Dubbo	Purvis Lane Early Works - Construction of Pressure Sewer System	\$ 602,983.49
Tracserv	Water truck for Whylandra Waste Depot - Plant 720	\$ 197,233.00
Maas Construction Pty Ltd	The Construction of the Hire Car Park At Dubbo City Regional Airport	\$ 421,624.67
Gardenscape Design (Dubbo)	Installation of Playground Botanic Gardens	\$ 660,094.00
Maas Construction Pty Ltd	The Refurbishment of the Woolpack Function Centre Dubbo Showground	\$ 367,425.90
Maas Civil Pty Ltd	The Construction of the Unnamed Road off Judy Jenkins Drive DCRA - Stage 2	\$ 970,557.48

Name of contractor	Goods / services	Amount
Ellis and Sons Group Pty Ltd	Documentation and Construction of shade sails at Dubbo Regional Livestock Markets	\$ 684,900.00
West Orange Motors	Replacement of plants 4 Tipping trucks and 3 Tri-axle dog trailers	\$ 1,156,039.98
Yoff Pty Ltd T/as Dubbo Terrazzo & Concrete Industries	The Construction of the Wellington Caves Visitor Experience Centre	\$ 3,545,948.00
Interflow Pty Ltd	The Supply of Sewer Rehabilitation Works Wellington	\$ 664,975.00
BMT WBM Pty Ltd	Ballimore Village Flood Study and Floodplain Risk Management Study and Plan	\$ 98,090.00
Westrac	Supply of an excavator - Plant 197	\$ 343,903.41
Stanaway Pty Ltd T/as David Payne	The Construction of Dubbo Cycling Facility	\$ 4,697,828.00
Rewards Hospitality	The supply of Bedding Furniture and Linen for NSW Rural Fire Service Training Academy Dubbo	\$ 97,949.56
Accent Furniture	The Supply and Installation of Furniture and Equipment for the NSW Rural Fire Service Training Academy Dubbo	\$240,640
P&TS Group Pty Ltd	The Construction of the Stuart Town Non-Potable Water Supply Pipeline and Reservoirs	\$ 149,366.00
Skilltech Consulting Service	The Reading of Water Meters	\$ 190,207.20
Tracserv	Purchase of plant 2201, 2717, 381 - Three Skid Steer Loaders	\$ 259,518.00
Austex Constructions Pty Ltd	Playground Renewal - Cameron Park Wellington	\$450,000
Maas Civil Pty Ltd	The Construction of Pavans Land Sporting Fields	\$582,405.00
Willis Australia Ltd (Willis Towers Watson)	Provision of Insurance brokerage services and placement of insurance.	\$3,793,752.00

LEGAL PROCEEDINGS

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

Details of Legal Proceedings	Amount Incurred	Amount Recovered	State of Progress	Result
Council v Arantz - civil claim for outstanding rates	\$0	\$0	Ongoing	Court awarded Consent Judgement in Council's favour defendant has until 16 October 2019 to pay debt - if not paid will go back to Court
Jetgo - Legal action for the recovery of debts and winding up proceedings	\$24,235	\$0	Ongoing	

PRIVATE WORKS

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

There were no private works undertaken by Dubbo Regional Council in 2018/2019 which were either fully or partly subsidised by Council.

CONTRIBUTIONS

The total amount contributed or otherwise granted under section 356 of the Act.

During 2018/2019, a total of \$156,609 was contributed under this section of the Act, as follows:

Organisation	Donation
Bodangora Reserve Trust	\$1,000
Burrendong Botanic Garden & Arboreta	\$3,500
Central West Leadership Academy	\$5,300
City of Dubbo Eisteddfod Society	\$10,000
Dubbo & District Pipe Band	\$1,500
Dubbo & District Preschool	\$4,000
Dubbo District Concert Band	\$1,845
LeaderLife Limited	\$2,000
Life Education NSW Ltd	\$7,400
Lifeline Central West Incorporated	\$15,000
Lions Club Incorporated Wellington	\$2,300
Mount Arthur Reserve Trust	\$2,518
Muller Park Tennis Club Incorporated	\$2,900
Orana Early Childhood Intervention	\$2,500
Orana K9 Training Club Incorporated	\$3,536
Orana Support Services Ltd	\$12,654
ORISCON Incorporated	\$700
Parkrun Incorporated t/as Parkrun Australia	\$2,500
Provision of Aged Persons Accommodation	\$2,500
St Marys Catholic School	\$1,500
The Salvation Army Orana - Wellington	\$1,114
Twin River's Fishing Club	\$3,000
U3A Dubbo Chapter Incorporated	\$3,197
Walter T Grant Memorial Sen	\$6,230
Wellington Amateur Theatric	\$4,768
Wellington Art Centre Incorporated	\$3,000
Wellington Connect t/s Wellington Men's Shed	\$7,500
Wellington Cowboys Junior Rugby League	\$2,500
Wellington District Cricket	\$2,500
Wellington Girl Guides	\$5,000
Wellington Golf Club	\$2,170
Wellington Information & Neighbourhood Services Incorporated	\$20,000
Wellington PCYC	\$2,830
Wellington Warriors FC Incorporated	\$4,800
Western Region Academy of Sport	\$2,847

EXTERNAL BODIES

A statement of all external bodies that during that year exercised functions delegated by the council.

There are no external bodies exercising functions delegated by Dubbo Regional Council.

CONTROLLING INTERESTS

A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the council (whether alone or in conjunction with other councils) held a controlling interest during that year.

Dubbo Regional Council held no controlling interest in any company during 2018/2019.

JOINT VENTURES

A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the council participated during that year.

Council was involved in the following joint ventures:

- Macquarie Regional Library
- The North West Weight of Loads Groups
- The Bathurst, Orange, Dubbo Alliance of Councils
- The Lower Macquarie Water Utilities Alliance
- Central West Salinity Water Quality Alliance
- Netwaste
- Evocities

EQUAL EMPLOYMENT OPPORTUNITY

A statement of the activities undertaken by the council during that year to implement its equal employment opportunity management plan.

Dubbo Regional Council supports and implements the principles of Equal Employment Opportunity (EEO) by recognising and valuing diversity within the workplace. We achieve this by having workplace policies, practices and behaviours that are fair and do not disadvantage people who belong to particular groups.

The EEO Management Plan supports these principles by facilitating the removal of the systematic barriers to access equity in employment of groups that have been traditionally under represented or disadvantaged.

Building capability of our leaders was Council's focus during the past 12 months, with training and development playing a significant role. Council conducted the following programs to equip our leaders and staff with the necessary skills to recognise, value and respect diversity within the workplace:

- Mental First Aid for Managers;
- Dealing with Aggressive Behaviours;
- GIPA;
- Workplace Support Skills;
- KSAC – Leadership Development and Mentoring Program; and
- Respect in the Workplace.

Looking ahead an EEO Management Plan 2019-2021 is currently being developed to reflect the requirements of Council which aims to build on the actions and achievements previously realised as well as continue fostering a diverse and skilled workforce with improved employment access for EEO target group members. The main focus of the EEO Management Plan will be:

- Increasing cultural diversity & female representation in the workforce through EEO plan and increased participation on matters of equity, diversity and inclusion through the EEO Committee.

Additionally Council will be developing an Aboriginal Employment Strategy in consultation with our indigenous communities with the aim of promoting mutual respect and understanding, breaking down the barriers to employment faced by our indigenous communities as well as increasing our representation of aboriginal employees to reflect the representation of our community.

EMPLOYMENT OF SENIOR STAFF

A statement of the total remuneration comprised in the remuneration package of the general manager during the year that is to include the total of the following:

- (i) The total value of the salary component of the package.*
- (ii) The total amount of any bonus payments, performance payments or other payments made to the general manager that do not form part of the salary component of the general manager.*
- (iii) The total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor.*
- (iv) The total value of any non-cash benefits for which the general manager may elect under the package.*
- (v) The total amount payable by the council by way of fringe benefits tax for any such non-cash benefits.*

A statement of the total remuneration comprised in the remuneration packages of all senior staff members (other than the general manager) employed during the year, expressed as the total remuneration of all the senior staff members concerned (not of the individual senior staff members) and including totals of each of the following:

- (i) The total of the values of the salary components of their packages.*
- (ii) The total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages.*
- (iii) The total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor.*
- (iv) The total value of any non-cash benefits for which any of them may elect under the package.*
- (v) The total amount payable by the council by way of fringe benefits tax for any such non-cash benefits.*

During 2018/2019, Council employed six senior staff as defined under the requirements of the Local Government Act with these being the Chief Executive Officer, Director Organisational Performance, Director Infrastructure, Director Development and Environment, Director Liveability and Director Culture and Economy.

The total amount spent on employing these senior staff was \$1.852 million. This amount includes salaries, fringe benefit tax, leave entitlements, private use of a Council vehicle, employer's superannuation contributions and termination benefits.

Position	Total Employment Cost	Salary Component	Termination	Employers Contribution to Superannuation	Non Cash Benefits - Motor Vehicle	FBT Payable
CEO - Temporary	\$141,811	\$98,340	\$0	\$5,506	\$19,614	\$18,351
CEO - Permanent	\$277,605	\$247,294	\$0	\$15,025	\$7,312	\$7,149
Senior Staff	\$1,433,211	\$1,311,620	\$0	\$112,843	\$5,911	\$5,779

STORMWATER MANAGEMENT SERVICES

If the council has levied an annual charge for stormwater management services—a statement detailing the stormwater management services provided by the council during that year.

Financial details of Council's projected and actual stormwater management services provided in 2018/2019 are as follows:

Stormwater Management Services	Budget	Actual
Income from Continuing Operations	\$2,990,517	\$11,085,625
Expenses from Continuing Operations	\$2,729,367	\$2,383,776
Operating Result surplus/(Deficit)	\$261,150	\$8,701,849
Grants included in Income	\$100,000	\$20,892

Council's Annual Stormwater charge for Dubbo City defined urban area in 2018/2019 was \$93.73 per property, which generated income of \$1,435,041. The Annual Stormwater management fee for Wellington residential and business in 2018/2019 was \$15.57, which generated income of \$33,079.

Council's stormwater operations provided 8,160 pits, 71 retention basins, 61 Gross Pollutant Traps (GPTs), 240 kilometres of drainage pipes, two wetlands and one Bioswale.

The total operating revenue increased due to an increase in Developer Contributed Assets to infrastructure.

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

STATEMENT IN COMPLIANCE WITH SPECIAL VARIATIONS APPROVAL CONDITIONS

A report on special variation expenditure if required to do so by the instrument made by the Minister.

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

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

A condition of the approval of these special variations is that expenditures are clearly reported in the Annual Report. In 2018/2019, the total revenue generated from the Special Variations was \$3.679 million and the expenditure from this revenue was as follows:

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

The total expenditures were \$3.679 million with no unexpended balance required to be allocated.

COMPANION ANIMALS ACT AND REGULATION

A detailed statement, prepared in accordance with such guidelines as may be issued by the Director-General from time to time, of the council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1998 and the regulations under that Act including:

- a) Lodgement of pound data collection returns with the Office.
- b) Lodgement of data about dog attacks with the Office.
- c) The amount of funding spent on companion animal management and activities.
- d) Companion animal community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats.
- e) Council's strategies for complying with the requirement under section 64 of the Act to seek alternatives to euthanasia for unclaimed animals.
- f) Off leash areas provided in the council area.

Council lodged an annual return in September 2019 to the Office of Local Government for 2018/2019. The return outlined the year's data for animals entering the Dubbo City Animal Shelter and the Wellington Pound including animals returned to their owners, animals released to new owners, animals relocated to other organisations and animals euthanised.

In the 2018/2019 financial year, Council reported 75 dog attacks to the Office of Local Government. Rangers responded to 870 stray animals, 189 barking dog complaints, 151 cat trap requests and impounded 1,613 dogs and 1,105 cats.

Council's total expenditure on Companion Animals in 2018/2019 was \$883,514 including the operation of the Dubbo Animal Shelter.

A total of \$97,884.50 was received on behalf of the Office of Local Government for animal registrations. Income returned to Council from the Office of Local Government Companion Animal Registration funds was \$90,522 for the year.

A further amount of \$112,159 was received from impounding fees/fines and other related income.

The total income amount of \$203,307 reduced the General Fund contribution for running this activity by that amount.

The Ranger and Impounding Services Function undertook a range of educational activities to promote responsible pet ownership. This included media releases and information distributed via local media and online as well as a range of printed brochure material. The Dubbo City Animal Shelter facebook page is a major tool for communicating with residents. Topics covered include animal welfare tips and environmental pollution issues. Information has also been distributed to new residents via Council's new resident kits and information evenings.

Ranger Services also facilitated the tenth annual Dubbo Pets Month promotion in September 2018. This promotion encourages responsible pet ownership and offers sponsor-supplied prizes for the annual photo competition and colouring in competition. As part of Pets Month, Rangers held

educational talks with many local schools. Tips were delivered via local radio and incentives were given to residents walking dogs on lead. Free microchipping was offered in the Wellington area to improve compliance. The Shelter pet tag engraving machine has also been popular with a free engraved tag being included with all releases and adoptions from the Shelter.

Dubbo Regional Council provides 16 leash-free areas in its Council area including three fenced areas with agility courses. As part of Council's program to improve these areas, continued maintenance was undertaken on all three fenced leash-free areas.

The Dubbo City Animal Shelter has strategies in place to seek alternatives to euthanasia for unclaimed animals. The primary strategy is to encourage the re-homing of animals through partnership with the RSPCA and other rescue groups. In 2018/2019 the Shelter continued to increase its rehoming of animals by building on its relationships with rescue groups and through its own adoption program. The use of social media facilitates the shelter's re-homing efforts and a 'Pet of the Week' is advertised in the local print media as part of a campaign to encourage the adoption of pets. A strong partnership with Dubbo RSPCA Foster Care provides a regular avenue for RSPCA to re-home impounded animals. Council have a Policy for the Management of Infant and Feral Animals to allow fostering of infant animals and immediate euthanasia of feral animals that are received. All animals adopted from Council are vaccinated, desexed, microchipped and registered.

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

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

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

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

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

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

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

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

- A review and continual improvement of the systems and mechanisms utilised by the organisation to facilitate easy and effective access by members of the public to information that they have a right to view, download or copy (where applicable).
- Scheduled review of Council-held information, including what is available to the public on the Council website.
- In instances when information is not available on the Council website, ensuring that it may be accessed by other means.
- Reviewing the types of information requested via Formal Access applications and via customer contact with Council's Customer Service Centre and deciding if the information should be made readily available to all members of the public.

For the period 2018/2019, Council received in total 25 Formal Applications, of which 19 applications were granted access in full.

Council is proactively releasing all information as required by the GIPA Act via an Information Guide and will continue to monitor the types of information that the public requests to ensure that, if applicable, it is made proactively available.

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

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

	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	3	0	0	0	0	0	0	0
Not for profit organisations or community groups	1	0	0	0	0	0	0	0
Members of the public (application by legal representative)	16	3	1	1	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

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

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

	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	1	0	0	0	0	0
Access applications (other than personal information applications)	20	3	0	1	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

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

Table C: Invalid applications

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

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

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

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

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

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	1
Business interests of agencies and other persons	3
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	25
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	25

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

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

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

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

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

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

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

PLANNING AGREEMENTS

A planning authority that has entered into one or more planning agreements must, while any such planning agreements remain in force, include in its annual report particulars of compliance with and the effect of the planning agreements during the year to which the report relates.

Council did not enter into any Planning Agreements in 2018/2019.

PUBLIC INTEREST DISCLOSURES

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

- (a) the number of public officials who have made a public interest disclosure to the public authority - *Two*
- (b) the number of public interest disclosures received by the public authority in total and the number of public interest disclosures received by the public authority relating to each of the following - *Nil*
 - (i) corrupt conduct - *Two*
 - (ii) maladministration - *Nil*
 - (iii) serious and substantial waste of public money or local government money (as appropriate) - *Nil*
 - (iv) government information contraventions - *Nil*
 - (v) local government pecuniary interest contraventions - *Nil*
- (c) the number of public interest disclosures finalised by the public authority - *Two*
- (d) whether the public authority has a public interest disclosures policy in place - *Public Interest Disclosures Policy adopted by Dubbo Regional Council at its Ordinary meeting held 24 October 2016*
- (e) what actions the head of the public authority has taken to ensure that his or her staff are aware of responsibilities under section 6E (1) (b) of the Act have been met - *posters on notice boards throughout work areas, Code of Conduct training to all staff and Councillors including Public Interest Disclosures processes, policy available on Council website and Intranet.*
- (f) public interest disclosures made by public officials in performing their day to day functions as such public officials - *Two*
- (g) public interest disclosures not within paragraph (f) that are made under a statutory or other legal obligation - *Nil*
- (h) all other public interest disclosures - *Nil*



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ANNUAL REPORT 2018-2019

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