



AGENDA

CULTURE AND COMMUNITY COMMITTEE

12 AUGUST 2025

MEMBERSHIP: Councillors J Black, L Butler, S Chowdhury, J Cowley, M Dickerson, R Ivey, K Richardson, A Ryan, P Toynton, P Wells and M Wright.

The meeting is scheduled to commence at 5:30 PM.

Page

CCC25/34 LEAVE OF ABSENCE (ID25/485)

CCC25/35 CONFLICTS OF INTEREST (ID25/486)

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.

CCC25/36 REPORT OF THE YOUTH COUNCIL - MEETING 1 JULY 2025 (ID25/1389)

The Committee had before it the report of the Youth Council meeting held 1 July 2025.

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CCC25/37 OUTCOME OF PUBLIC EXHIBITION FOR VICTORIA PARK AND OLD DUBBO GAOL CROWN LANDS PLAN OF MANAGEMENT (ID25/1322)

The Committee had before it the report dated 3 July 2025 from the Manager Recreation and Open Spaces regarding Outcome of Public Exhibition for Victoria Park and Old Dubbo Gaol Crown Lands Plan of Management.

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CCC25/38 DRAFT 2025-2030 DUBBO REGION EVENTS STRATEGY (ID25/1497)

The Committee had before it the report dated 29 July 2025 from the Events and Partnerships Team Leader regarding Draft 2025-2030 Dubbo Region Events Strategy.

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- CCC25/39 AUSTRALIAN KART CHAMPIONSHIPS - MULTI-YEAR OPPORTUNITY TO HOST (ID25/1443)** 137
The Committee had before it the report dated 24 July 2025 from the Events and Partnerships Team Leader regarding Australian Kart Championships - Multi-year Opportunity to Host.
- CCC25/40 UPDATE ON SISTER CITY RELATIONSHIPS (ID25/1446)** 141
The Committee had before it the report dated 24 July 2025 from the Cultural Development Coordinator regarding Update on Sister City Relationships.
- CCC25/41 TENDER - VICTORIA PARK AMENITY BLOCK, DESIGN AND CONSTRUCT (ID25/1515)**
The Committee had before it the report dated 31 July 2025 from the Manager Recreation and Open Spaces regarding Tender - Victoria Park Amenity Block, Design and Construct.

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)).



DUBBO REGIONAL
COUNCIL

Report of the Youth Council - meeting 1 July 2025

AUTHOR: Governance Officer
REPORT DATE: 11 July 2025

The Council had before it the report of the Youth Council meeting held 1 July 2025.

RECOMMENDATION

That the report of the Youth Council meeting held on 1 July 2025, be noted.



REPORT YOUTH COUNCIL 1 JULY 2025

PRESENT: Councillor J Cowley, the Aboriginal Liaison Officer, the Youth Development Officer, A Jones (Community Representative), R Faber (Community Representative), B Fernando Fuller (Community Representative), A Forrester (Community Representative), N Jadhav (Community Representative) and M Richardson (Community Representative).

ALSO IN ATTENDANCE:

The Manager Community Services, the Events and Partnerships Coordinator, the Customer Experience Team Leader and the Community Services Administration Officer.

Councillor Cowley assumed the Chair of the meeting and passed the chairing of the meeting to B Fernando Fuller who assumed the chair.

An acknowledgement of country was delivered by the Aboriginal Liaison Officer.

The proceedings of the meeting commenced at 4:00 PM.

YC25/36 APOLOGIES (ID25/1194)

Apologies were received from Councillor P Wells and A Forrester.

OUTCOME

That apologies from Councillor P Wells and A Forrester be accepted.

The Manager Community Services attended via audio visual link.

YC25/37 CONFLICTS OF INTEREST (ID25/1195)

There were no conflicts of interest declared.

YC25/38 REPORT OF THE YOUTH COUNCIL - MEETING 3 JUNE 2025 (ID25/1212)

The Youth Council had before it the report of the Youth Council meeting held 3 June 2025.

RECOMMENDATION

1. That the report of the Youth Council meeting held on 3 June 2025, be noted.

2. That the apologies from Councillor P Wells and J Cowley be noted.

YC25/39 MATTERS ARISING FROM PREVIOUS MINUTES (ID25/1197)

There were no matters arising from the previous minutes.

YC25/40 SUBCOMMITTEE/WORKING GROUP REPORT (ID25/1198)

No report received.

YC25/41 HOT TOPICS (ID25/1199)

The following hot topics were discussed:

- Queensland Flood Relief: Volunteers are being sought for a fundraiser to be held Wellington on 5 July 2025.
- Astley Cup
- A higher number of students from St Johns Catholic School and the Christian School are attending the Senior Campus this year.

OUTCOME

That the hot topics discussed be noted.

YC25/42 COUNCIL AND COMMUNITY UPDATES (ID25/1200)

NAIDOC Week Celebrations:-

- The NAIDOC ball has been sold out.
- The NAIDOC march, 7 July 2025, will start at Bob Jane at 10:00am, followed by the Flag Raising, cutting of the cake, then the Fun Day in Victoria Park.
- This year marks the 50th anniversary of NAIDOC events.
- NAIDOC Day events will also be held at Tubbagah Reserve.
- The Aboriginal Liaison Officer will be featuring on Council's Facebook Page on Friday.

Sporting Events and Clinics

- John Moriarty Football Clinic: 9 and 10 July, and gala day at Barden Park.
- An Indigenous Soccer Event which is usually held on the coast will be held at Apex Oval.
- NSW Touch
- Waratahs Knockout in September.
- A Representative Oz-tag is being organised.

OUTCOME

That details of the NAIDOC events will be forwarded to all Councillors.

YC25/43 YOUTH ACTION PLAN IMPLEMENTATION (ID25/1201)

The Youth Council was addressed by Youth Development Officer regarding the Youth Action Plan Implementation.

OUTCOME

That the address by the Youth Development Officer be noted.

YC25/44 UPCOMING EVENTS AND OPPORTUNITIES (ID25/1202)

The following upcoming events and opportunities were noted:

An event is scheduled to take place at the Dubbo Regional Theatre and Convention Centre in October, featuring Todd Carney, former rugby league player and founder of Reboot: Mindset Academy.

OUTCOME

That the upcoming event be noted.

YC25/45 ISSUES AND CONCERNS RAISED BY YOUTH (ID25/1203)

The following issues or concerns were raised from submissions:

- A lack of safe gathering locations for Youth.
- Youth event details are difficult to obtain.

OUTCOME

1. **That the issues and concerns raised be noted.**
2. **That a feasibility study and report be prepared regarding a Youth Centre.**
3. **That the Youth Council members remain informed regarding youth events and share details with others.**

YC25/46 DUBBO REGIONAL COUNCIL COMMUNITY SAFETY AND CRIME PREVENTION PLAN (ID25/1204)

The Youth Council was addressed by the Manager Community Services regarding this item.

OUTCOME

That the address by the Manager Community Services be noted.

YC25/47 BUSINESS AND NEW PROPOSALS (ID25/1205)

There were no business or proposals discussed at this item.

YC25/48 REGIONAL EVENTS STRATEGY (ID25/1207)

The Youth Council was addressed by Events and Partnerships Coordinator regarding the Regional Events Strategy.

OUTCOME

1. That the address by the Events and Partnerships Coordinator be noted.
2. That the Regional Events Strategy go out for public exhibition following consideration at the July Council Meeting.

YC25/49 CUSTOMER SERVICE STRATEGY ACTION PLAN AND CHARTER (ID25/1209)

The Youth Council was addressed by Customer Experience Team Leader regarding the review of Council's Customer Service Strategy Action Plan and Charter.

OUTCOME

1. That the address by the Customer Experience Team Leader be noted.
2. That Youth Council members express views and concerns regarding the Customer Service Strategy Action Plan and Charter via Councils YourSay page.

YC25/50 NSW YOUTH COUNCIL SURVEY RESULTS (ID25/1208)

The Youth Council was addressed by M Richardson (Community Representative) regarding the NSW Youth Council Survey Results.

OUTCOME

1. That the NSW Youth Council survey was very successful.
2. That the results of the survey be provided to each Youth Council member.

YC25/51 CHANGE OF MEETING DATES (ID25/1210)

The Youth Council was addressed by the Youth Development Officer regarding the change of meeting dates.

OUTCOME

That Youth Council meetings in future be held on the first Thursday of the month commencing at 4.00 pm.

YC25/52 NEXT MEETING DETAILS AND CLOSE (ID25/1206)

The Youth Council gave consideration to future meeting dates.

OUTCOME

That the next meeting be held on 7 August 2025.

The meeting closed at 4:55pm.

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CHAIRPERSON



REPORT: Outcome of Public Exhibition for Victoria Park and Old Dubbo Gaol Crown Lands Plan of Management

DIVISION: Community, Culture and Places
REPORT DATE: 3 July 2025
TRIM REFERENCE: ID25/1322

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none">Seek endorsement	
Issue	<ul style="list-style-type: none">Adoption of Plan of Management for Old Dubbo Gaol and Plan of Management Victoria Park, as required under <i>the Crown Land Management Act 2016</i>.	
Reasoning	<ul style="list-style-type: none">Compliance with the <i>Crown Land Management Act 2016</i> – Plan of Management for Crown Reserves (Community Land) managed under trust by Dubbo Regional Council.	
Financial Implications	Budget Area	Community Culture and Places / Recreation and Open Spaces.
	Funding Source	General Rates
	Proposed Cost	\$500
	Ongoing Costs	Maintenance of facilities identified within the Plans of Management are identified within Council's annual budget and forecasts. Capital Works will be implemented as identified within forward budgets, or as funding opportunities are identified.
Policy Implications	Policy Title	Not applicable
	Impact on Policy	Not applicable

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 four principal themes and a number of objectives and strategies. This report is aligned to:

Theme: 2 Thriving and Inclusive Communities'

CSP Objective: 2.3 Our community enjoys diverse sports, recreation, and social activities.

Delivery Program Strategy: 2.3.5 Maintain and enhance passive and active open spaces for community use.

Theme: 2 Thriving and Inclusive Communities'

CSP Objective:	2.3 Our community enjoys diverse sports, recreation, and social activities.
Delivery Program Strategy:	2.3.3 Increase opportunities for entertainment, recreation, and cultural activities for all ages.

RECOMMENDATION

1. That Council adopt the Plan of Management for the Old Dubbo Gaol and Plan of Management Victoria Park.
2. That the Department of Planning, Housing and Infrastructure – Crown Lands be notified that the Plan of Management for the Old Dubbo Gaol and Plan of Management Victoria Park have been adopted without changes.
3. That the Plan of Management for the Old Dubbo Gaol and Plan of Management Victoria Park be placed on Council's website to make them publicly available.

Craig Arms
Director Community, Culture and Places

IM
Manager Recreation and
Open Spaces

BACKGROUND

Previous Resolutions of Council

11 March 2025 CCC25/9 ID25/60	<ol style="list-style-type: none">1. <i>That the draft Victoria Park and Old Dubbo Gaol Plan of Management be endorsed for the purpose of public exhibition for a period of 42 days.</i>2. <i>That a further report be submitted to Council detailing results of public exhibition, for adoption of the final plan.</i>
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REPORT

Under the *Crown Land Management Act (CLM Act) 2016*, that came into force 1 July 2017, Councils are required to produce Plans of Management for Crown Lands under their care and management that are classified as “Community Land.”

Under the CLM Act the draft Plans of Management are to be publicly exhibited for 28 days, with a further 14 days for further comments. Council resolved to publicly exhibit the documents for the full 42 days.

Two draft Plans of Management, being Old Dubbo Gaol and Victoria Park, were placed on public exhibition from the 14 April to 29 May 2025. The mechanisms for the public exhibition included Council’s YourSay platform, social media as well as the provision of hard copies at the Macquarie Regional Library (Dubbo and Wellington) and the Civic Administration Building (Dubbo and Wellington). Associated with the plans was a summary sheet detailing the legal requirement for the plans, and the salient points for each of them.

No formal submissions were received. Below are the engagement snapshot statistics resulting from the public exhibition of the plans.



MAY 2025

Plans of Management for Crown Reserve 2025-2035 - Victoria Park

Engagement snapshot

Outcomes of the Ordinary Council Meeting on Tuesday 25 March 2025 resulted in Council endorsing Report CCC25/9 - Draft 2025-2035 Victoria Park of Management to be placed on public exhibition where community and stakeholders were encouraged to participate.

A summary of the engagement activities and community participation are highlighted below.

How we reached you and raised awareness



45 days of engagement

14 April - 29 May 2025



YourSay project page

- 119 visits
- 2 project followers
- 87 document downloads
- No formal submissions received



Digital engagement

- 3,343 social media reach (the number of times a post has been viewed)
- 33 social media engagements (the number of times a post was interacted with - which can be likes, shares, comments etc)



Customer support & information

Copies were available at:

- Council Customer Experience Centres
 - Wellington and Dubbo
- Macquarie Regional Library
 - Wellington and Dubbo

Outcomes and next steps

A report will be provided to Council at the Ordinary Council Meeting, at a date to be confirmed, detailing the results of public exhibition, and seek adoption of the final plan.



We would like to thank everyone who participated in this activity. Your valuable feedback is greatly appreciated.



MAY 2025

Plans of Management for Crown Reserve 2025-2035 - Old Dubbo Gaol

Engagement snapshot

Outcomes of the Ordinary Council Meeting on Tuesday 25 March 2025 resulted in Council endorsing Report CCC25/9 - Draft 2025-2035 Old Dubbo Goal Plan of Management to be placed on public exhibition where community and stakeholders were encouraged to participate.

A summary of the engagement activities and community participation are highlighted below.

How we reached you and raised awareness



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- Copies were available at:
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Outcomes and next steps

A report will be provided to Council at the Ordinary Council Meeting, at a date to be confirmed, detailing the results of public exhibition, and seek adoption of the final plan.



We would like to thank everyone who participated in this activity. Your valuable feedback is greatly appreciated.

Although there was reasonable activity and viewing of the documents, no submissions were received from the public exhibition for either plan.

Consultation

The two draft Plans of Management, being Old Dubbo Gaol and Victoria Park, were placed on public exhibition from the 14 April to 29 May 2025.

Council developed and promoted the plans via the YourSay platform, social media as well as the provision of hard copies at the Macquarie Regional Library (Dubbo and Wellington) and the Civic Administration Building (Dubbo and Wellington).

Associated with the plans was a summary sheet detailing the legal requirement for the plans, and the salient points for each of them.

Resourcing Implications

The Plans of Management will be placed on Council's website to ensure that the community has full access to them.

The Plans of Management, and any associated master plans and strategic documents associated with these public places, assist Council in managing and developing these spaces for our community. Additionally, the adoption of the Plans of Management assist Council in applying for external funding as they demonstrate a clear and concise direction for the future use of these areas.


Only minor resources are required internally of Council to put this into effect. The Plans of Management are to be formally reviewed every 10-years, however minor reviews may occur as required.

Planned Communication

The public will be informed of these and other Plans of Management as they are adopted by making them accessible via Council's website.

APPENDICES:

- 1 [🔗](#) Old Dubbo Gaol PoM July 2025 Final
- 2 [🔗](#) Victoria Park PoM July 2025 Final

A large decorative graphic on the left side of the page. It consists of a teal arc on the left and a circular inset on the right. The circular inset shows a photograph of a long, narrow prison corridor with wooden floors, wooden walls, and a series of cell doors. The corridor is lit by overhead lights, and a bright light is visible at the end of the hallway.

2025-2035 OLD DUBBO GAOL PLAN OF MANAGEMENT



Chief Executive Officer's Message

We aspire to being recognised as the inland capital of regional NSW. This Plan of Management represents a continuing step in the development of the city as a regional leader. The plan highlights a place of cultural significance.

This plan gives prominence to the consistent improvement of Old Dubbo Gaol to date, its interpretive and historic development and thorough master planning.

Highlights of the plan include management actions to 2030. It links to city wide needs for opportunities to encourage a diverse range of uses with our unique heritage places as a backdrop.

The 10 year plan offers opportunity for development of exhibition space, presentation of Old Dubbo Gaol to Macquarie Street, and interpretation. It lays concept plans and opportunities for further consideration over time.

Murray Wood
Chief Executive Officer

“ We aspire to be recognised as the inland capital of regional NSW... ”



Acknowledgement of Country

We acknowledge the Wiradjuri people who are the traditional custodians of the land on which we live, work and play. We pay our respects to Elders past, present and emerging of the Wiradjuri Nation and thank them for their care of the land, water and sky and extend that respect to other Indigenous Australians.

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Old Dubbo Gaol vision

To continue to engage the community in this remarkably complete and intact state heritage gaol, explaining and illustrating the powerful, surprising and dark moments in Australian prison history



Executive summary

Purpose of a plan of management

This plan is a synopsis of the master planning, cultural heritage and interpretive work already developed to date for Old Dubbo Gaol. The objective of this plan is to present achievable and specific outcomes for Old Dubbo Gaol over the next 10 years.

A plan of management is an aspirational framework prepared in consultation with the community for the development and operation of community owned lands, parks and reserves. Old Dubbo Gaol is reserved NSW Crown Land.

Respect for our cultural traditions

This Plan of Management recognises the rights of the local Wiradjuri people as the traditional owners. Our Council aims to work respectfully and inclusively in the preparation of actions and future outcomes for Old Dubbo Gaol.

Enhancing the relationship of traditional owners with the land has been linked to maintaining a healthy cultural life, identity and autonomy and is an aspiration of the preparation of this plan of management.

Introduction

Old Dubbo Gaol (ODG) is situated along Macquarie Street, it is set back from the street and is accessed via Eddie Meeks Place. The Old Dubbo Gaol (Lots 1, 4 and 6, and part Lot 2, DP 40398) are identified in the Dubbo Local Environmental Plan as heritage item I144. It is a State Heritage listed site managed by Dubbo Regional Council (DRC) on NSW government owned land. It is the aim of this document to support ongoing operational effectiveness of this cultural tourism asset.

The gaol operated for 119 years from 1847 to 1966. Since 1966 the gaol has been preserved for its historic value by Council and the community.

It is a major attraction due to its unique offering, such as the such as the NSW State Hangman's kit, and its unique location in the heart of a modern city.

This Plan of Management (PoM) has been prepared as a response to the changes in the *Crown Land Management Act 2016* (CLM Act). Under the CLM Act, Council now manages the Crown land in the same way as Council owned land under the *Local Government Act 1993* (LG Act). Under the new CLM Act, Plans of Management are required for all Council controlled Crown Land that are classified within the LG Act as being "Community Land." The preparation of a PoM also allows Council to issue leases and licenses over Crown land without ministerial consent.

Scope of this PoM

This PoM covers the required information regarding land classification and categorisation. It includes information regarding land ownership, the reserve numbers, lots and Deposited Plans.

This plan draws on and summarises information provided by external consultants such as:

- Old Dubbo Gaol Scoping Study, 2019, by Sanmor and Associates and Thylacine.
- Design Plan & Cost Benefit Analysis Framework, Old Dubbo Gaol - Stage 2, 2018, by 3-D Projects with SGS Economics & Planning and Lyons Advantage.
- Old Dubbo Gaol Concept Design Plan, 2017, by 3D Projects and Lightwell.
- Old Dubbo Gaol Exhibition Master Plan, 2015 by Thylacine.
- Significance Assessment: Hangman's Collection - Old Dubbo Gaol Museum, 2015, by Dr Emma Kearney & Dr Bruce Pennay.
- Conservation Management Plan, 2012, by Graham Hall and Partners.
- Draft Conservation Management Plan, 2002, by Design 5 Architects.



Cultural values, heritage and significance

The ODG is categorised as an area of cultural significance. Assessment of significance values has resulted in actions for future conservation, interpretation and management of the place. Documents prepared for Council have contributed to registration of ODG as culturally significant by Heritage NSW.

Significance is assessed on values including historic, associative, aesthetic and social significance. The assessment of significance has categorised the gaol on points of research potential, rarity, and representativeness. ODG is generally considered to be artefact rich. ODG is uncommon in its completeness. It is possibly the most complete country gaol listed on the Register of the National Estate. Most of the other country gaols have been removed, demolished, or altered so significantly that it is not easy to interpret their origins and functions. In this respect ODG has HIGH significance for the State and for the region beyond the Blue Mountains.

The visitor value of a visit to ODG is high as the presentation of the gaol is at a high level. There are many opportunities to build on the experience of the gaol through further expansion and interpretation of the gaol artefacts, cultural background of prisoners and diversity. Improvements to the current offering can be found at points for:

- further educational programs,
- improved sequencing of exhibitions for the visitor when exploring the gaol,
- diversify themes of ODG to create a distinct and unique experience,
- improve methods of interactive and interpretive materials to draw wider audiences of wider age/ demographic/culture/ability to the gaol.

Management Principles, Objectives and Actions

Broad principles have been derived for DRC PoM program across objectives to:

- Create Vibrant and Diverse Experiences
- Respect Cultural Heritage
- Strive for Environmental Sustainability
- Enhance Community Engagement
- Improve Financial Sustainability

The actions for management also follow the Dubbo Regional Council 2040 Community Strategic Plan which identifies that Old Dubbo Gaol is a prime tourist attraction in the region.

Consultation

Aspirations voiced by our community are to enable access to a diverse range of open space experiences.

Our community has also expressed the importance of respecting and protecting our unique environment.

Key aspirations of the community strategy

Our 2040 Community Strategic Plan follows the key strategic aspirations for the future. The aims are to spark:

- opportunities to grow
- incorporation of technology
- support to the regional economy
- educational experiences

The 2040 Community Strategic Plan forms the foundation for objective setting, principles, and actions delivered for each precinct plan.

Consultation with stakeholders and community

In support of the overarching planning framework, consultation with stakeholders for the PoM has identified principles for the development of parks, cultural sites and reserves.

Participants of stakeholder meetings were asked to assist with the identification of issues and opportunities as well as confirm the strategic directions of the plan of management program.

The consultation provided feedback that has assisted in setting principles and key directions.

The principles of the plan of management program are to:

- Respect cultural heritage
- Be places of vibrant diverse experiences
- Respond to the needs of the community
- Seek economic development opportunities

The second tier of key messages stakeholders supported as important for plan of management development included:

- seeking partnership with the local community
- supporting land stewardship
- enhancing community health
- building on the Dubbo Region identity.

Community consultation

This PoM was placed on public exhibition from 14/04/2025 to 29/05/2025 in accordance with section 38 of the LG Act. A total of zero (0) submissions were received.

In accordance with section 39 of the LGA Act, the draft PoM was referred to the Department of Planning, Industry and Environment – Crown Lands, as representative of the state of NSW, which is the owner of the Reserve. Council has included in the plan any provisions that have been required by the Department of Planning, Industry and Environment – Crown Lands.

Land information

Description

ODG is situated along Macquarie Street, it is set back from the street and is accessed via Eddie Meek Place. It is a small, compact gaol located within the Central Business District (CBD) of Dubbo within enclosed walls. The gateway entrance has been restored with wooden block paving.

It is a heritage listed place managed by DRC on NSW government owned land. It is the aim of this document to support ongoing operational effectiveness of this cultural tourism asset.

ODG is walled by a brick wall at a height of approximately 4.2m (14 feet) and contains several buildings and structures. The enclosing wall is extensive and high. It is built of Dubbo red-brown bricks in English bond, with piers, laid in lime mortar. Above the north-eastern corner of the wall is a watchtower having a wide eaved roof of corrugated iron².

Located on the low northern sandstone wall on the approach to ODG are two bronze surveyor markers. These markers denote the old 'chain' measurement (22 feet or 20.12m).

The site location, buildings and landscaped areas are shown in plan at Figure 1.

The general site plan includes:

- Eddie Meeks Place: the brick paved entrance toward the Western Gatehouse.
- The Western Gatehouse: main entry with heritage reconstruction of the wood block setts at the entry.
- The Male Division: including the dark cells, condemned cell and padded cell.
- The Female Division: with adjoining yard
- The Watch Tower
- The Debtors Exercise Yard and Remand cells.
- The Gallows Gallery: previously the female exercise yard.
- The Eastern Gatehouse
- Exercise Yards No 1 & No 2.
- The Gallows
- The Well
- The Infirmary and Kitchen building

Detailed surveys of the building structures have been undertaken as part of the Old Dubbo Gaol Conservation Management Plan Volume 1.



2025-2035 OLD DUBBO GAOL PLAN OF MANAGEMENT



Figure 1: Old Dubbo Gaol key site plan

Land classification

ODG is within the Crown land reserve 24311.

The purpose of the reservation under the Crown land gazette of 27 June 1896 was for public buildings. A reproduction of the reserve from sale is shown at Image 1. The reserve under the Crown Land portal is shown at Figure 2.

A map showing land information is at Figure 5.

Council has been nominated trustee from 22 June 1973, with assignment of the former Dubbo City Council as corporate trust in 23 November 1990 under the previous *Crown Lands Act 1989*.

Under the CLM Act, Crown land managed by local government must be classified under section 36 of the *Local Government Act 1993* (LG Act). Reserve 24311 is classified as community land, at Figure 2.

Land categorisation for cultural significance

The core objectives for management of community land categorised as an area of cultural significance are:

- (1) The core objectives for management of community land categorised as an area of cultural significance are to retain and enhance the cultural significance of the area (namely its Aboriginal, aesthetic, archaeological, historical, technical or research or social significance) for past, present or future generations by the active use of conservation methods.
- (2) Those conservation methods may include any or all of the following methods –
 - (a) the continuous protective care and maintenance of the physical material of the land or of the context and setting of the area of cultural significance,

(b) the restoration of the land, that is, the returning of the existing physical material of the land to a known earlier state by removing accretions or by reassembling existing components without the introduction of new material,

(c) the reconstruction of the land, that is, the returning of the land as nearly as possible to a known earlier state,

(d) the adaptive reuse of the land, that is, the enhancement or reinforcement of the cultural significance of the land by the introduction of sympathetic alterations or additions to allow compatible uses (that is, uses that involve no changes to the cultural significance of the physical material of the area, or uses that involve changes that are substantially reversible or changes that require a minimum impact),

(e) the preservation of the land, that is, the maintenance of the physical material of the land in its existing state and the retardation of deterioration of the land.

(3) A reference in subsection (2) to land includes a reference to any buildings erected on the land.



Figure 2: Crown Lands Portal: Reserve 24311

Reserve details

Reserve 24311 being the land on which ODG is sited is within the Parish of Dubbo. It is within the County of Lincoln. The location of the reserve is shown on the old Department of Lands parish map registry. An early city plan is the town map of Dubbo 1885 shown at Figure 3.

The reserve comprises Lots and Deposited plans:

- Lot 1 DP 40398
- Lot 1 DP 46169
- Lot 2 DP 40398
- Lot 2 DP 46169
- Lot 4 DP 40398
- Lot 6 DP 40398

Zoning information

ODG is in the Central Business District of Dubbo.

Under Dubbo Land Environmental Plan (LEP) 2011 it is zoned for B3 Commercial Core. See Figure 4, the commercial core coloured blue.

The area occupied by the Theatre, Eastern Gate and Charge rooms includes small portions of land currently owned by the Department of Justice and Attorney General. These are part Lot 7 DP 40398 and part Lot 13 DP 1187541. Discussions have commenced to have these small portions added to Reserve 24311.



Figure 3: Map Of The Town Of Dubbo 1885

9919] Department of Lands,
Sydney, 27th June 1896.

RESERVE FROM SALE FOR PUBLIC BUILDINGS.

HIS Excellency the Governor, with the advice of the Executive Council, directs it to be notified that, in pursuance of the provisions of the 101st section of the "Crown Lands Act of 1884," the land hereunder described shall be reserved from sale for public buildings, and is hereby reserved accordingly.

J. H. CARRUTHERS,
CENTRAL DIVISION.

LAND DISTRICT OF DUBBO.

No. 24,309. County of Lincoln, parish of Dubbo, town of Dubbo, containing an area of 2 roods. The Crown Lands within the boundaries of allotment 3 of section 11,—shown on plan catalogued C. 608-730.
[Ms. 46-284 Dep.]

No. 24,310. County of Lincoln, parish of Dubbo, town of Dubbo, containing an area of 1½ acres. The Crown Lands within the following boundaries: Commencing on the west side of Macquarie-street, at the south-east corner of allotment 8 section 30; and bounded thence by the south boundary of that allotment to its south-west corner; thence by part of the west boundary of section 30 bearing south 4 chains to the north-west corner of allotment 3, and by part of the north boundary of that allotment to the south-west corner of allotment 4; thence by the west boundary of that allotment, and by the west and north boundaries of allotment 5 to the north-east corner of the latter allotment; thence by part of the east boundary of section 30 bearing north 2 chains, to the point of commencement,—being part of section 30, shown on plan catalogued D. 13-1,349.
[Ms. 96-284 Dep.]

No. 24,311. County of Lincoln, parish of Dubbo, town of Dubbo, containing an area of 2 acres 0 roods 4 perches. The Crown Lands within the boundaries of allotments 3, 4, 5, and 6 of section 4,—as shown on plan catalogued D. 2, D. 12, and D. 21-1,349.
[Ms. 96-284 Dep.]

National Library of Australia

<http://nla.gov.au/nla.>

NSW Government Gazette: 27 June 1896

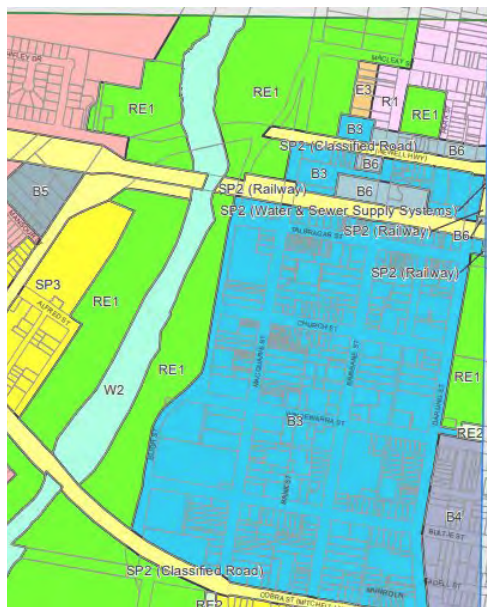


Figure 4: DRC LEP 2011

- Land Zoning Map - B3 Commercial Core



Land ownership

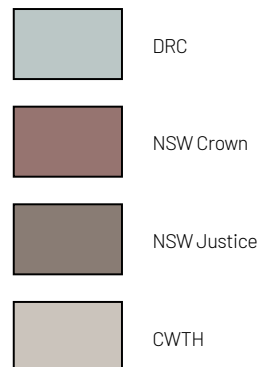
ODG is gazetted NSW Crown Land as Reserve 24311.

The reserve comprises lots:

Lot 1/DP46169
Lot 2/DP40398
Lot 1/DP40398
Lot 2/DP46169
Lot 4/DP40398
Lot 6/DP40398

ODG is adjacent to the Justice precinct. This includes lots owned by the NSW Minister for Police and Justice. The Court House and grounds are located on these lots.

Adjoining government owned lands



Council acquired Lot 1 DP 726705 which housed a commercial building known locally as the old State Bank building, for the purpose of establishing the Old Dubbo Gaol Heritage Plaza. This development is being constructed as part of the Destination Dubbo: International Ready project that was announced in October 2019. Project budget for the Heritage Plaza project is \$5,010,000, with such costs including the acquisition of the property to create the community precinct and a major public art installation adjacent to the Telstra exchange building behind the clock tower.

Public exhibition of the concept designs was undertaken in 2021. These concept images were developed locally and informed by Council's Old Dubbo Gaol Redevelopment and Heritage Preservation Strategy which was developed in 2018. These concepts have been developed to demonstrate to the community how the space can be activated in line with meeting the various social, cultural and economic outcomes Council identified in the funding application. Final design plans for the Plaza will form part of a design and construct tender process.

The Plaza will provide the desired exposure for the Old Dubbo Gaol's gatehouse entrance and Gaol wall as well as the ornate Post Office colonnade and its iconic clock tower, creating a unique civic space in Dubbo's justice precinct. There is also a significant, First Nations public art installation that is being delivered as part of the project."



Licences and leasing

Council may from time to time enter into or create a range of leases, licences, other estates, management agreements, and/or booking arrangements, in order to encourage the use of the land and/or buildings appropriately and effectively. These arrangements are intended to support and encourage a range of uses, which enhance the level of activation and enjoyment of the space.

Under section 46(1)(b) of the LG Act, leases, licences and other estates formalise the use of community land. A lease, licence or other estate may be granted to organisations and persons, community groups, sports clubs and associations, non-government organisations, charities, community welfare services, non-profit organisations and government authorities.

The lease or licence must be for uses consistent with the reserve purpose(s), the assigned categorisation and zoning of the land, be in the best interests of the community as a whole, and enable, wherever possible, shared use of community land.

Any lease or licence proposal will be individually assessed and considered, including the community benefit, compatibility with this PoM and the capacity of the community land itself and the local area to support the activity.

A lease is normally issued where exclusive control of all or part of an area by a user is proposed. In all other instances a licence or short-term licence or hire agreement will be issued.

Approval of the PoM allows for Council to continue current and future leasing arrangements on areas of Crown land. Where leasing and licences occur on Crown Land, this PoM allows for Council to undertake the following activities without Ministerial consent:

- Issue short-term licences for a range of purposes such as holding recreational activities and commercial events.
- Renew existing leases for terms of up to 21 years.
- Grant new leases for terms of up to 21 years.

This PoM expressly authorises the issue of leases, licences and other estates over the land covered by the plan of management, in accordance with section 46(1)(b) and section 36(3A) of the LG Act, provided that:

- the purpose is consistent with the purpose for which it was dedicated or reserved
- the purpose is consistent with the core objectives for the category of the land
- the lease, licence or other estate is for a permitted purpose listed in the *Local Government Act 1993* or the *Local Government (General) Regulation 2005*
- the issue of the lease, licence or other estate and the provisions of the lease, licence or other estate can be validated by the provisions of the *Native Title Act 1993* (Cth)
- where the land is subject to a claim under the *Aboriginal Land Rights Act 1983* the issue of any lease, licence or other estate will not prevent the land from being transferred in the event the claim is granted
- the lease, licence or other estate is granted and notified in accordance with the provisions of the *Local Government Act 1993* or the *Local Government (General) Regulation 2005*
- the issue of the lease, licence or other estate will not materially harm the use of the land for any of the purposes for which it was dedicated or reserved.

Tables in the relevant category sections of this plan of management further identify the purposes for which leases and licences may be issued over the reserves identified in this plan of management, and the maximum duration of leases, licences and other estates.

Areas held under lease, licence or regular occupancy shall be maintained by the user. The user will be responsible for maintenance and outgoings as defined in the lease or licence or agreement for use. Granting of a lease or licence does not grant approval for any development applications or similar Council approvals that may be required.

Any lease or licence proposal will be individually assessed and considered, including the community benefit, compatibility with this PoM and the capacity of the area to support the activity.

Kiosks, restaurants, refreshment facilities, mobile vending, recreational equipment sale or hire (e.g. bicycle hire or sale of souvenirs), may support the general community enjoyment of the precinct. Each proposal will be reviewed to ensure it is compatible.

Considerations for leases and licencing

Council will consider leasing areas in the following situations:

- There is a clear reason for granting a lease, and the lease is consistent with the intended use of the land.
- There is a strong link between the nature of the asset and the tenant.
- The occupant has made (or intends to make) a significant financial contribution to the asset.

Asset	Compatible purposes for granting leases/ licences
Public Building	<ul style="list-style-type: none"> • Social purposes • Educational purposes including libraries, workshops and classes • Cafés and kiosks including outdoor seating and tables • Hire or sale of recreational equipment <p>Short term licences may also be granted to facilitate community events, festivals, music, picnics and private celebrations, filming for cinema and television, public performances, fairs, markets, auctions and similar activities, as well as public addresses.</p>

Native title

The Council Native Title Manager has reviewed the Crown land within ODG.

A request was sent to the Native Title Manager on 10 December 2019 requesting confirmation of the status of the reserve against the following databases:

- Schedule of Native Title Determination Applications
- Register of Native Title Claims
- National Native Title Register
- Register of Indigenous Land Use Agreements
- Notified Indigenous Land Use Agreements.

The response from the Native Title Manager confirms they have searched the above databases and no results were returned.

Native Title legislation continues to be effective until one of the following events occur:

- There is determination that native title has been extinguished over the subject land,
- There is an order made for 24FA protection, or;
- A Native Title Certificate is issued by the Minister acknowledging native title has likely been extinguished.

This PoM for the reserve is on the basis that native title rights and interests exist or may be determined to exist in the future.

Consultation for this PoM included discussion with Council's Aboriginal Liaison Officer. Future management actions and timeframes for delivery were discussed. It was determined that an aim of this PoM is to support inclusion of indigenous cultural heritage, stories and interpretation within future developments to enhance the value of the gaol for the wider community and tourism.

Heritage values

General history

The gaol traces its lineage to the beginning of the city.

ODG operated for 119 years from 1847 to 1966. Dubbo was surveyed in 1848 and gazetted on 23 November 1849.

1846

The history of settlement of Dubbo is interlinked with the siting of the administration of justice, being the court house, police station and lock-up. In December 1846, three magistrates, Messrs RV Dulhunty, EB Cornish and J Maughan were appointed for the Courts of Petty Sessions to be held at Dubbo.

1847

The first public buildings were sited at squatters runs on the east side of the Macquarie River. The ODG began as the court house & lock up in 1847. The lock up, which was a slab hut of one main room and two cells, frequently leaked when it rained and was not a secure area as it was not enclosed by walls.

1849

Surveyor GB White laid out the plan for Dubbo town. The court house and lock up were the only structures that fitted within the Crown land survey. With the selection of the location for Dubbo town along the Macquarie River it was one of the first government buildings along with the constable's residence and the post office.

1858

District Courts were established, giving status, bringing business and siting Dubbo as the most westerly regional town in NSW.

Crimes brought about by greed, hunger and poverty saw many individuals locked away in the small confines of the lock-up and in 1859 Dubbo lock up was proclaimed a gaol.

1862

The Colonial Architect designed court and watch house commenced construction for the sum of £1,560.

In 1871 a new gaol was built complete with 4 cells and a bedroom for the gaoler. This new police gaol, along with Dubbo being proclaimed a circuit court in 1874, saw more serious criminals locked away, including those who had committed such crimes as assault, murder, infanticide and sexual assault.

1877

The Dubbo Gaol was provided a gallows for those crimes deemed to warrant the death penalty.

The first hanging occurred in 1877, being Thomas Newman for the rape and murder of a little girl, Mary McGregor. Newman was buried in the Dubbo Gaol yard.

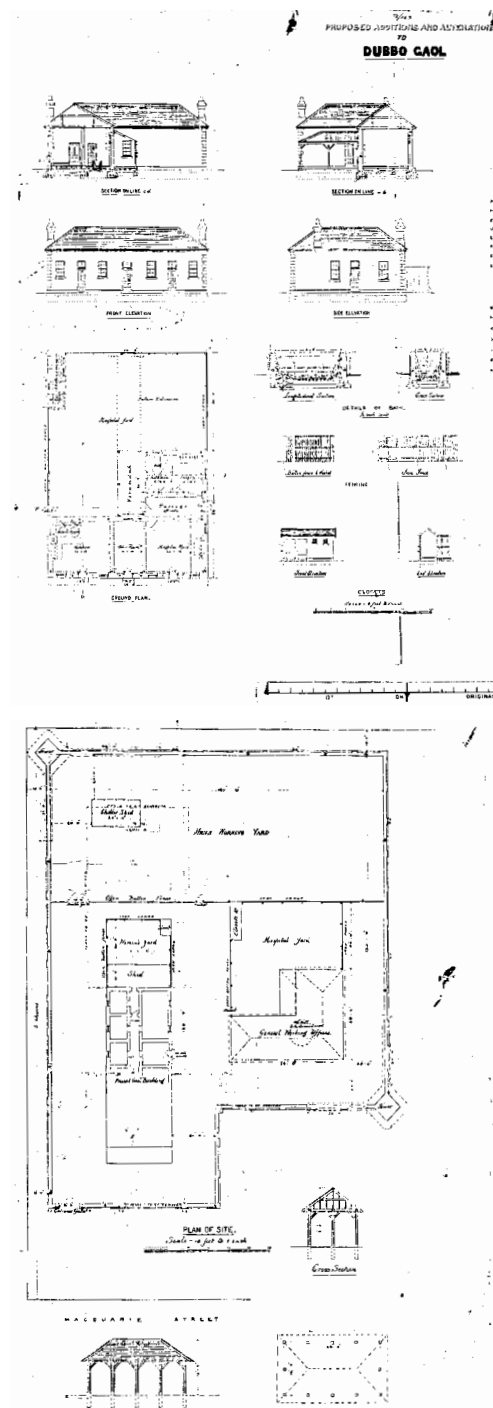


Figure 6: Proposed Kitchen & Hospital Block Additions and Alterations - 1878

Additional extensions and additions were commenced (see Figure 6) including:

- Construction of the block containing the kitchen, store room, hospital ward, surgery, bathroom and closets (See Architects drawings above).
- Fencing and alterations to the cell block.
- A fully independent female division was erected with separate exercise yard and bathroom facilities.
- Remand yards nicknamed "the birdcage" were built.

The Gaol was then enclosed behind 14 foot (4.2m) high brick walls and an imposing gated entrance from the Macquarie street into the Dubbo Gaol.

1887

The Gaol was upgraded to a Minor Gaol in 1887. The male cell division was expanded to encompass 13 regular cells and large padded cell for psychiatric prisoners was installed along with two dark cells for the punishment of prisoners.

When completed the gaol resembled other country gaols such as Hay and Albury.

Three yards provided for the separation of different classes of prisoner while the new trial and remand yard ensured that those not yet convicted did not mix with prisoners serving sentences 4.

1904

The last execution took place at the gaol.

1914

The status of Dubbo was reduced from a Minor Gaol to a Police Gaol after the opening of Long Bay Gaol in Sydney. From 1914 Dubbo served short sentences and usually had less than 10 inmates.

1929

The entrance to the gaol from Macquarie Street was changed due to plans to sell the Macquarie Street frontage. Alterations at this time included removing the western wall and relocating the eastern wall to function as a double entrance in the east wall.

1966

The Gaol was closed on the 31st of August 1966. The 20 remaining prisoners were transported to gaols around the area.

Many of the fittings and objects were either removed from the site or buried. The Gaol was re-opened in 1974 as a tourist attraction through the persistent efforts of the Historical Society and Restoration Committee, re-claiming many original artefacts and performing archaeological digs.





Eastern gates



Macquarie Street entrance

Significance values

A rare and highly intact example of a gaol

The complex has rare aesthetic significance at a local level as an arrangement of simple buildings which reflect their functions faithfully. They are vernacular, with echoes of the Victorian Georgian style. They are well proportioned and well built of harmonising materials. They are austere but on a human scale. The gatehouses are at once refined and imposing. The high walls, solidity buildings and the open-sided roofed yards create a series of large outdoor rooms- ordered spaces which unfold as the observer moves around freely but aware of the experience of its inmates.

During the 1870s gaol building in NSW allowed greater space and facilities.

The Dubbo Gaol was improved during this era and whilst similar in much of its architecture to other country or minor gaols in NSW, it is notably different due to:

- Separation of a women's section.
- Inclusion of 'dark cells' for punishment.
- Ability to classify and segregate hardened prisoners from others.

ODG is listed on the following registers:

- Commonwealth Register of National Estate (closed in 2007), now the Australian Heritage Database.
- NSW State Heritage Register
- Local Environment Plan

Assessment of cultural significance

The significance of ODG has been undertaken following guidelines of the Burra Charter 1999 and Part 3A State Heritage Register as at April 1999, under the *Heritage Act 1977*.

Heritage information from the 2002 Conservation Management Plan by Design has formed the basis for the State Register Inventory since 2003.

NSW assessment of significance fits the criteria for historical significance, associative significance, aesthetic significance, social significance, research potential, rarity and representativeness.

The following information is from the NSW State Heritage Register for ODG.

Historic significance

ODG is one of many country gaols erected in the 19th century to cope with the burgeoning population as it spread west and opened up the interior of New South Wales.

By 1900 there were many prisons and lock-ups across the state. As such then, ODG is not important in the course, or pattern of NSW's cultural or natural history. However, it is of exceptional significance locally. The buildings erected for the purpose of the administration of justice for Dubbo and the surrounding region were the first to appear in the new settlement.

The Gaol therefore traces its lineage to the beginning of the city. Aboriginal association with the gaol, in terms of inter-cultural relations on the frontier of white settlement is exceptionally high.

Associative significance

ODG was never more than a local and regional gaol. The staff, inmates and other visitors were similar to other gaols and judicial institutions of this type across the state.

ODG has associations with some infamous criminals, in particular, Jackie Underwood who was hanged in the Gaol in 1901 for his part in the Breeelong Incident near Gilgandra.

ODG is also associated with the Dubbo Court House, a remarkable James Barnet Court House designed c.1887. While working as the Clerk of the Court in Dubbo, Rolf Boldrewood penned the Australian classic novel, *Robbery under Arms*.

Aesthetic significance

ODG sits within a high gaol wall in the main street of Dubbo. While the gaol itself does not have any extraordinary aesthetic appeal, the location and ambience of the buildings within the busy Dubbo CBD, provides an appealing oasis within the Dubbo CBD. Its close proximity to the aesthetically outstanding Dubbo Court House and gardens adds to this setting.

Social significance

ODG does not have strong or special association with a particular community or cultural group in NSW (or the local; area) for social, cultural or spiritual reasons. It does however, have association with the "under-classes", in particular, rural poor, itinerant rural workers, hawkers and "swaggies".



Circa 1976

The Gaol did incarcerate a surprisingly large number of prisoners from culturally diverse backgrounds, particularly the Chinese.

Of the eight men hanged in the Gaol, they consisted of two Aboriginals, two Chinese men, one Irishman, one Englishman, one Australian (Victoria) and one Dane.

Research potential

The history of the Gaol is now well researched and it is unlikely that any significant new material will emerge from the place. Archaeological excavations may reveal some interesting information or remains but nothing that could be gleaned from other sites.

A very large number of Aboriginal people from the region were incarcerated in the Gaol during the process of dispossession, and future research may reveal some interesting episodes in the history of inter-cultural relations in a "frontier" location.

Rarity

ODG is uncommon in its completeness. It is possibly the most complete country gaol listed on the Register of the National Estate for New South Wales.

Most of the other country gaols have been removed, demolished, or altered so significantly that it is not easy to interpret their origins and functions. In this respect ODG has HIGH significance for the State and for the region beyond the Blue Mountains. The free standing, demountable scaffold, is probably unique in Australia and therefore HIGHLY significant to the study of capital punishment in Australia.

Representativeness

ODG is important in demonstrating the principal characteristics of a class of NSW's cultural; or natural places in that it closely follows the "Hay" style of country gaol as identified by J.S Kerr.

In this it is judged as being of HIGH significance. It would gain a higher rating if the Gaoler's Cottage was still standing. As both the early and the later cottages have been demolished the Gaol is not complete. However, in its current state of preservation it is a remarkably intact survivor of its type.



Community & visitor experience

Visitor expectations

This section of the PoM refers to community values are discussed in detail within the ODG Scoping Study. Chapter 9 Visitor expectation explored general themes for why people visit places:

- People desire opportunities for relaxation, fun, or amusement.
- People generally prefer opportunities to visit in company of partners, families or social groups.
- Some places will be visited on numerous occasions – such as parks, whereas museums are less frequently visited.
- Educational factors are not motivators for visitation. Educational factors are important to enrich the experience.
- Expectations of the visit will be based on previous experience, word of mouth recommendations and advertisement.
- Provision of toilets, good circulation, ease of access, safety, seating and refreshments are 'usually essential'.
- Children are often 'powerful motivators' for visitation, however, venues often cater 'poorly for children'. Intergenerational experiences are important in bringing older parents together with adult children and grandchildren.
- Tourists are 'keen visitors' of places, especially those that are highly valued by the local community.

Value of a visit

Value is based in expenditure vs effort, that is, the entry fee with additional expenditure against the effort required in undertaking the visit (time to get there, ease of access, effort to access with children, toilets, shelter, refreshments and venue highlights). Advertising can create unrealistic expectations of a visit.

In comparison with other gaols Dubbo offers interpretation and experiences around the themes: night tours, capital punishment, prison life, food, illness, hygiene, escapes, architecture, and ghosts.

Successful venues continue to grow, develop and change.' The OLG will need to continue to develop experiences and commercial ventures over the coming years that are relevant, and responsive' to the needs of visitors. People will pay a premium for special experiences if they are of high quality and represent high value for money and effort.

Marketing and advertising should be carefully aligned so that promotional material encourages visitation with realistic expectations. Under-promising and over-delivering can produce highly valued outcomes.



2025-2035 OLD DUBBO GAOL PLAN OF MANAGEMENT



Visitor experience

“To supplement the historic fabric of the ODG with exhibitions and experiences aimed to provide a comprehensive understanding of the history of the gaol and empathy with its inhabitants”

The core proposition

The core proposition is a statement about why the gaol exists as a public attraction and the approach taken to its public presentation. There are many Australian and International gaols that provide opportunities for comparative analysis to draw on major themes. Possible themes utilised by competitors include: animatronic and holographic displays; historic crime, law and order precinct; past prisoners, escapes, gallows etc; heritage listing of built structures; ghosts / paranormal and; food, illness and hygiene.

Positioning ODG as an attraction can be based on the spectrum of experience. The spectrum of experience can span from 'Frozen in Time' to 'Heritage as a Backdrop,' depending on the elements of the gaol that are explored as a visitor experience. This can include re-creating historic time periods with the use of original artefacts and interpretive materials.

Built structures could be used for a range of uses that are dissociated from the original use. Using the Gaol as a backdrop may optimise the commercial return of the facility while forgoing the opportunity to explore the history of the asset. Various interpretation strategies provide a mixture of options for the gaol. Examples include:

Frozen in time

Elements presented with no interpretation or other explanatory media.

Recreated history

This approach recreates moments in time, based on a fixed date e.g. 1880 to explore specific periods of history.

Full explanation

Provision of explanatory material and experiences using interpretive methods. E.g. the building structures, prison life, stories of prisoners.

Contextual history

This puts the gaol into broader context including explanations of life outside of prison and circumstances surrounding imprisonment. Discussions around, education, social attitudes, racial and religious prejudices can be drawn.

Comparative History

An approach that compares history with current social, political and economic attitudes.

Heritage as a Backdrop

The building architecture is a setting for other activities.

Value of the current offering at ODG

The table below is a summary of the value offering at ODG. These show the pros and cons as potential for development through staged development of the ODG experience and links to cultural tourism in DRC.

There are opportunities to expand the offerings with other cultural and recreational experiences across wider tourism themes for the development. The building architecture is a setting for other activities.

Offering	Pro	Con
Entry experience	Opportunity to immediately immerse visitors in the experience. ODG has artefact's that provide a point of differentiation.	Ticket room is easily missed by visitors.
Visitor flow	Opportunity to create a family/children focused self-guided tour experience in the site.	
Signage	Improve way-finding from Macquarie Street (2015).	Modern signs (such as non smoking and warning signs) detract from the experience.
Audio/visual experiences	Through projections and audio elements creates an immersive experience for the visitor to experience the history of Dubbo Gaol.	Passive experience which doesn't allow direct interaction with the a/v elements.
Guided tours	Numbers are small for current tours and additional evening experiences could be explored.	Tours cannot operate more frequently due to staffing/budgetary pressures and rely on the self-guided aspect of the gaol.
Functions and events	Generally events are profitable. Possibility to include a more permanent structure that works with the heritage-listed complex.	Structures for events are temporary and take time to set up and remove.
The Gallows Gallery	Opportunity to use underutilised space for exhibiting on and around the plinth. Opportunity to utilise the large projector for audio/visual displays.	Visitor access to original gallows timber pieces could lead to damage.
Guard tower	Access adds to the overall experience	Access differs to original internal climb to the tower
Scaffold	Better located in its original position as it sets the context of punishments in the gaol.	Original fabric in the way of putting scaffold in the original location
Closed rooms	Provide additional interpretive experiences by opening rooms	A small number of rooms closed are for staff operations and amenities, blocking access to visitors.
Light Fittings and other infrastructure	Rationalise lighting systems with some interpretation of older styles	
Educational programs	Opportunities to explore wider themes. Opportunities to provide educational materials as part of the visit.	
Sequencing	Opportunity to offer a logical manner of viewing and understanding the gaol. A successful visit should not be dependent on following the sequence.	An open ended experience can leave a 'fomo'-type fear that a person has been everywhere in the gaol.
Themes	Opportunity to define the gaols themes to provide distinction with other gaols.	In comparison with other Australian gaols there is an overall sameness thematically.
Interpretive Methods	Opportunity to expand interactive materials and displays using audio tours/sound displays, interactives, prisoner database, student resources/educational kits. Opportunity to develop interpretation of broader concepts.	Experiences need to be incrementally updated over time and out-of-date material removed. Interpretation is limited to ODG focus only.
Cost of Entry	Gaol tickets are on par with its competitors. Cross promotion tickets are now available.	Cross promotion targets non local tourism. Offerings for repeat local visitation could be improved.

Points of significance

Key opportunities derived from the significance assessments for the future development of the gaol have been broken down into the current opportunities and threats. These include:

Element	Opportunity	Threat
Aesthetics	The building and walls show evidence of fine craftsmanship especially in the working of the hospital and administration block. The gaol is an 'oasis' of calm from Macquarie Street.	
Historic	Location of ODG is linked to the origin of Dubbo. Rarity of the site as perhaps the only example in Australia of a complete and generally unaltered 'Hay-style' of gaol. Association with Colonial Architect James Barnet.	- Introduction of new materials without proper consideration of heritage significance - Overdevelopment in the area - Lack of funding to repair/restore/ stabilise original fabric of site
Scientific	Site has had significant archaeological investigation. Opportunity to do further investigations. Potential to find grave sites, gardens and locations of original built structures.	Erection of temporary/permanent structures and the fixings/ foundations impact the sub-strata and distort/damage archaeological matter.
Social or spiritual	Has considerable social significance from the local community.	Social significance of links with indigenous community has not been fully investigated. Similarly for other cultures and peoples held in the gaol e.g. Chinese, Danes.





Management principles and objectives

Council management principles

This section introduces a coordinated management plan based findings and recommendations made within the supporting documents:

- Old Dubbo Gaol Scoping Study, 2019, by Sanmor and Associates and Thylacine.
- Design Plan & Cost Benefit Analysis Framework, Old Dubbo Gaol – Stage 2, 2018, by 3-D Projects with SGS Economics & Planning and Lyons Advantage.
- Old Dubbo Gaol Concept Design Plan, 2017, by 3D Projects and Lightwell.
- Old Dubbo Gaol Exhibition Master Plan, 2015 by Thylacine.
- Significance Assessment: Hangman's Collection – Old Dubbo Gaol Museum, 2015, by Dr Emma Kearney & Dr Bruce Pennay.
- Conservation Management Plan, 2012, by Graham Hall and Partners.
- Draft Conservation Management Plan, 2002, by Design 5 Architects.

Overarching objectives of Council management of public lands includes for the following key future directions:

- To provide access to a range of community, cultural and open space facilities and areas.
- To value our unique environment and ensure it is protected for future generations.
- To achieve economic prosperity.
- To fully realise our tourism assets.
- To enhance our quality of life through key infrastructure and services.

As a part of the consultation process in developing PoMs, the principles and objectives were determined to be:

1. Create Vibrant and Diverse Experiences
2. Respect Cultural Heritage
3. Strive for Environmental Sustainability
4. Enhance Community Engagement
5. Improve Financial Sustainability

These objectives have been expanded to include actions for the ODG 10 year management program.

The actions below may indicate timeframes for achievement over the 10 year period of the plan and are dependant on Council's Operational Plan/ Delivery Plan and associated budget priorities may change over time. These timeframes are considered to be:

- Short term: year 1 to year 3 / 2025-2028
- Mid term: year 4 to year 6 / 2029-2031
- Long term: year 7 to year 10 / 2032-2035

Create vibrant and diverse experiences

Build on our unique regional identity with offerings of contemporary recreation, exercise and cultural experiences.

Respond to the needs of community to cater to new opportunities and innovative ways to better use the gaol. This may be to encourage a maximum diversity of programmed and event based uses that are compatible with the gaol.

Plan areas of the gaol to cater to temporary installations, events, music, festivals, contemplative zones and gathering spaces.

Timeframe: (short term)

- Program of events, festivals and/or cultural experiences approved and implemented annually.
- Prepare a 5 year forecast for activities and programs.
- Identify funding opportunities and relevant grants to improve visitor experiences.
- Implementation of Interpretive Plan.
- Progress has been made on improvements to the built environment and forecourt.
- Consistent signage has been achieved at the gaol.

Respect cultural heritage

Cater specifically for the needs of youth, families and cultural groups through flexible, multi-use facilities and programs. This may include incorporation of diverse language, access and ability opportunities and experiences for a wide range of user groups.

Protect and enhance cultural heritage infrastructure and cultural values across the gaol to heighten the awareness of their historical significance with best practice museum standards.

Timeframe:

- Review of Conservation Management Plan mid to late term to review development and inform the next 10 year PoM.
- Review the significance values of the site and opportunities identified to further enhance the ODG experience.



Strive for environmental sustainability

- Ensure that any development within the precinct enhances water quality run-off, recycling or water sensitive design.
- Seek energy efficient upgrades to lighting, including LED and solar where appropriate. Maximise the use of renewable energy sources as it becomes appropriate to install in the historic building context.
- Extend the Useful Life Expectancy of the Gaol's historical fabric through environmentally sensitive and sustainable building practices and management.

Timeframe:

- Short term audit for environmental sustainability options. Develop an upgrade plan for consistency and visual cohesion.
- Mid term implementation of appropriate sustainability options and recommendations.

Enhance community engagement

- Contribute to community engagement through development of a unique experience.
- Provide social equity across access, way finding and modes of interpretation.
- Create opportunities for community uses to be interactive and responsive to social equity.

Timeframe:

- Programs and product development strategies are in place in the short term. Review and update on a 3 year cycle.
- Review visitor facilities for all access and universal options to engage with ODG including appropriate improvements for better social equity.

Improve financial sustainability

Encourage community involvement and partnerships. Annual marketing and promotions programs are prepared and implemented.

Create employment in the precinct associated with development and management of tourism and community facilities.

Timeframe:

- Prepare Business Plan for approval annually.
- Marketing program approved for short term, with mid term and long term review and update.
- Seek future funding for improvements and repairs to buildings and installations.

PoM approved activities

A range of works or activities may be undertaken either as exempt development or development where a PoM has been adopted. The following table lists a range of activities or works which may be undertaken as allowed by this PoM. Any approvals and additional environmental assessments would be determined and undertaken prior to any works being commenced.

For all assets under the control of Council, a rolling asset maintenance and replacement program is developed and implemented. All components are identified alongside their expected lifecycle and cost of maintenance and ultimate replacement. Any defects are recorded and scheduled for repair and/or removal to help ensure the public's safety.

Activity	Approved with PoM
Roads and parking facilities	✓
Utility services	✓
Storm water services	✓
Maintenance facilities & storage	
Pathways, slabs and fencing	✓
Landscaping and tree planting	✓
Street furniture	✓
Play and fitness equipment	
Shade sails/structures	
Temporary event structures	✓
Kiosks & cafés	✓
Signage and way finding	✓
Lighting	✓
Community buildings renovation	✓
Office space	✓
Commercial lease and licence	✓

References

1. Dubbo Regional Council(2018) *Community Strategic Plan*, Retrieved from < <https://www.dubbo.nsw.gov.au/about-council/our-responsibilities/community-strategic-plan>>
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Status	Version	Author	Date	Changes
Draft - Public Exhibition	1	Manager Recreation and Open Space	14/04/2025	N/A
Adopted - Council Meeting	1.1	Manager Recreation and Open Space	22/07/2025	Inclusion of public exhibition dates, removal of draft watermark

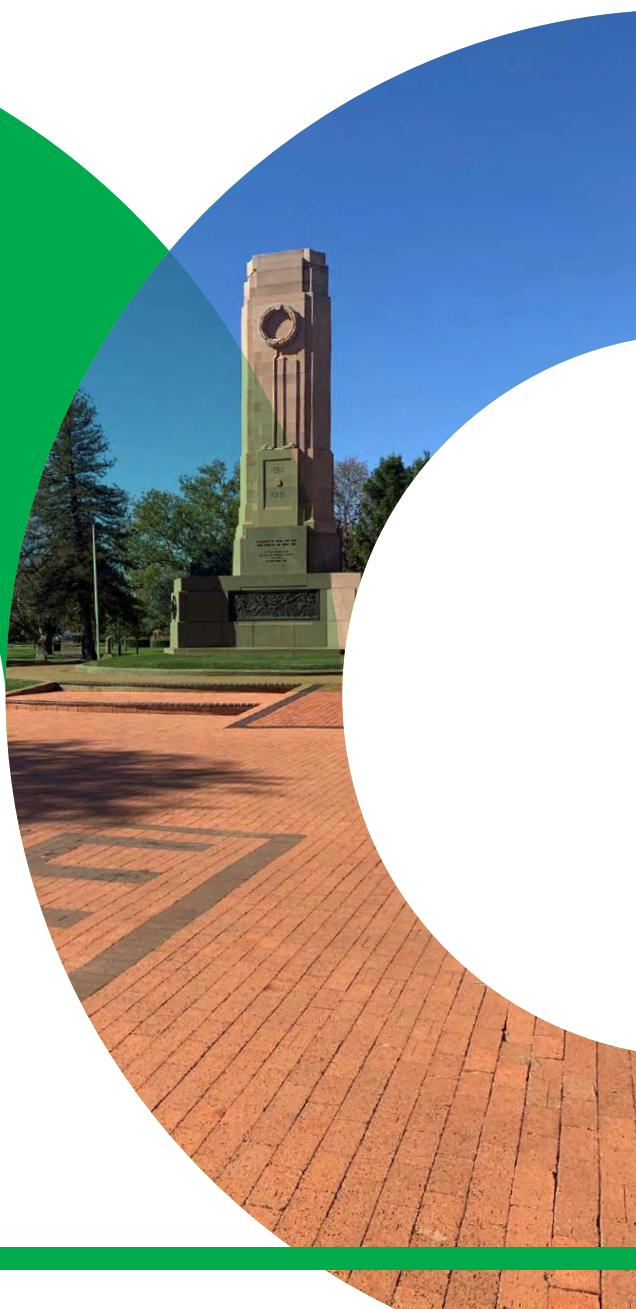
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2025-2035 VICTORIA PARK PLAN OF MANAGEMENT





Chief Executive Officer's Message

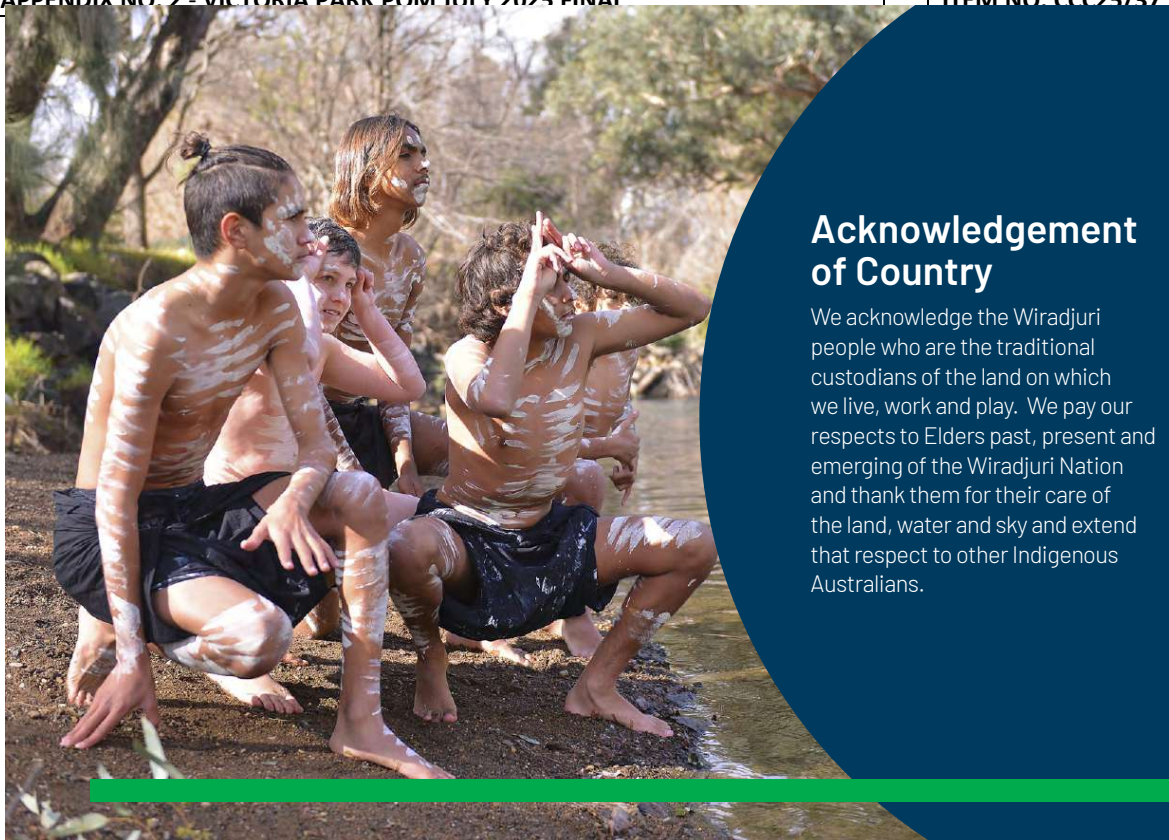
We aspire to be recognised as the inland capital of regional NSW. This Plan of Management represents a step in the development of the city as a regional leader. The plan brings together local and regional needs for recreation, competition on the sportsfields, and cultural places of significance.

Highlights of the plan include actions for the management of the Victoria Park Precinct over the next 10 years. Victoria Park provides for a diverse range of uses and values including multi-sports, skate parks, aquatic centre, heritage formal parkland, war memorial space, sports fields for cricket, rugby, and tennis.

The 10-year plan offers opportunities for the development of facilities over this period. It overlays concept plans and opportunities for further consideration over time.

Murray Wood
Chief Executive Officer

“ We aspire to be recognised as the inland capital of regional NSW... ”



Acknowledgement of Country

We acknowledge the Wiradjuri people who are the traditional custodians of the land on which we live, work and play. We pay our respects to Elders past, present and emerging of the Wiradjuri Nation and thank them for their care of the land, water and sky and extend that respect to other Indigenous Australians.

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Executive Overview

A city park for the future

This Plan of Management (PoM) brings together the parkland as a vibrant precinct for premier sports and water facilities, passive leisure and fitness, family gatherings, and unique cultural events.

Elements of the Victorian-era parkland can be traced throughout each precinct. The plan seeks to safeguard heritage elements and introduce the next layer of meaning through interpretation of our people's stories. These stories are told through extending the War Memorial walk along a peaceful and contemplative experience that links to the plan and geometry of Dubbo as a city. These stories are also told through the active lifestyle our people lead. Whether this is through participation and consultation with sports such as Cricket, Rugby, Swimming, or through commitment by Dubbo Regional Council to sport inclusive play spaces across the parkland, multi-sports areas and exercise opportunities.

Underpinning the parkland experience is the central connection to the cultural fingerprints of the Western Plains Cultural Centre that activate and enrich the many connections of a city park for the future.

Victoria Park is Dubbo's oldest, most recognisable and utilised precinct. The development of the site commenced back in 1876 shortly after the Council was devolved the responsibility of managing the reserve from the NSW Government. Initial works involved the initial clearing and draining of the swamp.

Since these early steps, the Council has continued developing and managing the park into a regional facility.

Scope of the plan of management

This Plan of Management (PoM) has been prepared as a response to the changes in the Crown Land Management Act 2016 (CLM Act). Under the CLM Act, Council now manages the Crown land in the same way as DRC owned land under the Local Government Act 1993 (LG Act). Under the new CLM Act, Plans of Management are required for all Council controlled Crown Lands that are classified within the LG Act as being "Community Land." The preparation of a PoM also allows DRC to issue leases and licenses over Crown land without ministerial consent.

This PoM covers the required information regarding land classification and categorisation. It includes information regarding land ownership, the reserve numbers, lots, and deposited plans.

Information regarding heritage, parkland management, and existing rehabilitation plans does not replace management and operational plans completed to date. This plan summarises documentation and current directives of the Council.

Consultation has been an essential component of the plan development. Feedback has been incorporated to achieve the best outcomes for the majority of users.

This PoM sets out the considerations for leases and future licences for a 10-year period where these partnerships with community and business providers are compatible with the social, educational, therapeutic, recreational, or cultural uses of the parkland.

Management actions

The actions for management also follow Dubbo Regional Council's Community Strategic Plan Towards 2040 which identifies that Victoria Park, the Dubbo Aquatic Leisure Centre, Victoria Park ovals and Tennis complex are prime local and regional attractions.

Actions as part of this PoM are based on objectives for future delivery of Victoria Park. These principles are to:

- To provide access to a range of community, cultural and open space facilities and areas.
- To value our unique environment and ensure it is protected for future generations.
- To achieve economic prosperity.
- To fully realise our tourism assets.
- To enhance our quality of life through key infrastructure and services.

Each sub-section contains a detailed plan, management actions, and desired future character to provide the overarching framework structure for maintenance, planning, and development of a vibrant Victoria Park Precinct.

Purpose of a plan of management

A plan of management is an aspirational framework prepared in consultation with the community for the development and operation of the parks and reserves, such as Victoria Park.

The objective of this plan is to be measurable and achievable with specific outcomes over 10 years.

This plan is split into actions for each area within the Victoria Park Precinct.

Victoria Park offers a range of outdoor experiences for family and community that are supported across actions and outcomes of the plan.

Our vision

In 2040 we will celebrate our quality of life, the opportunities available for us to grow as a community, our improved natural environment, and being recognised as the inland capital of regional NSW.

Respect for our traditional owners

This Plan of Management recognises the rights of the local Wiradjuri people and Tugubah Mob as the traditional owners. Dubbo Regional Council aims to work respectfully and inclusively in the preparation of actions and future outcomes for Victoria Park.

Feedback provided by stakeholders when asked, *"As a local what makes the Dubbo so special?"* responded that cultural stories and sites, large expanses of space mixed with being at the heart of a unique environment make our place special.

Enhancing the relationship of traditional owners with the land has been linked to maintaining a healthy cultural life, identity and autonomy, and is an aspiration of the preparation of the plan of management.



2025-2035 VICTORIA PARK PLAN OF MANAGEMENT

Consultation

Aspirations voiced by our community are to enable access to a diverse range of open space experiences.

Our community is also expressed the importance of respecting and protecting our unique environment.

Dubbo Regional Council's Towards 2040 community strategic plan

Our 2040 Community Strategy follows the key strategic aspirations for the future. The aims are to spark:

- Opportunities to grow
- Incorporation of technology
- Support to the regional economy
- Educational experience

The 2040 Community Strategic Plan forms the foundation for objective setting, principles, and actions delivered for each precinct plan.

A consultation with stakeholders and community

In support of the overarching planning framework consultation with stakeholders for the Plan of Management program has identified principles for the development of parks and reserves.

Participants of stakeholder meetings were asked to assist with the identification of issues and opportunities as well as confirm the strategic directions of the plan of management program.

The consultation provided feedback that has assisted in setting principles and key directions.

The principles of the plan of management program are to:

1. Respect cultural heritage
2. Be places of vibrant diverse experiences
3. Respond to the needs of the community
4. Seek economic development opportunities

The second tier of key messages stakeholders supported as important for open space parks and recreation including:

- Seeking partnership with the local community
- Supporting land stewardship
- Enhancing community health
- Building on the Dubbo Region identity.

Community consultation

This PoM was placed on public exhibition from 14/04/2025 to 29/05/2025 in accordance with section 38 of the LG Act. A total of zero (0) submissions were received.

In accordance with section 39 of the LGA Act, the draft PoM was referred to the Department of Planning, Industry and Environment - Crown Lands, as representative of the state of NSW, which is the owner of the Reserve. Council has included in the plan any provisions that have been required by the Department of Planning, Industry and Environment - Crown Lands.



Land information

Victoria Park

Victoria Park is located in the city square bounded by Darling Street, Talbragar Street, Wingewarra Street, and Gipps Street. See Figure 1 below for an aerial view of Victoria Park. The existing master plan is shown in Plan 1. Victoria Park is the central civic park for Dubbo City. It has a long history and is central to the development of Dubbo as a regional centre. A central city square has been shown from the earliest town plans.

A much larger park area was originally dedicated to be a parkland square on 17 March 1876, see Figure 2 the Town of Dubbo Plan 1860 for detail. This dedication was revised on 10 December 1890 and again on 4 November 1903. The park was reduced in size due to the Main Western Railway sited at the north and corresponds to the existing layout of the parklands.



Figure 1: Victoria Park Aerial 2024

Plan 1: the existing master plan

The existing master plan



Key: XXXXXX Not Included in PoM

The Master-Plan above illustrates the current layout of all facilities within the Victoria Park Precinct.

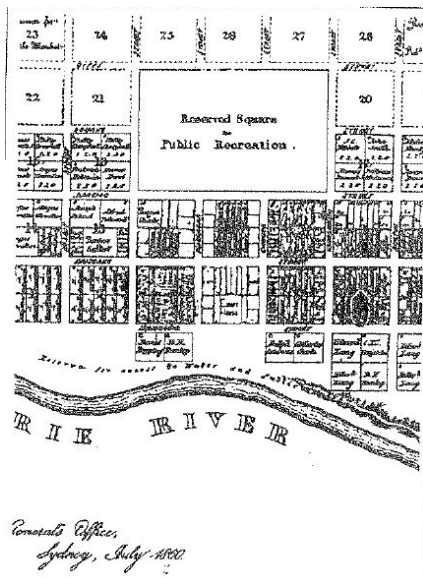


Figure 2: Town Plan of Dubbo 1860 illustrating a larger Victoria Park Square



Figure 3: Town of Dubbo 1886, records amended Victoria Park boundaries as corresponds to the NSW Gazette 1903



Figure 4: Dubbo LEP 2011

The Victoria Park reservation was divided into further Crown land reserve sub precincts, of which some land parcels have been revoked from Crown land reserves.

Over time some Crown land changes included:

- Reserve 520040, Victoria Park, reserve for public recreation on 4 November 1903, see Figure 3 Town of Dubbo Map 1886.
- Reserve 520039, Victoria Park No. 1 Oval, reserve for athletic sports ground, gazetted on 4 November 1903.
- High School area dedicated 8 April 1914. Transferred to DRC in 2002.
- Reserve 520102, Victoria Park Tennis complex (Paramount Tennis) reserve for tennis courts which was gazetted on 29 November 1935.
- Reserve 520041, Dubbo Aquatic Leisure Centre, reserve for public baths, gazetted on 15 January 1937.
- Dubbo Bowling Green, dedicated on 14th September 1923 and revoked in 22 December 1972. Purchased by DRC in 2020.

This PoM only covers Crown Land managed by Council. It does not include the former City Bowling Club, WPCC or the Old Fire Station. Under the land registry information held by Crown land, Victoria Park Precinct falls under the Parish of Dubbo: County of Lincoln.

All land parcels within Victoria Park are shown at Plan 2: Victoria Park general lot and reserve map. The Crown land reserves being considered within this plan are:

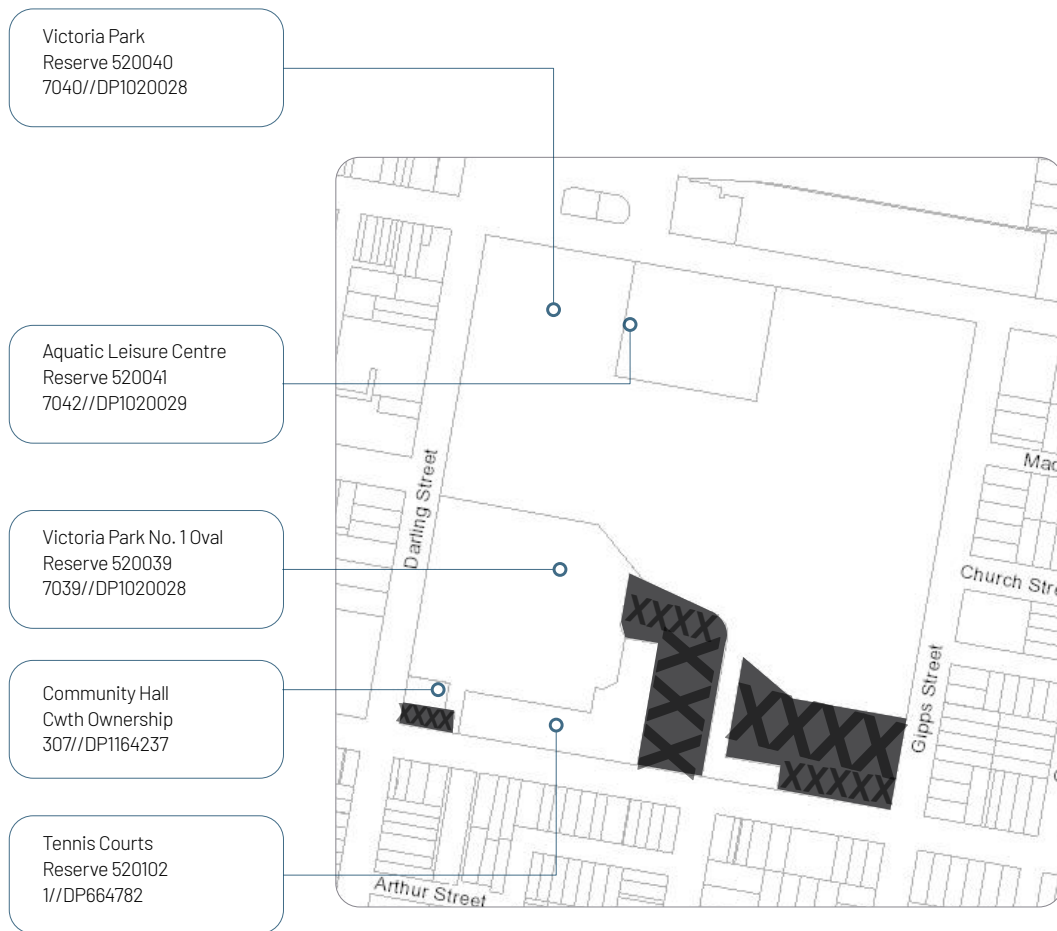
- 520039 Victoria Park No. 1 Oval
- 520040 Victoria Park
- 520041 Aquatic Leisure Centre
- 520102 Tennis Courts

Plan 3 shows the breakdown of sub precincts for the purpose of this PoM and the general activities within each area.

Zoning information

Recreational areas are defined under the Dubbo Local Environment Plan 2011 (LEP 2011) are shown as light green and dark green. The zoning covers all recreational activities in the park and other land uses that complement public open space or the protection and enhancement of the natural environment for recreational purposes. The park is predominantly zoned RE1 Public Recreation (dark green) and RE2 Private Recreation (light green) at the Dubbo Aquatic Leisure Centre (DALC), and the Paramount Tennis Club.

Plan 2: lot and reserve location map



XXXXXX Not Included in PoM

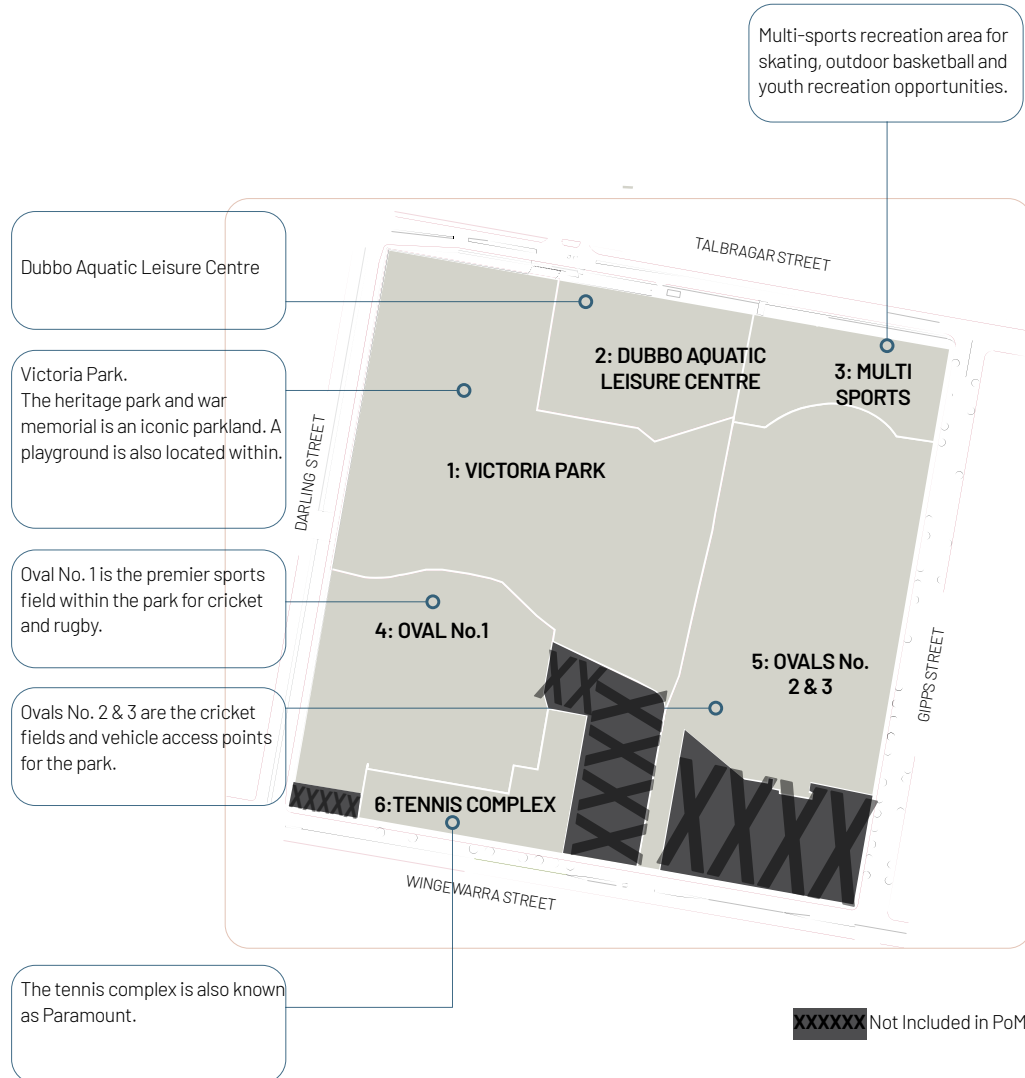
Plan 3: Victoria Park precinct key map

Victoria Park has been broken into section areas for the purpose of determining future actions as part of this plan. The map below shows each section that comprises Victoria Park.

Each precinct is discussed in detail.

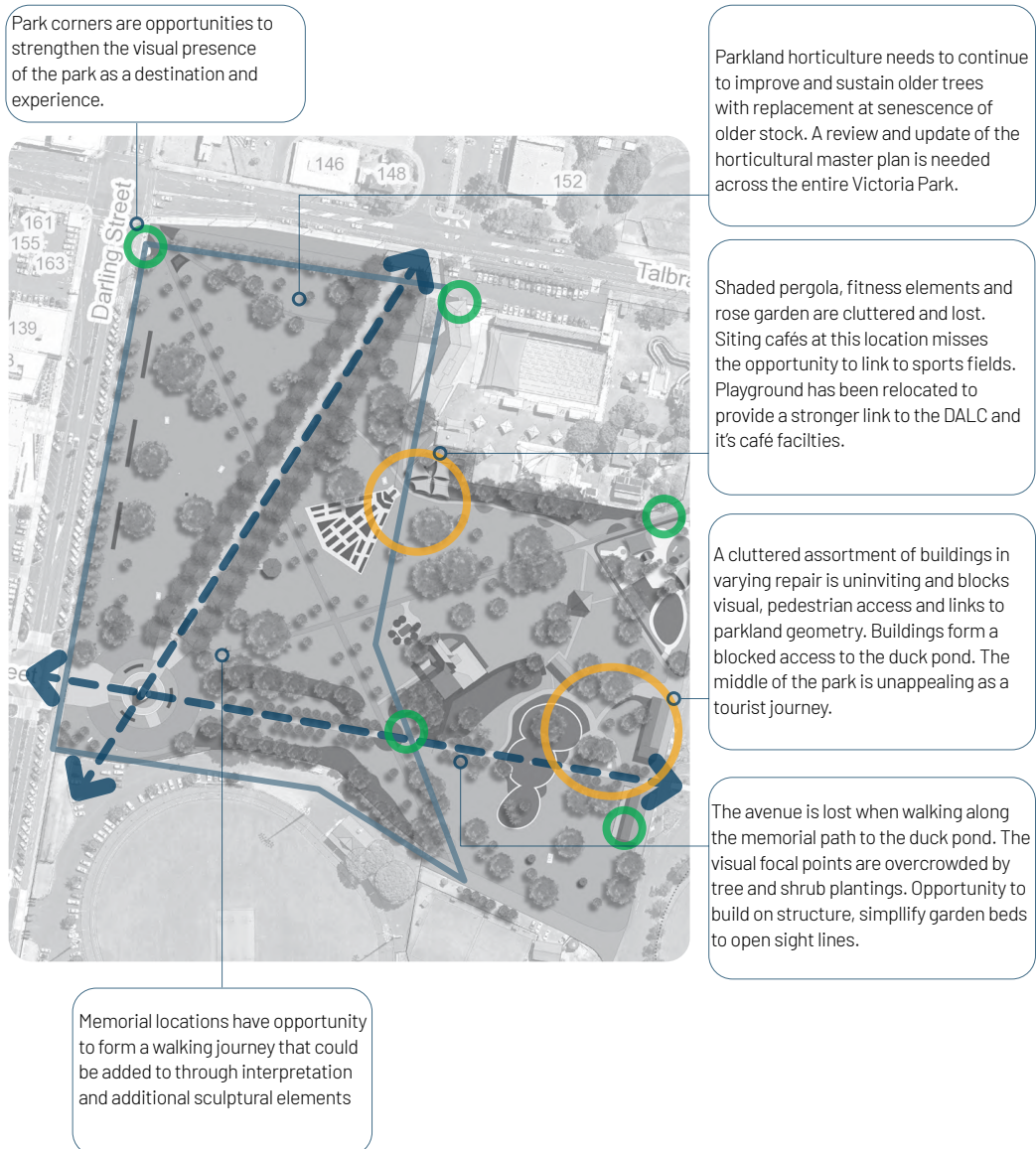
Details on reserve purpose and initial categorisation are included in Appendix 1.

Map of the categorisation is included in Appendix 2.



Plan 4: Victoria Park analysis

The parkland has gradually developed over time. This has resulted in Victoria Park lacking a holistic and cohesive presence. As a destination the precinct is divided and its Victorian character is inconsistent. This section analyses constraints and opportunities for future management.



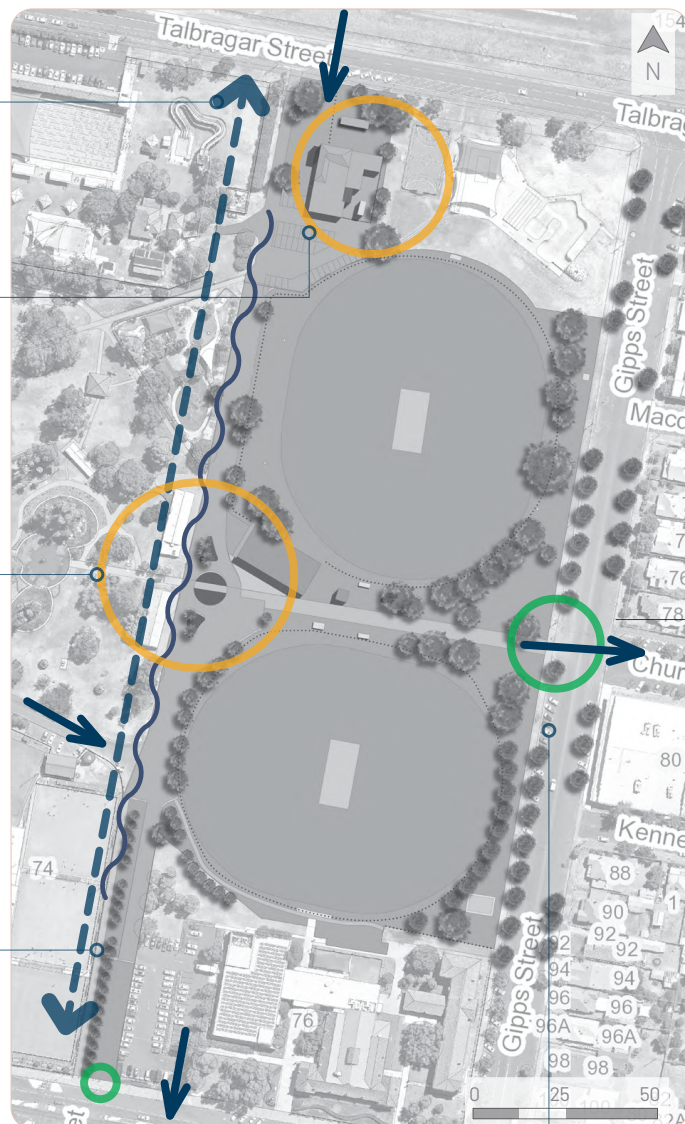
Plan 5: Victoria park access and ovals analysis

The axial geometry of the Victoria Park square is lost through the centre of the park. Traffic and parking is scattered and not clear. Consistent signage for entrances, way-finding and access is needed.

The Men's Shed area form a cluttered and unsightly grouping of sheds, building and storage containers. This also cuts off the multi sports and skate park from forming a cohesive parkland destination.

The internal central road is not straight. As a visitor experience the central part of the park is broken up and disjointed. The main access for use for sports and to access the WPCC do not have consistent signage.

The visual line of the footpath lost and tree cover is partial. Trees selected are too small and will not offer good shade for some time. Lighting across the park needs review and upgrade to LED.



Victoria Park boundary trees are randomly chosen species and plantings.

Plan 6: Dubbo Aquatic Leisure Centre analysis

The Dubbo Aquatic Leisure Centre currently comprises the following:

- 10 lane 50 metre Olympic swimming pool heated to 26oC
- Children's leisure pool, with solar-powered heating up to 28oC
- Disability chair lift and wheelchair equipment
- Twin 60 metre long by 10 metre high water slide
- Kiosk/Café
- Club room, pool entry and amenities
- Full length sheltered grandstand
- Barbecue facilities
- Splash pad

A master plan document was produced for DRC in 2017. This plan included master-plan options that have been incorporated into the management actions. Several of the identified actions have since been addressed.



Licences and leasing

Council may from time to time enter into or create a range of leases, licences, other estates, management agreements, and/or booking arrangements, in order to encourage the use the land and/or buildings appropriately and effectively. These arrangements are intended to support and encourage a range of uses, which enhance the level of activation and enjoyment of the space.

Approval of the PoM allows for Council to continue current and future leasing arrangements on areas of Crown Land. Where leasing and licences occur on Crown Land, this PoM allows for Council to undertake the following activities without Ministerial consent:

- Issue short-term licences for a range of purposes such as holding sports and recreational activities and events.
- Renew existing leases for terms of up to 21 years.
- Grant new leases for terms of up to 21 years.

Kiosks, restaurants, refreshment facilities, mobile vending, recreational equipment sale or hire (e.g. bicycle hire or sale of swimming accessories), may support the general community enjoyment of the precinct, under this PoM EV charging stations would be considered a compatible use. Each proposal will be reviewed to ensure it is compatible.

Current Leases and Licences

- Licence - Lot 7040 DP 1020028 - Dubbo Community Men's Shed 5 Year Licence 22.6.2022 - 21.6.2027
- Licence - Lot 7040 DP 1020028 - Glass House - Dubbo and Orana Orchid Society Inc.
5 Year Licence 2.6.2024-1.6.2029
- Licence - Part Lot 7039 DP 1020228 - Victoria Park Sports Ground Number 1(R520039)- Rugby Clubhouse - Dubbo Rugby Club
10 Year Licence 18.4.2016 -17.4.2026
- Licence - Tennis Complex - Paramount Tennis Club Inc
20 Year Licence 1.6.2022-30.6.2027
- Licence - Part Lot 7040 DP 1020028 - Dubbo - Supercharger Station - Tesla Motors Australia Pty Ltd
5 Year Licence 1.1.2019 -31.12.2024 - 5 Year Option(Due for renewal)
- Commonwealth Lease to DRC - Pipe Band Hall - 307//DP1164237
Indefinite duration from 14.09.1959.





CONSIDERATIONS FOR LEASES AND LICENCING

This plan of management expressly authorises the issue of leases, licences and other estates over the land covered by the plan of management, in accordance with section 46(1)(b) of the LG Act, provided that:

- the purpose is consistent with the purpose for which it was dedicated or reserved
- the purpose is consistent with the core objectives for the category of the land
- the lease, licence or other estate is for a permitted purpose listed in the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*
- the issue of the lease, licence or other estate and the provisions of the lease, licence or other estate can be validated by the provisions of the *Native Title Act 1993* (Cth)
- where the land is subject to a claim under the *Aboriginal Land Rights Act 1983* the issue of any lease, licence or other estate will not prevent the land from being transferred in the event the claim is granted
- the lease, licence or other estate is granted and notified in accordance with the provisions of the *Local Government Act 1993* or the *Local Government (General) Regulation 2021*
- the issue of the lease, licence or other estate will not materially harm the use of the land for any of the purposes for which it was dedicated or reserved.

The following table illustrates some types of leases and licences that may be considered for future use. These examples do not preclude Council from being open to innovative and better ways to utilise its open spaces and assets. Granting of a lease or licence does not grant approval for any development applications or similar Council approvals that may be required.

Asset	Compatible purposes for granting leases/ licences
Community building, park or sportsground	<ul style="list-style-type: none"> • Social purposes including child care, vacation care • Educational purposes including libraries, workshops and classes • Therapeutic purposes including physiotherapy and hydrotherapy • Recreational purposes including fitness, dance and swimming • Cafés and kiosks including outdoor seating and tables • Hire or sale of recreational equipment <p>Short term licences may also be granted to facilitate community events, festivals, music, picnics and private celebrations, filming for cinema or television, public performances, fairs, markets, auctions and similar activities, deliver public addresses, for sporting fixtures and events, sporting ceremonies or any use reasonably associated with the enhancement of sporting groups.</p> <ul style="list-style-type: none"> • Other estates over community land and buildings - Council may grant permissions for public utilities and works associated with improvements or for provision of sub surface conduits, pipes or connections.

Native title

The Commonwealth *Native Title Act 1993* (NT Act) recognises and protects native title rights and interests. The objects of the NT Act are to:

- provide for the recognition and protection of native title
- establish ways in which future dealings affecting native title may proceed and to set standards for those dealings
- establish a mechanism for determining claims to native title
- provide for, or permit, the validation of past acts invalidated because of the existence of native title.

The NT Act may affect use of Crown land, particularly development and granting of tenure.

Specifically, the CLM Act makes it mandatory for council to engage or employ a native title manager. This role provides advice to council as to how the council's dealings and activities on Crown land can be valid or not valid in accordance with the NT Act.

Council must obtain the written advice from an accredited native title manager that Council complies with any applicable provisions of the native title legislation when:

- a) granting leases, licences, permits, forestry rights, easements or rights of way over the land
- b) mortgaging the land or allowing it to be mortgaged
- c) imposing, requiring or agreeing to covenants, conditions or other restrictions on use (or removing or releasing, or agreeing to remove or release, covenants, conditions or other restrictions on use) in connection with dealings involving the land
- d) approving (or submitting for approval) a plan of management for the land that authorises or permits any of the kinds of dealings referred to in (a), (b) or (c).

Council is the Crown land manager of the Crown reserves described in this plan of management in accordance with the legislation and conditions imposed by the minister administering the *Crown Land Management Act 2016*. The use of the land described in this plan of management must:

- be consistent with the purpose for which the land was dedicated or reserved
- consider native title rights and interests and be consistent with the provisions of the *Commonwealth Native Title Act 1993*
- consider the inchoate interests of Aboriginal people where an undetermined Aboriginal Land Claim exists
- consider and not be in conflict with any interests and rights granted under the *Crown Land Management Act 2016*
- consider any interests held on title.

When planning to grant a lease or licence on Crown reserves, the council must comply with the requirements of the *Commonwealth Native Title Act 1993* (NT Act) and have regard for any existing claims made on the land under the *NSW Aboriginal Land Rights Act 1983* (ALR Act).

It is the role of the council's engaged or employed native title manager to provide written advice in certain circumstances to advise if the proposed activities and dealings are valid under the NT Act

The Council Native Title Manager has reviewed the Crown land within Victoria Park.

Native Title legislation continues to be effective until one of the following events occur:

- There is determination that native title has been extinguished over the subject land,
- There is an order made for 24FA protection, or;
- A Native Title Certificate is issued by the Minister acknowledging native title has likely been extinguished.

There are no current land claims over crown reserves covered by this Plan of Management.

Consultation for this PoM included discussion with Council's Aboriginal Liaison officers regarding significance of place within the Victoria Park Precinct. Future management actions and timeframes for delivery were discussed. It was determined that an aim of this PoM is to support inclusion of indigenous cultural heritage, stories and interpretation within future precinct developments to enhance the value of the parklands for the wider community and tourism.

Heritage values

Victoria Park has long been a focal point for recreational opportunities, both passive and active, to the Dubbo community. Victoria Park was designed from its earliest development to be a recreational hub.

The Victoria Park Precinct is reminiscent of a bygone era. Although diluted with more recent improvements the precinct still retains a number of elements that reflect on its Victorian heritage. These include the grandstand at Victoria Park No.1, general layout of the park, the bandstand, cenotaph and rose gardens.

The Victorian park style is reflected in the existing layout of formal paths and avenues, bandstand, the water body created out of swamps, proximity to tennis courts, and ovals. These features are typical of public park design undertaken in the period spanning the 1800s through to the 1920s. A major example of this style of park can be found at Centennial Park in Sydney.

In 1987, The National Trust of Australia included elements of Victoria Park, as historically significant to the layout of Dubbo. This is due to the generally intact nature of the park layout and visible elements and structures that adhere to the typical design philosophy of the 1920s. These structures and elements included:

- The Duck Pond, completed in 1897
- War Memorial and Memorial Drive
- The bandstand
- The original caretakers cottage (known as the Colleen Montgomery Cottage)
- The Silky Oak avenue (*Grevillea robusta*)

An Interim Conservation management policy was developed in 1995 identifying most major elements of the park. The horticultural heritage elements have been further identified within the Victoria Park Rehabilitation Master Plan 2011.

Within the last 10 years Council has upgraded a large proportion of the community infrastructure in Victoria Park. This includes the installation of the skate park precinct, the conversion of the old Maintenance stables to cater for a community group, the new all access playground that caters for able bodied and disabled children; outdoor gym equipment, sports lighting for ovals, the modification of the caretakers residence into the home for Family Day Care. This has rebuilt a significant proportion of Victoria Park as a community meeting place where differing generations and socio-economic members of Dubbo's community can inter-relate during recreation. Victoria Park No 1 Oval no longer contains a velodrome as this has been removed to cater to premier sporting events requiring top condition sizing and playing surfaces.

The Duck Pond has also been redesigned since 1987.



Image taken c. 1933. Source unknown



Image taken c. 1938. Source unknown

Parkland history

Victoria Park is still an important example of Victorian era parkland. In this era it was common that parks became a collection of specimen trees from around the world, formal avenues, turfed lawns and water features. The Victoria Park Rehabilitation Master-plan 2011 stated:

The Victorians took gardening into another dimension, the modern form of landscaping, producing truly creative designs using a menagerie of plants from around the world.

- Exterior plantings are rich in texture and colour that, to our eyes, may seem garish, with trees and flowerbeds randomly dotting an expanse of lawn.
- Trees and shrubs, including the new weeping and contorted forms and varieties with unusual texture or colour are all planted as specimens.
- Shrubs were planted so that each one would stand on its own rather than blending together. A variety of plants were chosen for uniqueness in blossom, shape or variety.
- The point was not the overall aesthetics of a grouping but the showiness and uniqueness of individual plants. The goal seemed to be to find that special specimen that no other could find.

This photo was taken in the 1930s by local photographer, Charles Salmon. It is an idyllic family scene with four children enjoying their picture being taken on the grass.



2025-2035 VICTORIA PARK PLAN OF MANAGEMENT

19

Landscape history pre 1770

Victoria Park sits within the Macquarie Alluvial Plains landscape, on a historic woodland swamp landscape with fine grained brown soils.

The vegetation of the area now occupied by Victoria Park was described as the Wingewarra (swamp). The swamp was perched in a flow line that begins near the old RAAF stores depot and meets the river near the railway bridge.

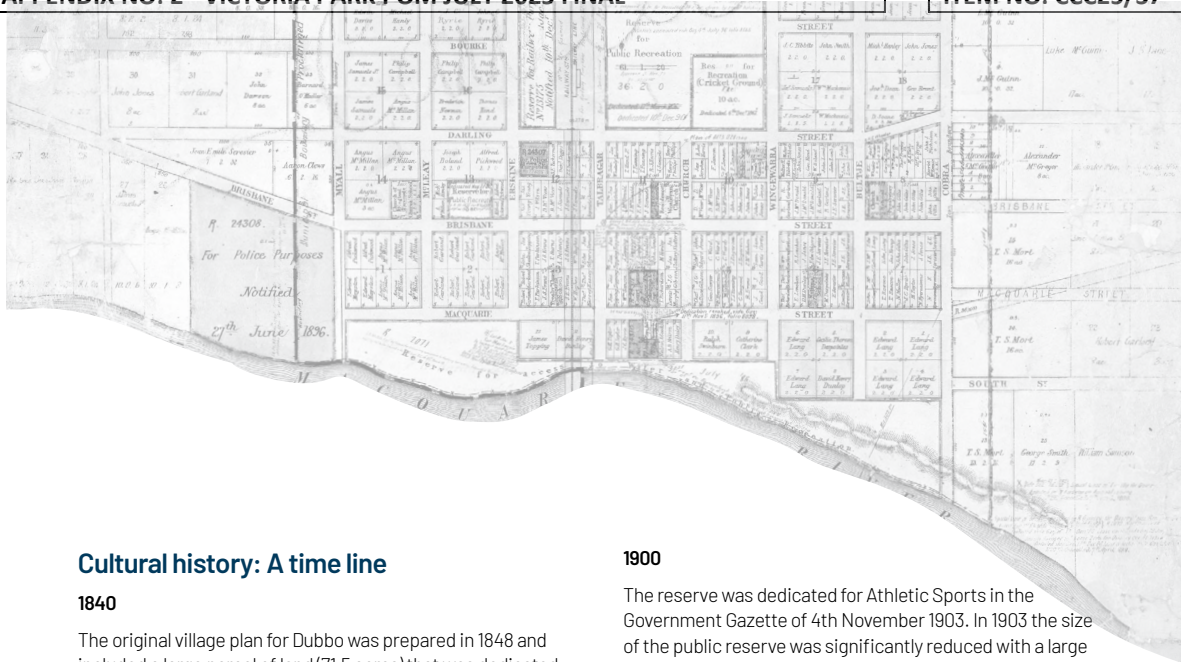
In 1897 an existing pond formed by Wingewarra swamp was beautified by the addition of an extra island to make three islands, with a fountain.

Similar areas remaining today have an over storey dominated by Fuzzy Box, *Eucalyptus conica* and one such specimen remains nearby today on the nearby railway land. The groundcover would be expected to have been a mixture of reeds, rushes, sedges and grasses.

The swampy area would have been abundant with wildlife, providing the Aboriginal population with a great source of food, including eggs, birds, reptiles and fish. In earlier times it was not uncommon for emus and kangaroos to be seen in the park.

On the fringes of the swamp, Rough-barked apple *Angophora floribunda*, Yellow Box, *E. melliodora*, White Box, *E. albens* and Grey Box *E. microcarpa* would have occurred along with Wilga, *Geijera parviflora*. Weeping Myall, *Acacia pendula* and Yarran *Acacia homalophylla* would have occurred nearby and were an important wood used for fire, tools and weapons by Aboriginal people.

Possums are abundant in the River Red Gums fringing the nearby river and would have used hollows in the large Eucalypts nearby.



Cultural history: A time line

1840

The original village plan for Dubbo was prepared in 1848 and included a large parcel of land (71.5 acres) that was dedicated as public reserve.

1860

In 1867 the area was gazetted as "Public Open Space". In 1871 a portion of land on the northern end of the park was reclaimed by the Crown for the development of the railway yards.

1870

1876 initial clearing and draining of the swamp-land took place to make way for football and athletics facilities. It was also during this year that Council accepted a tender to construct a fence and a set of gates to enclose the recreation area. In 1878 a well was sunk in the Park to provide a water supply for both the Park and the town.

1890

Victoria Park was dedicated for public recreation in 1890. In 1897 Council made the decision to further improve the park by turning the remaining swampy ground and small pond into a lake. The lake, with its fountain and a few ornamental trees was subsequently fenced to exclude stock that still roamed the park.

This area is today represented as the "Rotary Park". The fountain celebrates the 60 year reign of Queen Victoria. Originally known as Queens Park, and the small lake was named Victoria Lake. Over the years the park has assumed the name Victoria Park.

1900

The reserve was dedicated for Athletic Sports in the Government Gazette of 4th November 1903. In 1903 the size of the public reserve was significantly reduced with a large portion between Talbragar Street and Erskine Street being handed over to the State Rail Authority for the railway yards and station.

Major improvements for active recreation pursuits occurred at this time. A 10 acre area centred over the present Victoria Park No 1 Oval was handed over to a Sports Ground Trust for the development of an Athletics facility. By the end of the year the present football ground, cricket pitch and cycle track were in operation.

In 1906 the Bowling Club in Victoria Park was officially opened in 1909 the tennis courts were completed.

Between 1907 and 1909 the ORIGINAL Bandstand in the park was constructed. This was replaced in 1938 with the one that currently exist.

1910

In 1914 a portion of land on the south-eastern corner of the park was dedicated for use as a public school.

In 1916 land was consolidated by the Crown to allow the construction of a fire station on the south-western corner of the park.

1920

In 1925 the first of the War Memorials in the park was erected to honour soldiers who did not return from World War I.

In 1926 the bowling greens were constructed at the Bowling Club.

In 1929 the amenity block in the park was constructed.

1930

Victoria Park No 1 was fenced off and memorial gates erected in the memory of George W Bell who was the President of the Cricket Association during the 1920's and was also the proprietor of the Court House Hotel. The remainder of the park at this time was still basically a 'fenced in' paddock.

In 1932 major unemployment relief funds were made available to the Council and a significant proportion of these funds were used to construct the Dubbo Olympic Pool. The public baths were opened December 2, 1935, although not dedicated until 1937.

1940

In 1940 the grandstand at Victoria Park No 1 Oval was opened by and dedicated to George Wilson E.S.Q. MLA (Minister for Legislative Assembly for Dubbo 1932 - 1942).

1950

1954-9 saw the construction of the propagation area and glasshouse completed. The Rotary Club handed over these areas to Council in 1959.

1954 Queen Elizabeth II and his Royal Highness the Duke of Edinburgh visited Dubbo and were welcomed to the city by Mayor L H Ford in Victoria Park. An obelisk was erected in celebration of this visit.

1960

In 1964 staff facilities were constructed between Victoria Park No 2 & 3 Ovals.

1970

1971-1973 The park facilities were continually improved including drainage and irrigation, pedestrian lighting for the park and sports lighting.

A new toilet block was constructed in 1973 on the northern side of the No 1 Oval as well as new fencing and the centralisation of the main gates of No 1 Oval.

In 1973 a small parcel of land adjacent to the Dubbo High School was transferred to expand the playground area.

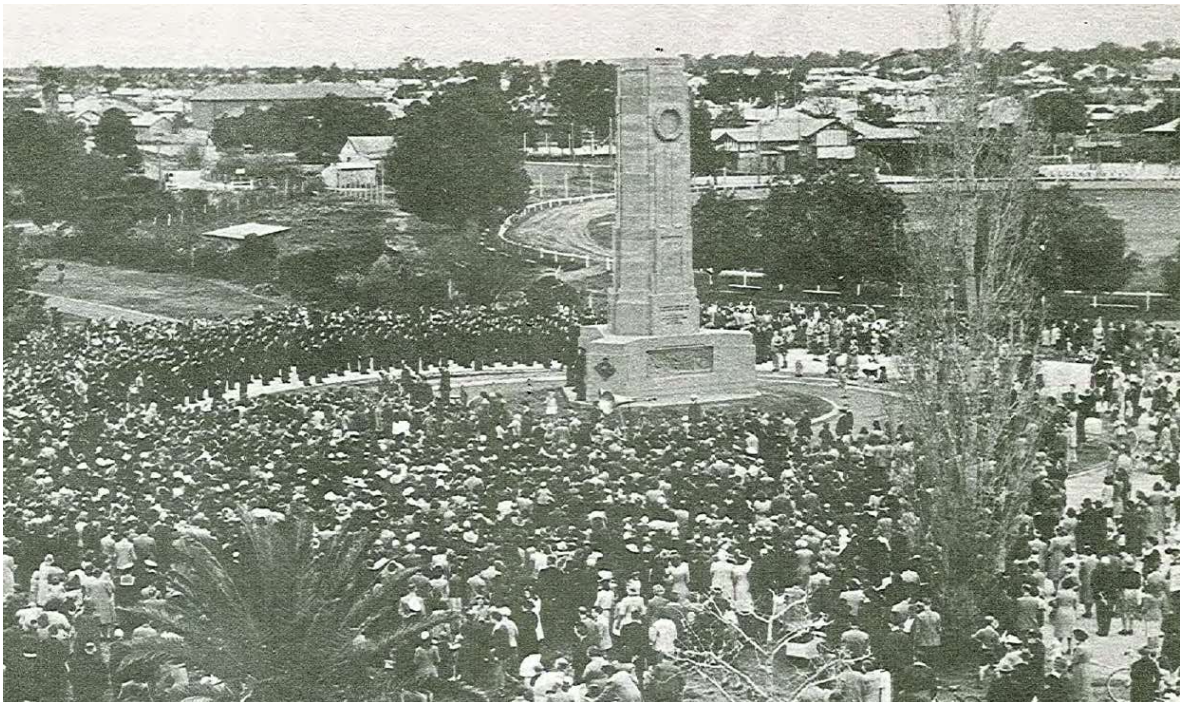
1975 saw the installation of track lights on the bike track.

1980

In 1985 a new War Memorial was erected to commemorate the Vietnam War.

In 1986 training lights were installed at No 2 Oval.

Opening of the Cenotaph



2025-2035 VICTORIA PARK PLAN OF MANAGEMENT

1990

Training lights were installed at Victoria Park No 3 Oval.

Between 1994 and 2009 major improvements to the area included improvements such as, sealing the cycle track at Victoria Park No 1 Oval, upgrading the cycle track lighting, construction of a clubhouse at Victoria Park No 1 Oval, major upgrade of the playground area and "Rotary Park"

2010

In 2015, the ANZAC Centenary Memorial Walk was installed between the Cenotaph and the Duck Pond, with 10 plinths, each relating to life in Dubbo at the time of the Gallipoli campaign.

In 2018, gateway plinths installed to mark the 100th anniversary of the end of World War 1.

The Duke & Duchess of Sussex visited, with a bronze statue commissioned to mark the occasion.

In 2019, Victoria Sports Oval No. 1 upgraded, including car parking and a new Council Depot.

2020

A major renewal and upgrade of the playground and Fitness Area was completed.

**Categorisation of the land**

All community land is required to be categorised as one or more of the following categories. Where the land is owned by the Crown, the category assigned should align with the purpose for which the land is dedicated or reserved.

The LG Act defines five categories of community land:

- **Park** – for areas primarily used for passive recreation.
- **Sportsground** – for areas where the primary use is for active recreation involving organised sports or the playing of outdoor games.
- **General community use** – for all areas where the primary purpose relates to public recreation and the physical, cultural, social, and intellectual welfare or development of members of the public. This includes venues such as community halls, scout and guide halls, and libraries.
- **Cultural significance** – for areas with Aboriginal, aesthetic, archaeological, historical, technical, research or social significance.
- **Natural area** – for all areas that play an important role in the area's ecology. This category is further subdivided into bushland, escarpment, foreshore, watercourse and wetland categories.

The categorisation of the land is identified in Appendix 1. The relevant categories for this PoM are Sportsground, Park and General Community Use.

Guidelines and core objectives for management of community land

This section introduces management plans, objective and principles. These are further explored within the sub-precinct actions plans with associated time frames for delivery. Overarching objectives of Council management of public lands includes the following key future directions:

- To provide access to a range of community, cultural and open space facilities and areas.
- To value our unique environment and ensure it is protected for future generations.
- To achieve economic prosperity.
- To fully realise our tourism assets.
- To enhance our quality of life through key infrastructure and services.

As a part of the consultation process in developing PoMs, the principles and objectives were determined. These objectives have been expanded to cover general objectives for the entire Victoria Park Precinct.

Guidelines – from the Local Government (General) Regulation 2021	Core objectives – from the Local Government Act 1993
Clause 104 – Parks: Land which is improved by landscaping, gardens or the provision of non-sporting equipment and facilities, and for uses which are mainly passive or active recreational, social, educational and cultural pursuits that do not intrude on the peaceful enjoyment of the land by others.	Category Park (Section 36G): <ul style="list-style-type: none"> • to encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities • to provide for passive recreational activities or pastimes and for the casual playing of games • to improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.
Clause 103 – Sportsgrounds: Land used primarily for active recreation involving organised sports or playing outdoor games.	Category Sportsground (Section 36F): <ul style="list-style-type: none"> • to encourage, promote and facilitate recreational pursuits in the community involving organised and informal sporting activities and games • to ensure that such activities are managed having regard to any adverse impact on nearby residences.
Clause 106 – General Community Use: Land that may be made available for use for any purpose for which community land may be used, and does not satisfy the definition of natural area, sportsground, park or area of cultural significance.	Category General Community Use (Section 36I): <ul style="list-style-type: none"> • to promote, encourage and provide for the use of the land • to provide facilities on the land, to meet the current and future needs of the local community and of the wider public: <ul style="list-style-type: none"> (a) in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and (b) in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).

Dubbo Regional Council encourages a wide range of uses of community land and intends to facilitate uses which increase the activation of its land, where appropriate, without impacting on its use and enjoyment by the community. Within buildings, swimming pools, and recreational and sporting facilities in particular, intends to permit and encourage a broad range of appropriate activities. The integrity of the Anzac Memorial precinct will be maintained and enhanced by this PoM.

Restrictions on management of Crown land

Council is the Crown land manager of the Crown reserves described in this plan of management in accordance with the legislation and conditions imposed by the minister administering the Crown Land Management Act 2016. The use of the land described in this plan of management must:

- be consistent with the purpose for which the land was dedicated or reserved
- consider native title rights and interests and be consistent with the provisions of the Commonwealth Native Title Act 1993
- consider the inchoate interests of Aboriginal people where an undetermined Aboriginal Land Claim exists
- consider and not be in conflict with any interests and rights granted under the Crown Land Management Act 2016
- consider any interests held on title.

Management principles and objectives

Create vibrant and diverse experiences

- Build on our unique region identity with offerings of contemporary recreation, exercise and cultural experiences.
- Respond to the needs of community to cater to new opportunities and innovative ways to better use the precinct. This may be to encourage a maximum diversity of programmed and un-programmed uses that are compatible with the precinct.
- Plan areas of the precinct to cater to temporary installations, events, music, festivals, contemplative zones and large picnic spaces.

Respect cultural heritage

- Cater specifically for the needs of youth, families and cultural groups through flexible, multi-use facilities and programs. This may include incorporation of recreation opportunities and experiences for a wide range of user groups.
- Protect and implement cultural heritage values across the park, including memorial connections, Victorian heritage and future interpretation opportunities.

Strive for environmental sustainability

- Support the limited opportunities exist across the precinct to restore or protect existing natural biodiversity.
- Manage and restore Victorian heritage elements of the parkland character of the precinct.
- Ensure that land use development within the precinct enhances water quality run-off, re-cycling or implement water sensitive design.
- Seek energy efficient upgrades to lighting, including LED and solar where appropriate. Maximise the use of renewable energy sources as it becomes appropriate or available.
- Recycle plant material and waste for soil improvement wherever.

Enhance community health

- Contribute to community health and wellbeing through access to recreation and exercise.
- Provide safe pedestrian and cycling connections to adjoining communities, showground and Tracker Riley shared pathway.
- Provide social equity across access, way finding, recreation and exercise.
- Review development of the precinct at intervals based on community demand as outlined in consultation, recreation studies or other research.
- Create opportunities for community uses that are interactive and responsive to social equity, the need for specific age based activities, or therapeutic and mental health benefits. This may include complementary therapeutic practitioners associated with sports, child care or swimming for example.

Improve financial sustainability

- Encourage community involvement and partnerships across all precincts and facilities management, including indigenous involvement where possible.
- Create employment in the precinct associated with development and management of recreation, tourism and community facilities.

General management actions

Documentation and planning reviews are required to achieve consistency across the entire Victoria Park. These updates and precinct wide actions are defined below. Timeframes to achieve these reviews and progress implementation are detailed within Table below.

The 2035 master plan shown at Plan 7 which defines the future of Victoria Park. The 2035 master plan is broken into sub precinct based actions with time frames for a 10 year program of delivery for more information.

Short term: year 1 to year 3 (2025-2028)	Mid term: year 4 to year 6 (2029-2031)	Long term: year 7 to year 10 (2032-2035)
Actions		Delivery
Create vibrant and diverse experiences		Short term
<ul style="list-style-type: none"> Support low risk and impact events in line with the Event Management Policy. Roll out the endorsed Recreation and Open spaces signage suite across the Victoria Park and Ovals. 		<ul style="list-style-type: none"> ✓ ✓
Respect cultural heritage		Mid term
<ul style="list-style-type: none"> Prepare a conservation plan to identify heritage items, current state of repairs, budget forecast and options for appropriate sensitive improvements in consideration with Council's asset management policies, Operational Plan / Delivery Plan and approved budgets. Review and update a Victoria Precinct tree rehabilitation master plan across the whole parkland. Plan staged upgrades to current tree plantings in line with the Master Plan 2030. Develop an interpretive plan for the whole of Victoria Park identifying its development and cultural significance to our community. 		<ul style="list-style-type: none"> ✓ ✓ ✓
Strive for environmental sustainability		Short term
<ul style="list-style-type: none"> Review street lighting across the Victoria Park precinct. Develop an upgrade plan by precinct for consistency and visual cohesion. Include for pathways across the precincts for exercise, commuting and tourism. Audit council facilities to improve waste disposal practices, energy efficiency, water saving and sustainability. 		<ul style="list-style-type: none"> ✓ ✓
Enhance community health		Mid term
<ul style="list-style-type: none"> Enhance passive recreation opportunity with signage of exercise loops with distances for training purposes. Planning and delivery for upgrades to play spaces, barbecue facilities and existing picnic areas. Improve sports facilities to state and regional level as identified in the Recreation Strategy. 		<ul style="list-style-type: none"> ✓ ✓ ✓
Improve financial sustainability		Short - mid term
<ul style="list-style-type: none"> Develop costing and procurement strategy to deliver a consistent set of signage, street furniture & lighting with approved commercial suppliers to ensure best value for a long term delivery. Investigate café and outdoor space. 		<ul style="list-style-type: none"> ✓ ✓

The actions above may indicate timeframes for achievement over the 10 year period of the plan. These timeframes are considered to be: short term, mid term, long term and are dependant on council's Operational Plan/Delivery Plan and budget. Priorities may change over time.

Plan 7: Victoria Park master plan 2035



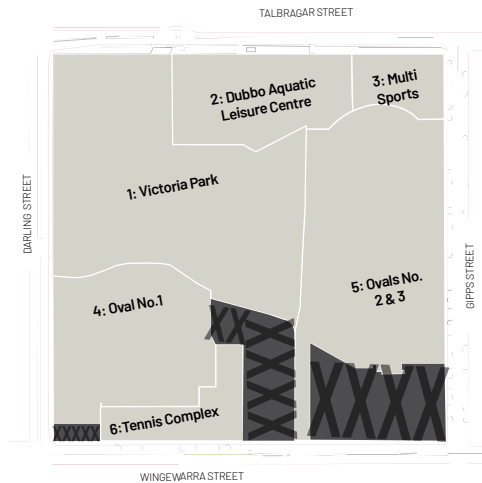
The master-plan above illustrates the future layout of all facilities within the Victoria Park Precinct. Each sub-precinct is detailed with actions for the next ten years..

Key: ~~XXXXXX~~ Not Included in PoM

PoM approved activities

A range of works or activities may be undertaken either as exempt development or development where a PoM has been adopted. The following table lists a range of activities or works which may be undertaken within the various parkland precincts as allowed by this PoM. Any approvals and additional environmental assessments would be determined and undertaken prior to any works being commenced.

For all assets under the control of Council, a rolling asset maintenance and replacement program is developed and implemented. All components are identified alongside their expected lifecycle and cost of maintenance and ultimate replacement. Any defects are recorded and scheduled for repair and/or removal to help ensure the public's safety.

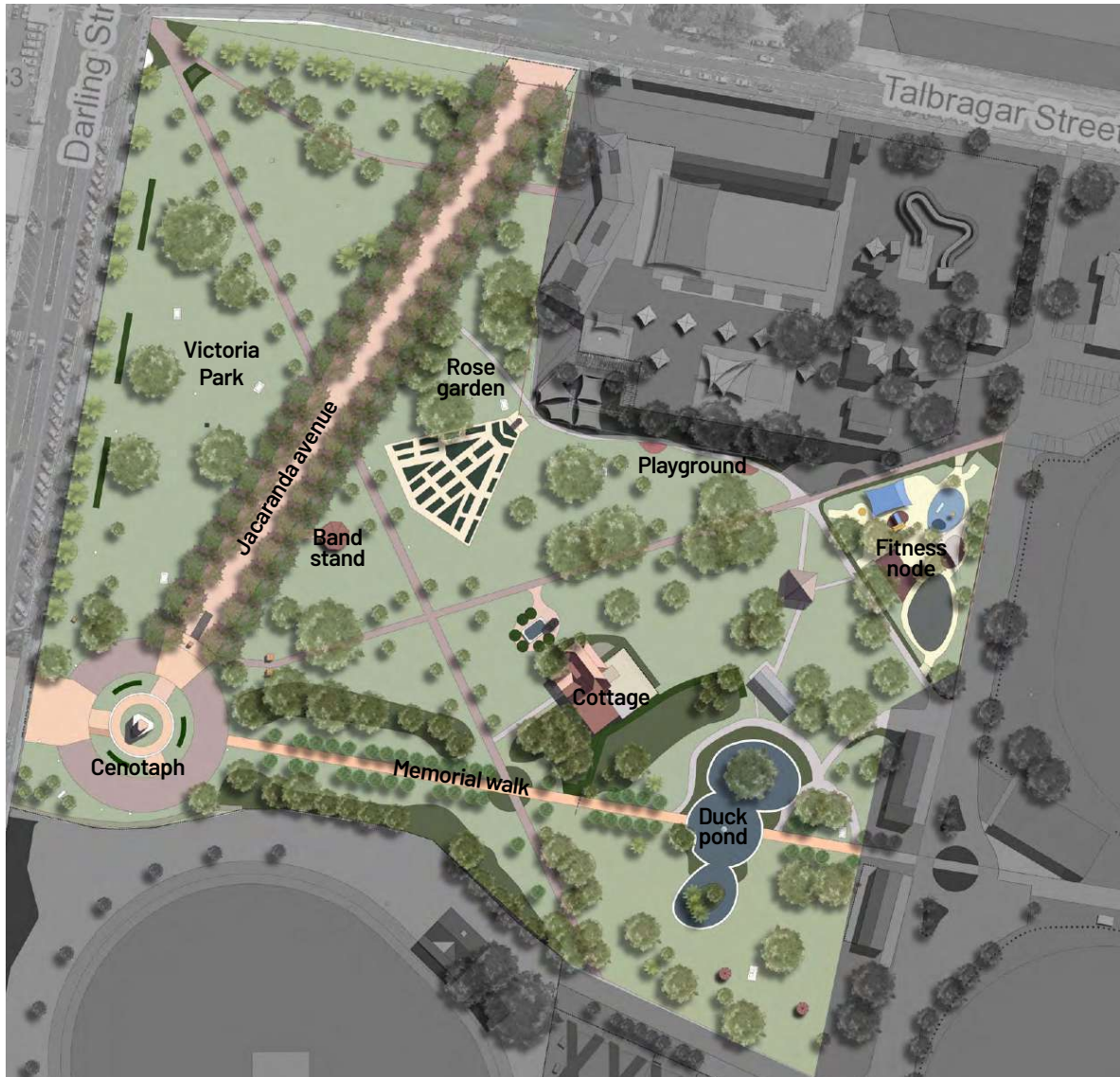


Sub-Park area key

Activity	Park	DALC	Multi	Oval 1	Oval 2 + 3	Tennis
Roads and parking facilities	✓	✓	✓	✓	✓	
Utility services	✓	✓	✓	✓	✓	✓
Storm water services	✓	✓	✓	✓	✓	✓
Maintenance facilities & storage		✓		✓	✓	
Pathways, slabs and fencing	✓	✓	✓	✓		✓
Landscaping and tree planting	✓	✓	✓	✓	✓	✓
Picnic, BBQ's and street furniture	✓	✓	✓	✓	✓	✓
Play and fitness equipment	✓	✓	✓	✓	✓	✓
Shade sails/structures	✓	✓	✓	✓	✓	✓
Temporary event structures	✓	✓	✓	✓	✓	✓
Kiosks & Cafés	✓	✓				✓
Signage and way finding	✓	✓	✓	✓	✓	✓
Lighting	✓	✓	✓	✓	✓	✓
Community buildings renovation	✓	✓	✓	✓	✓	✓
Office space	✓	✓				✓
EV charging station	✓	✓	✓	✓	✓	✓

Plan 8: Victoria Park

Area 1: Victoria Park



Vision statement

Victoria Park is the premier central park for Dubbo. It is an area of cultural significance due to its history, elegant traditional design and memorial places.

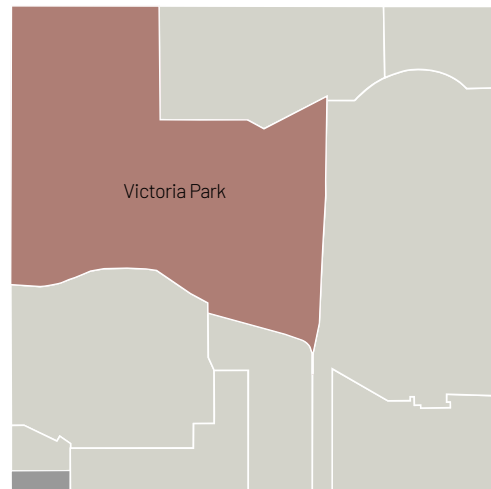
Desired future

We desire the future character of Victoria Park to reflect the cultural heritage of the development of Dubbo. The action plan augments a strong visual edge to Victoria Park by increasing plantings to boundaries, formalises axial geometries to circular gathering spaces, and unites the whole parkland. The parkland is a key destination for events and to provide an enjoyable city experience for regional and major international tourism.

To be a key destination for Dubbo showcasing the blending of traditional Victorian-era parkland design with the growing need for interpretation of cultural and historical events including wars. The vision is to strengthen traditional parkland geometry and build strong linkages to the entire Victoria Park. This includes expanding the memorial walk from the Cenotaph to the refreshed duck pond area. This provides space for new memorials, to recognise other wars that Australians have fought in including remembering RAAF/ Navy/Army/Nurses and local heroes.

The duck pond area is refreshed and becomes a culminating central point of the memorial walk. The pond is reformed to with quiet seating and long benches. A pergola with barbecues and raised platform for community use is placed on the northern side for commemorative purposes and as a small event space for gatherings, music and markets. Tree plantings that define the parkland are repeated including the Jacarandas and Palms. The parkland will continue to preserve historic park elements such as the Victorian elements, avenues, sculptures, bandstand, and sightlines to the Cenotaph.

The precinct has opportunities for picnic and play. A refresh of play space in a new location was completed in June 2022. The new location provides users close access to amenities, café, and shaded picnic areas with barbecues. Accessible and sensory play space to include all-access merry-go-round, musical and sensory play as well as rope play structures.



Sub-Park area key



Victoria Park 2024

Victoria Park action plan

A city park for the future

The key elements of a revitalised action plan for 2035.

Actions

Respect cultural heritage

- Develop a full Victoria Park Master Plan that protects the park layout and central elements of the original design in line with cultural and conservation heritage advice. Define elements that are traditional and should be kept or repaired.
- Develop detailed plans for the memorial walk inclusive of interpretation and artistic input for memorial plinths and sculptures. Seek appropriate funding and grants for project delivery.
- Develop detailed plans for the Rotary Pond area with consideration of including pergolas, improved seating and BBQ areas, increased natural shade and gathering areas.
- Update the War Memorial to include missing conflicts through consultation with the RSL Club and community.
- Continue infilling palm avenue along Darling and Talbragar streets with appropriate species – Park frontage only.

Create vibrant and diverse experiences

- Upgrade Victoria Park orientation and wayfinding . Provide clear directions for signage and way finding. Develop a consistent street furniture look and style.
- Develop destinations for picnics, BBQs and family friendly passive recreation.
- Review planning for the residential cottage with possible re-use opportunities for communities including complementary therapies linked to aquatic and sports activities across the precinct. For example this may include group yoga, pilates, physiotherapy and wellness practitioners.

Respond to the needs of community

- Provide an opportunity to formally site various memorials which are scattered along a dedicated walkway with clear geometries to the Cenotaph.
- Negotiate relocation or removal of glasshouse and orchid club structures

Strive for environmental sustainability

- Prepare a sub-precinct audit for environmental sustainability for park and cottage structure. Seek improved energy efficiency, lighting and water usage as initial targets.
- Procurement of street furniture to include improved sustainability as a factor in value for money selection of street furniture e.g. reduced carbon footprint in manufacture, increased energy efficiency.
- Review horticultural planting plans and update garden plantings. Manage a complex horticultural collection of mature trees catering to age, safety and renewal of older plantings.
- Review planting plan of key avenues within in the Park in consideration of appropriate heat tolerant species that will successfully survive due to our changing climate.
- Formalise a garden associated with the cottage in keeping with Victorian styles and themes.
- Upgrade park lighting standard using LED lighting.

Enhance community health

- Provide safe passive recreation with a defined well-lit pathway.
- Provide safe options for all-access to increase park use.
- Upgrade/renew public amenities.

Improve financial sustainability

- Link recreational opportunities to café and seek partnership opportunities for the residential cottage.
- Encourage greater accessibility of all facilities.

30

Victoria Park future character

Concept elements and ideas

Concept ideas to enhance the parkland are for further development during detailed design phases by Council. These phases will require community consultation.

The memorial walk

Protect Victorian heritage elements. Prepare plans to ensure long term management of key structures and features are treated appropriately as the parklands develop and change over time.



Garner Veteran Memorial, Raleigh, USA offers a timeline approach to the war memorial including interpretative totems detailing conflicts and pavements that list individuals who fought.



Kings Park war memorial in Perth highlights strong formal geometry with clear sightlines. The park was opened in 1929 and is of a similar era to Victoria Park. The palm trees in the image are symbolic of the era of formal stately tree planting.

An expanded memorial walk that bridges the historic WWI Cenotaph and WWII memorials with the opportunity to interpret additional conflicts in their own right. A united geometry brings together the stories of local heroes and community effort.



Night time lighting transforms the experience of the memorial.



Korean War Memorial, Washington DC, USA as an example offers both contemporary and classic formal sculptural elements that have excellent authentic detail and offer a remarkable insight into the severity of the conditions in which the war was fought. As a visitor experience it offers a real personal engagement and becomes a highlight.

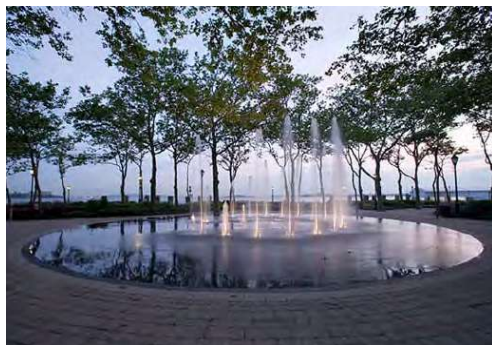
Victoria Park future character

The duck pond

A refresh of the Duck Pond and Rotary signage will unite the formal geometry of the Victorian-era park. Contemporary elements such as minimal water features and pergola enhance options for quiet contemplation on the remembrance of the memorial walk.



Pergola and trellis elements enhance the space and provide space for gatherings, picnics and barbecues.



The Battery, New York, USA. Introduces formal geometry, water elements and lighting to expand use.

Victoria Park future character

Playground

The playspace was renewed in 2022 in line with scheduled asset replacement. The new location is well placed for amenities, café and picnic area.



The playgrounds have been designed to cater for different age groups and to provide a range of fun and challenging activities.

2025-2035 VICTORIA PARK PLAN OF MANAGEMENT



The Junior Playground includes a variety of elements that provide climbing, crawling, balancing and sliding and encourages social interaction.



Senior Playground includes more challenging elements including climbing blocks.

33

Plan 9: DALC plan

Area 2: Dubbo Aquatic Leisure Centre



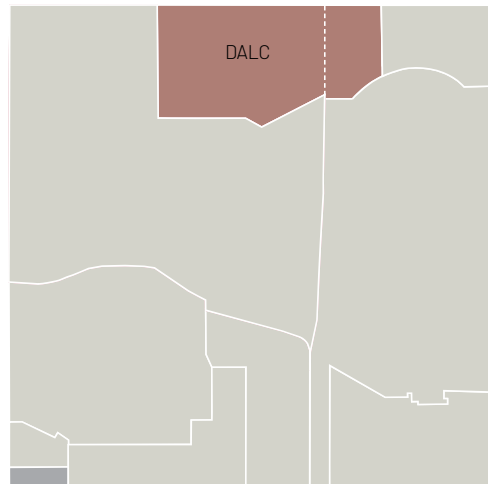
Vision statement

A contemporary swimming facility offering diverse and inclusive water-based leisure and sporting functions. Dubbo Aquatic Leisure Centre (DALC) engages with the wider regional community to deliver important regional health and wellbeing outcomes.

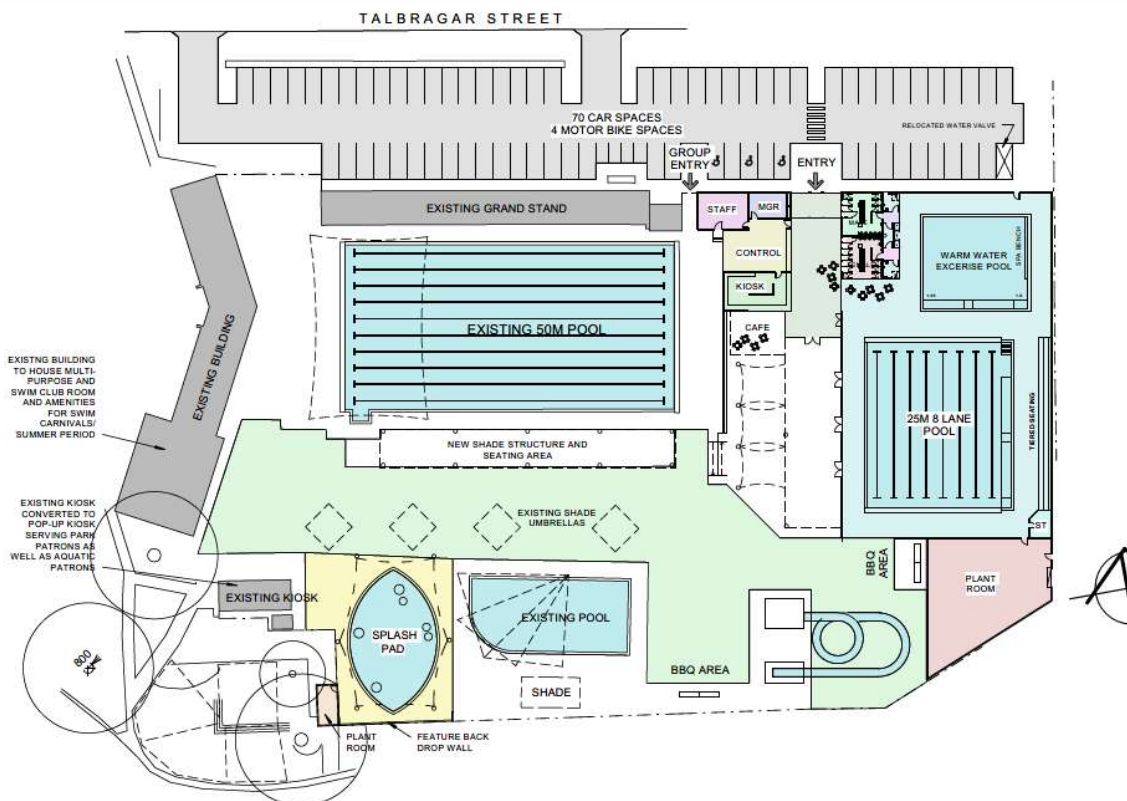
Desired future character

To be a key swimming destination in the region. Offering a diverse range of activities including outdoor areas, splash pads and youth water park activities, indoor facilities, and café. Dubbo Regional Council has undertaken a master-planning exercise for the Dubbo Aquatic Leisure Centre. This master plan investigated opportunities to provide a significant expansion of indoor aquatic recreational opportunities for the Dubbo and regional communities, including consideration of a year round facility.

Additional features for the new facility could include a learn to swim pool, lazy river, heated spa, sauna/steam room facilities, gym, wave pool, additional amenities, break-out areas, additional off street carparking and daycare /crèche. This provision requires further community consultation and may include active leisure experiences suited to older children and adults.



Sub-Park area key



2025-2035 VICTORIA PARK PLAN OF MANAGEMENT

DALC action plan

A contemporary water leisure experience.

The key elements of a revitalised action plan for 2035.

Actions

Respect cultural heritage

- Interpret the story of the public baths at the facility.
- Built structure to be complementary to the Victorian-era setting as it is seen from the parkland.

Create vibrant and diverse experiences

- Provide clear directions for signage and way finding. Develop entry signage for the parkland that is consistent for the precinct.
- Review the 2017 master plan to enhance aquatic recreational opportunities at the existing Dubbo Aquatic Leisure Centre through the addition of an indoor facility, and prepare a Business Case Analysis to inform the Elected Members on its financial viability.

Respond to the needs of community

- Seek community consultation on the development of water based activities and inclusions to meet the current community. Consider demographic changes within the planning for staged works.

Strive for environmental sustainability

- Inclusion of environmental sustainability as a design consideration during development of DALC plans. Consider water re-use, energy efficiency and improved building efficiency as a goal of the future building.

Enhance community health

- Provide opportunities through Council's external management providers to partner with social club, athletic clubs and top level sports agencies to foster improved swimming competition and club numbers.

Improve financial sustainability

- Through our external management provider partner local businesses to provide services such as complementary health for rehabilitation, social equity and youth engagement, wellness, rehabilitation, and sports remedial services.

Plan 10: Multi-sports recreation plan

Area 3: Multi-sports recreation



Vision statement

The Multi-Sports Area provides opportunities for youth engagement, flexible recreation, and open fitness. We desire this youth precinct to reflect the character of the Victoria Precinct through enhancement of the visual connection to the entire precinct.

Formal geometries of the parkland are reflected in linear plantings of palm trees along the boundaries to the park.

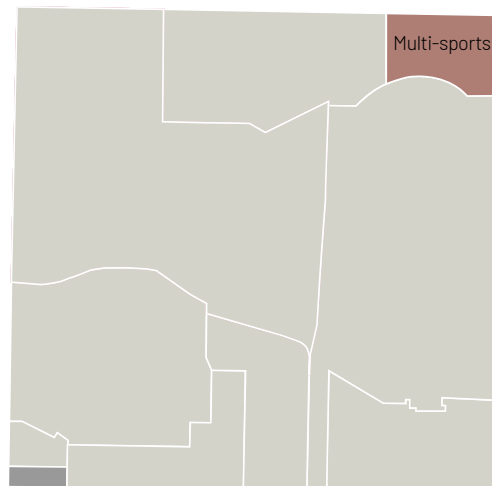
We desire for the connection of the fitness stations to be linked to recreation throughout the parkland.

Desired future character

To be a key youth area and fitness precinct for Dubbo. The area has skate-park and multi-sports courts existing. Multi-sport courts and skate park areas maintained and refurbished based on Council defined asset management regimes and rolling budgets over the next 10 years.

Tree plantings provide visual linkages and connections to the whole precinct and form a strong boundary.

Men's shed activities potentially relocated to other locations following consultation to allow future expansion of multi-sports area and improve connectivity to the park, via pathways and lighting



Sub-Park area key



The existing skate park is well recognised in NSW due to the full pipe.



Multi-sports recreation action plan

The key elements of a revitalised action plan for 2035.

Actions

Respect cultural heritage

- Continue appropriate Victoria themed plantings along the boundary to enhance the visual connection to the Victorian-era heritage of the parkland.

Create vibrant and diverse experiences

- Remove and relocate unsightly sheds and storage from the site to expand car parking for the parkland in one cohesive, well signed location. Add clear wayfinding, lighting and signage.
- Provide improved recreation facilities for young people.

Respond to the needs of community

- Provide an opportunity for flexible ball courts and skate facilities for youth engagement. Promote efficient use of existing sporting facilities and future recreational facility requirements.
- Incrementally improve existing assets and shade structures to be vandal proof and low maintenance.
- Improved lighting in and around Fitness Area.

Strive for environmental sustainability

- Add clear wayfinding, lighting and signage based on precinct sustainability styles and standards.
- Park lighting to transition to LED.

Enhance community health

- Provide safe passive recreation with a defined well-lit fitness area.
- Increase shade in fitness area.

Improve financial sustainability

- Seek partnership opportunities for local fitness groups to access the multi-space. Encourage community group use.

Plan 11: Victoria Park oval

Area 4: Victoria Park oval 1



Victoria Park oval 1 action plan

First class sporting facilities

Dubbo is recognised for its first class sporting facilities that cater to a wide range of local, regional and NSW state sporting events and opportunities.

Actions

Respect cultural heritage

- Protect park heritage elements. Contemporary additions to blend in with the existing character and feel of the precinct.

Create vibrant and diverse experiences

- Update a 10 year management plan for the sports grounds, including Victoria Park ovals 1,2, and 3. Ensure planning and funding is available for high quality, fit-for-purpose open space is available for use by the community.
- Add clear wayfinding, lighting and signage. Signage to be consistent with the Victoria Park Precinct themes and style guides. Define traffic management to improve safety and efficiency in the park road network.

Respond to the needs of community

- Maintain and support local sports and wider regional competition. Maintain NSW state level facilities.
- Improve vehicular circulation and access during events with clear direction for overflow parking if needed.

Strive for environmental sustainability

Add clear wayfinding, lighting and signage based on precinct sustainability styles and standards.

Enhance community health

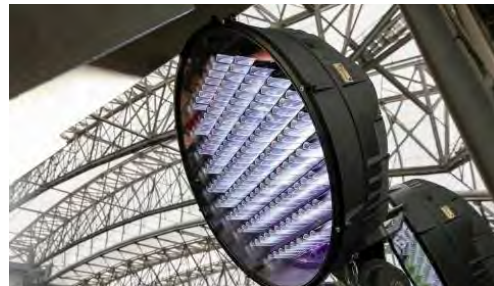
- Provide safe recreation with a defined well-lit area.
- Include universal access where possible.

Improve financial sustainability

- Seek partnership opportunities for local fitness groups to sponsor local sports and events.

Future character concepts

Victoria Park No. 1 is largely defined in terms of physical space. Additions and improvements regard the quality of amenities to suit top level competition as well as signage, wayfinding and access.



NRG stadium in Houston, USA is green. LED stadium lighting.

Plan 12: Victoria Park access plan with ovals 2 and 3

Area 5: Victoria Park access



Vision statement

This area is the core access route for the park for vehicles. It links north to south and east to west so that the park becomes united. It is an adaptable access core that can be managed by the type of event to be held in the park.

A core pedestrian access runs north to south, with adjoining shared vehicular roads that are speed limited and able to be closed with removable bollards.

Entry access, pedestrian wayfinding and directional signage is key to connecting the parkland. The Victoria Park Ovals 2 & 3 sporting fields cater to Cricket, Rugby League and Rugby Union for regional and local competition.

Desired future character

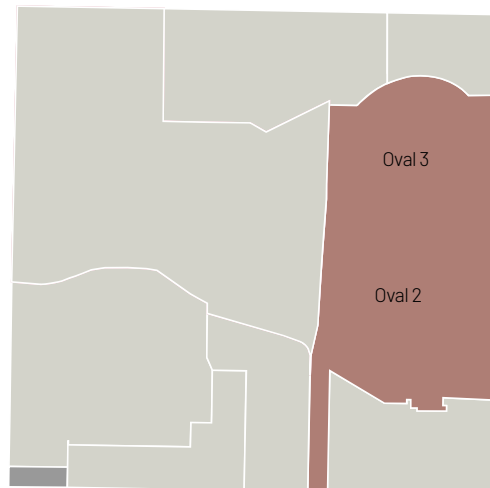
For Victoria Park to be a clear and unified park, incorporating heritage elements with future park areas. Access is the backbone of the Victoria Park Precinct.

The east-west link formalises Victorian-era park geometries and aligns with the original city plan.

North-south Pedestrian Boulevard offers a pedestrian link from community use to cultural heritage. This route is aligned with vehicular access entering from Gipps Street seeking to park close to DALC facilities or travel south to the WPCC. This boulevard offers the potential to interpret culturally significant stories and people of the region. It is a space that can easily hold special events, markets, and temporary art installations.

The north-south access introduces a contemporary cultural link to match the Victorian-era linear geometry.

The boulevard is balanced with plantings of structured and formal trees.



Sub-Park area key



Oval 2 and 3

Victoria Park access action plan

Flexible park access

The boulevard meets the refreshed Duck Pond at its centre and is aligned with east-west links from the Showground, to the Cenotaph, Church Street and Macquarie Street.

A future main vehicular entrance is at Gipps Street. The entrance would include large format signage that can be easily read from an approaching car. This access can be closed for events such as cricket matches. Removable bollards are placed in locations along the shared access zones to limit vehicular traffic as needed.

Actions

Respect cultural heritage

- As part of the development of a new master plan, reinforce the park layout through detailed development of the park axial layout.
- Introduce cultural connections to the community and cultural hub through interpretation strategy to link to WPCC.

Create vibrant and diverse experiences

- Offer dynamic visitor experience through interpretation of local stories and connection to the WPCC. Provide space for sculptural points of interest.
- Partner with WPCC to offer outdoor installations of cultural and arts events along the pedestrian boulevard.
- Update a 10 year management plan for the sports grounds, including Victoria park ovals 1, 2 and 3. Ensure planning and funding is available for high quality, fit-for-purpose open space is available for use by the community.
- Add clear wayfinding, lighting and signage. Signage to be consistent with the Victoria Park Precinct themes and style guides. Define traffic management to improve safety and efficiency in the park road network.

Respond to the needs of community

- Offer easy unified vehicular access and parking at facilities.
- Allow flexible use of the core access for community use, markets and events.

Strive for environmental sustainability

- Add clear wayfinding, lighting and signage based on precinct sustainability styles and standards.
- Audit sports fields and incrementally upgrade efficiencies, recycle water and waste products and allow for innovative improvements.
- Review planting plan of key avenues within in the Park in consideration of appropriate heat tolerant species that will successfully survive due to our changing climate.

Enhance community health

- Slow traffic within the parkland to create safe pedestrian access.
- Allow ease of access to facilities, picnic areas and sporting events.

Improve financial sustainability

- Seek partnership opportunities for community group use, local and beyond events and interest and improved sports participation.

Victoria Park access future character

Activated park design

Concept ideas to introduce clear access, pedestrian connections and vibrant parkland places. Clarity in access for vehicles and pedestrian.



Temporary installations bring seasonal interest, from US Art NYRC



Sydney Olympic Boulevard, a flexible shared space capable of holding large crowds.



Telescopic bollards obstruct vehicles as needed. Toledo, Spain.



Develop planting plants of heat tolerant species to survive our warming climate



'Coffee and Cars' is already a huge pull to the park. A central boulevard offers a safe area to expand and allows for the protection of heritage areas of the park.

Plan 13: Victoria Park tennis complex

Area 6: The tennis complex



Vision statement

The Tennis Complex is a regional tennis facility with 12 floodlit courts. We desire to continue the long term partnership with Paramount Tennis Club at the site.

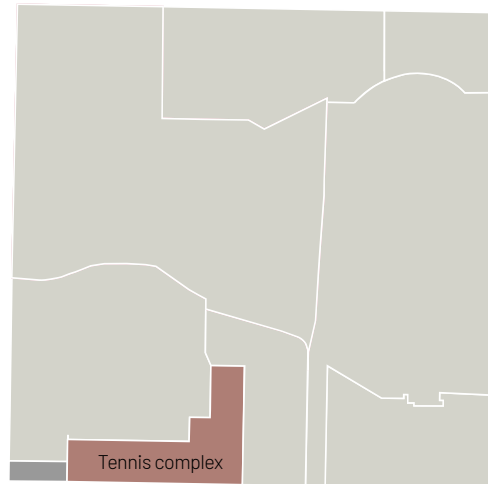
The tennis complex supports tennis at local and regional club competition levels.

Desired character

The tennis complex is a well-used and active club destination that enhances the Victoria Park precinct.

The precinct will continue for the foreseeable future to be the key playing surface for Tennis. We desire the future character of development remain consistent with the park heritage. Visual elements, wayfinding, signage, and orientation is to be consistent across the whole Victoria Park precinct.

We desire playing facilities to have high sustainability for environmental factors such as water use, efficient waste and recycling practices as well as energy-efficient lighting.



Sub-Park area key



Tennis complex

The tennis complex action plan

High quality sporting facilities

Dubbo is recognised for its first class sporting facilities that cater to a wide range of local, regional and NSW state sporting events and opportunities.

Actions

Respect cultural heritage

- Future additions and upgrades to the club to be consistent with the style and character of the Victoria Park Precinct.

Create vibrant and diverse experiences

- Ensure planning and funding is available for high quality, fit-for-purpose open space is available for use by the community.
- Add clear wayfinding, lighting and signage. Signage to be consistent with the Victoria Park Precinct themes and style guides.

Respond to the needs of community

- Maintain and support local sports and wider regional competition.

Strive for environmental sustainability

- Addition of any wayfinding, lighting and signage to be based on precinct sustainability styles and standards.

Enhance community health

- Provide safe recreation and universal access where possible.

Improve financial sustainability

- Support partnership with Paramount Tennis. Assist in maintaining financial independence of the club.
- Look for future partnering opportunities to improve financial sustainability and health outcomes for the community.

Appendix 1

Land to which this plan applies

Reserve	Reserve_Name	Purpose	Lots	Category
520039	VICTORIA PARK NO 1 OVAL	Athletic Sports Ground	Whole: Lot 7039 DP 1020028 Parish Dubbo County Lincoln	Sportsground / Park
520040	VICTORIA PARK	Public Recreation	Whole: Lot 7040 DP 1020028 Parish Dubbo County Lincoln	Sportsground / General Community Use / Park
520041	AQUATIC LEISURE CENTRE	Public Baths	Whole: Lot 7042 DP 1020029 Parish Dubbo County Lincoln	Sportsground
520102	PARAMOUNT TENNIS COURTS/VICTORIA PARK COMPLEX	Tennis Courts	Whole: Lot 1 DP 664782 Parish Dubbo County Lincoln	Sportsground

Status	Version	Author	Date	Changes
Draft - Public Exhibition	1	Manager Recreation and Open Space	14/04/2025	N/A
Adopted - Council Meeting	1.1	Manager Recreation and Open Space	22/07/2025	Inclusion of public exhibition dates, removal of draft watermark

Cnr Church and Darling streets, Dubbo
Cnr Nanima Crescent and Warne Street, Wellington

Ph: (02) 6801 4000
dubbo.nsw.gov.au





REPORT: Draft 2025-2030 Dubbo Region Events Strategy

DIVISION: Community, Culture and Places
REPORT DATE: 29 July 2025
TRIM REFERENCE: ID25/1497

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none">Seek endorsement	
Issue	<ul style="list-style-type: none">The report provides an overview of the draft 2025-2030 Dubbo Region Events Strategy. It includes a summary of the consultation phase, current event environment analysis, the role of Council and focus areas for a five-year action plan.	
Reasoning	<ul style="list-style-type: none">The document requires public exhibition, an activity that must be resolved by Council.	
Financial Implications	Budget Area	Regional Events
	Funding Source	Regional Events' Operational Budget
	Proposed Cost	In line with funding allocated by Council under Regional Events Operational Budget
	Ongoing Costs	In line with funding allocated by Council under Regional Events Operational Budget
Policy Implications	Policy Title	Not applicable
	Impact on Policy	Not applicable
Consultation		Broad and targeted consultation with external and internal stakeholders

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 four principal themes and a number of objectives and strategies. This report is aligned to:

Theme: 3 Economy
CSP Objective: 3.1 Visitor economy growth is supported
Delivery Program Strategy: 3.1.2 Events that foster cultural, recreational and community interaction are supported

RECOMMENDATION

- 1. That Council endorse the 2025-2030 Dubbo Region Events Strategy for public exhibition for a minimum period of 28 days.**
- 2. That the CEO provide a report detailing feedback received during the public exhibition period.**

Craig Arms
Director Community, Culture and Places

LW
Events and Partnerships
Team Leader

BACKGROUND

Events play a vital role in shaping a community’s vibrancy and social fabric, fostering well-being, a sense of belonging, and civic pride. A balanced and sustainable events calendar enhances liveability, strengthens regional identity, and supports economic development.

Recognising the value of events, Council invests in the Events Unit to provide advocacy and meaningful support to event organisers. The unit offers:

- Strategic advice
- Capacity-building assistance
- Promotional support to help events grow their audience

Dubbo Region Events Strategy

The Dubbo Region Events Strategy aims to provide greater transparency regarding Council’s role in supporting and attracting events. Through a five-year implementation plan, it will analyse the current events landscape, identify opportunities, and deliver outcomes that align with community aspirations gathered during stakeholder engagement.

CCC24/28	<i>That the CEO develop a Regional Event Strategy as proposed in the 2024/2025 Operational Plan outlining the levels of support available from Council to events with a clear intent of attracting and supporting both locally produced and flagship events.</i>
----------	--

REPORT

The 2025–2030 Dubbo Region Events Strategy serves as a strategic framework aimed at fostering the development of new events, supporting the growth and sustainability of existing ones, and curating a dynamic, diverse, and culturally enriching events calendar.

By cultivating a thriving events landscape, this strategy not only seeks to strengthen the social and cultural fabric of the community but also contributes to economic growth, tourism, and regional identity.

To ensure alignment with community and event organiser needs, Council conducted a comprehensive engagement process in 2024, spanning 63 days from 10 October to 11 December 2024.

Engagement Tool	Description
Targeted consultation	Sixteen workshops were held with event organisers, creatives, suppliers, hospitality venues, performers, tourism operators and sporting organisations. One-on-one meetings were also held with individuals and representatives of

	<p>organisations and sporting groups.</p> <p>Council staff attended a meeting of the Dubbo Youth Council.</p> <p>Event organisers and stakeholders were invited to provide insights via email and social media.</p>
Broad consultation	<p>An online survey seeking aspirations of the community resulted in 76 responses.</p> <p>Council held three Pop-up Community Conversation events.</p>
Internal consultation	<p>Meetings were held with key internal stakeholders.</p>

Key Findings and Insights

The engagement process identified the following key themes:

- Event organisers are not aware of the levels of support provided by Council.
- It is difficult for event owners to attract and retain volunteers.
- Council favours sporting events and more investment is needed in cultural events.
- The events calendar lacks a live-entertainment event that appeals to young people.
- The community is often not aware of event activity.

In response to community feedback and following an analysis of the current events environment, the following priority Focus Areas were developed:

Focus Area 1: Our local events industry is diverse, culturally rich and appealing.
Cultivate Local Events

Focus Area 2: Our region enjoys a strong and dynamic event ecosystem.
Drive Business through Events

Focus Area 3: The Dubbo Region is a premier destination for major and large-scale events.
Grow and Attract Events

There are 18 actions programmed for completion over the next five years.

The role of the Events Unit

The strategy seeks to clearly define the role of the Events Unit:

Event support: single point of contact for events, strategic advice, financial assistance, guardians of best practice event management, and facilitation of capacity building and skill development of local event organisers. Council also supports the promotion of events via several online, digital, broadcast and out-of-home touchpoints.

Event permits: facilitation of compliance and regulatory requirements relating to public events held on public land.

Event attraction: securing externally organised events that deliver economic, cultural and social benefits.

It is essential to emphasise that the Events Unit is not resourced to deliver community-focused events. Organising and delivering events requires a significant reallocation of current resources, diverting focus away from event support and attraction.

Timeframe

Key Date	Explanation
12 August 2025	Committees meeting seeking recommendation to August Ordinary Meeting for public exhibition
26 August 2025	August Ordinary Meeting
27 August – 24 September 2025	Public exhibition period
28 October 2025	Report to Ordinary Council meeting on feedback received via the public exhibition period with the intent of seeking adoption

APPENDICES:

1 [↓](#) Draft 2025-2030 Dubbo Region Events Strategy



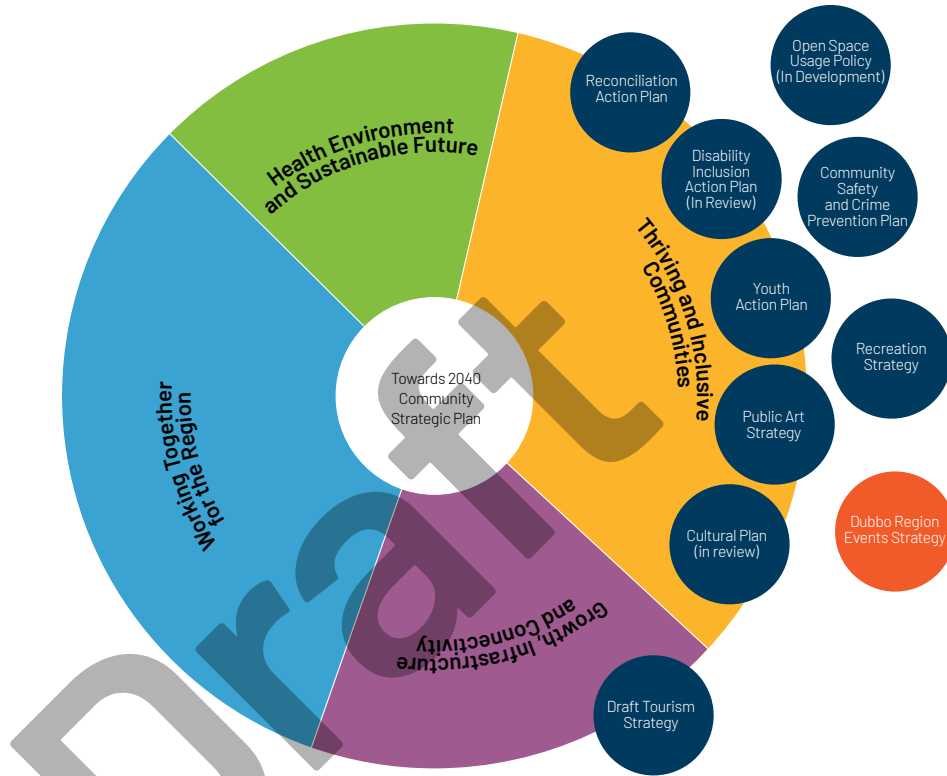
2025 - 2030
DUBBO
REGION
EVENTS
STRATEGY



How the Dubbo Region Events Strategy connects with our other strategic plans

The 2025-2030 Dubbo Region Events Strategy will be embedded in our integrated planning and reporting framework to ensure what is committed is delivered through measured planning and resource allocations.

At the centre of the framework is the Towards 2040 Community Strategic Plan (CSP). The Dubbo Region Events Strategy is a key document providing strategic direction and sits alongside a range of other plans, strategies and policies as shown in the diagram below.



Strategic Context

- CSP Strategic Pillar 2: Thriving and Inclusive Communities
- 2.3: Our community enjoys diverse sports, recreation, and social activities
- 2.3.3: Increase opportunities for entertainment, recreation, and cultural activities for all ages.
- 2025/2026 Operational Plan action 2.3.3.1: Finalise the Dubbo Region Events Strategy

External Documents

- Event Research Paper 2021 (Mayvin Global Pty Ltd, MI Associates Pty Ltd)
- Central Orana Regional Economic Development Strategy
- ODIN360 draft report
- Developing a Council Community Events Policy – A toolkit for NSW Councils (NSW Premier & Cabinet)

The design of the strategy has a whole-of-community approach, to be used by everyone in the region, contributing to a thriving vibrant inclusive community.

For more information on Council's plans visit:
dubbo.nsw.gov.au/About-Council
 (A-Z Plans and Strategies)



or scan the QR code

Disclaimer statement

The information is current at the time of completing this strategy and some information may change during the lifetime of the 2025-2030 Dubbo Region Events Strategy. Community members are advised to contact relevant service providers, organisers, authorities, and Dubbo Regional Council Customer Experience Team if they have any questions.



Acknowledgement of Country

We acknowledge the Wiradjuri people who are the traditional custodians of the land on which we live, work and play. We pay our respects to Elders past and present of the Wiradjuri Nation and thank them for their care of the land, water and sky and extend that respect to other Indigenous Australians.

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Executive summary

The Dubbo Region Events Strategy is a blueprint designed to guide the creation of new events, nurture the growth and sustainability of existing events, and ultimately cultivate a vibrant, diverse, and culturally rich events calendar. By fostering a thriving events landscape, this strategy not only serves to enhance the social and cultural fabric of the community but also drives economic growth, tourism, and regional identity.

Beyond shaping the future of events in the Dubbo Region, this strategy establishes clear pathways for strengthening connections between events and the broader community. It also seeks to attract and secure new events that will deliver widespread benefits across the entire Local Government Area (LGA), supporting the dispersal of economic, cultural, and social benefits.

The development of this strategy has been informed by face-to-face consultation with a diverse range of stakeholders, including event organisers, creative practitioners, event suppliers, hospitality venues, performers, tourism operators, and sporting organisations. Additionally, feedback from the wider community was actively sought and gathered through an online survey, providing valuable insights into community needs, preferences, and aspirations for the local events landscape.

A thorough analysis of the current events environment was undertaken as part of the strategic planning process, revealing critical gaps and untapped opportunities. This data-driven approach ensures that the strategy is not only responsive to existing challenges but also forward-thinking in its efforts to build on meaningful event activity. Further shaping this document is an extensive review of best-practice models, benchmarking against leading event strategies, and detailed online research to identify innovative and effective approaches to event development and management.

At its core, the Dubbo Region Events Strategy provides a structured and strategic framework for Council to undertake its role as a Provider, Leader, Collaborator, and Advocate for events. Through this approach, Council aims to develop a well-balanced and sustainable events portfolio that maximises social, cultural, and economic benefits, positioning the Dubbo Region as a premier destination for events.

Events provide compelling reasons for communities to come together and celebrate. They enrich communities, drive economic outcomes and build on our sense of place and destination appeal.

Our vision

Our community is connected and enriched through access to a diverse, culturally-rich and appealing range of events.

We want to grow our local events program, and by doing so fuel our community's pride, liveability, reputation and economy.



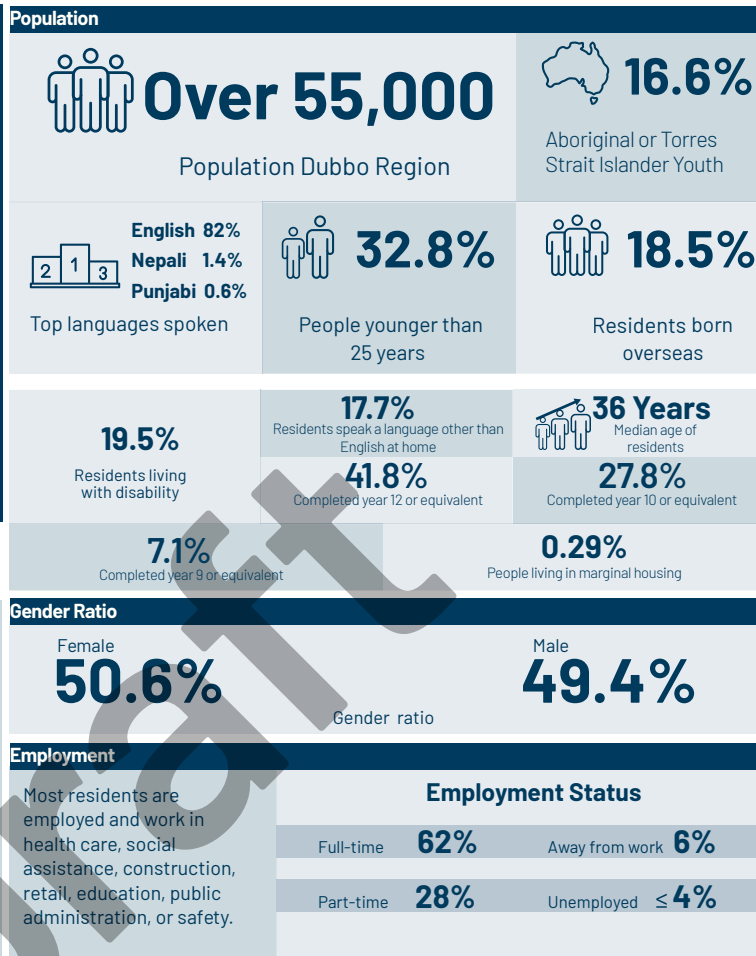
Our commitment

- Foster a transparent, accessible and responsive event support framework providing the time, tools and pathways to help events be safe, successful and sustainable.
- Support and secure event activity that delivers social, cultural and economic benefits to our community.
- Support the dispersal of event activity outside the city of Dubbo and into the town of Wellington and our villages.

The Dubbo Region profile

The Dubbo Region is home to a growing and diverse population. Our relaxed lifestyle coupled with opportunities for work/life balance meld to create ideal opportunities for audience growth at home-grown fairs, festivals, celebrations and live performances.

Our central location, ease of access, breadth of accommodation, and our unique and memorable visitor experiences combine to create an attractive proposition as an ideal location for events.

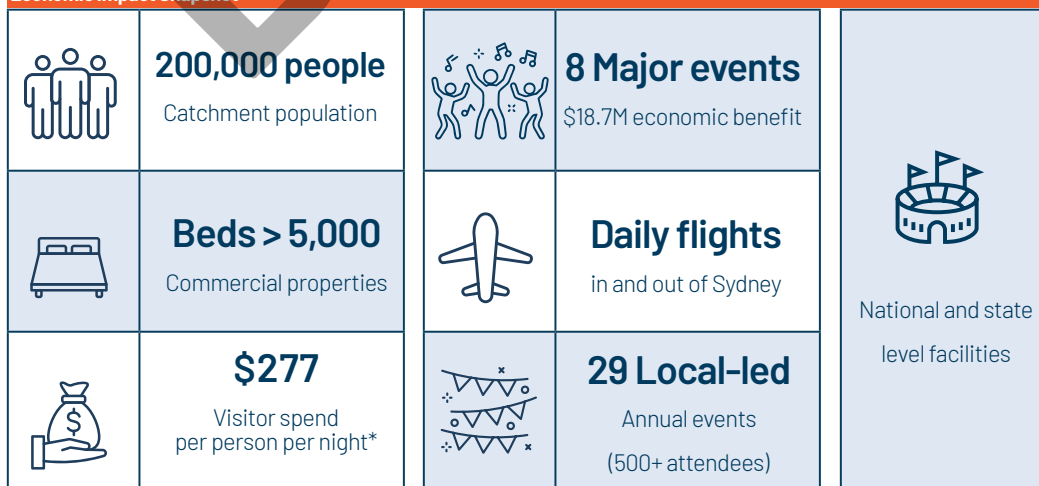


Dubbo Regional LGA



Service area of 7,534.5 km² including one city, town and villages.

Economic Impact Snapshot

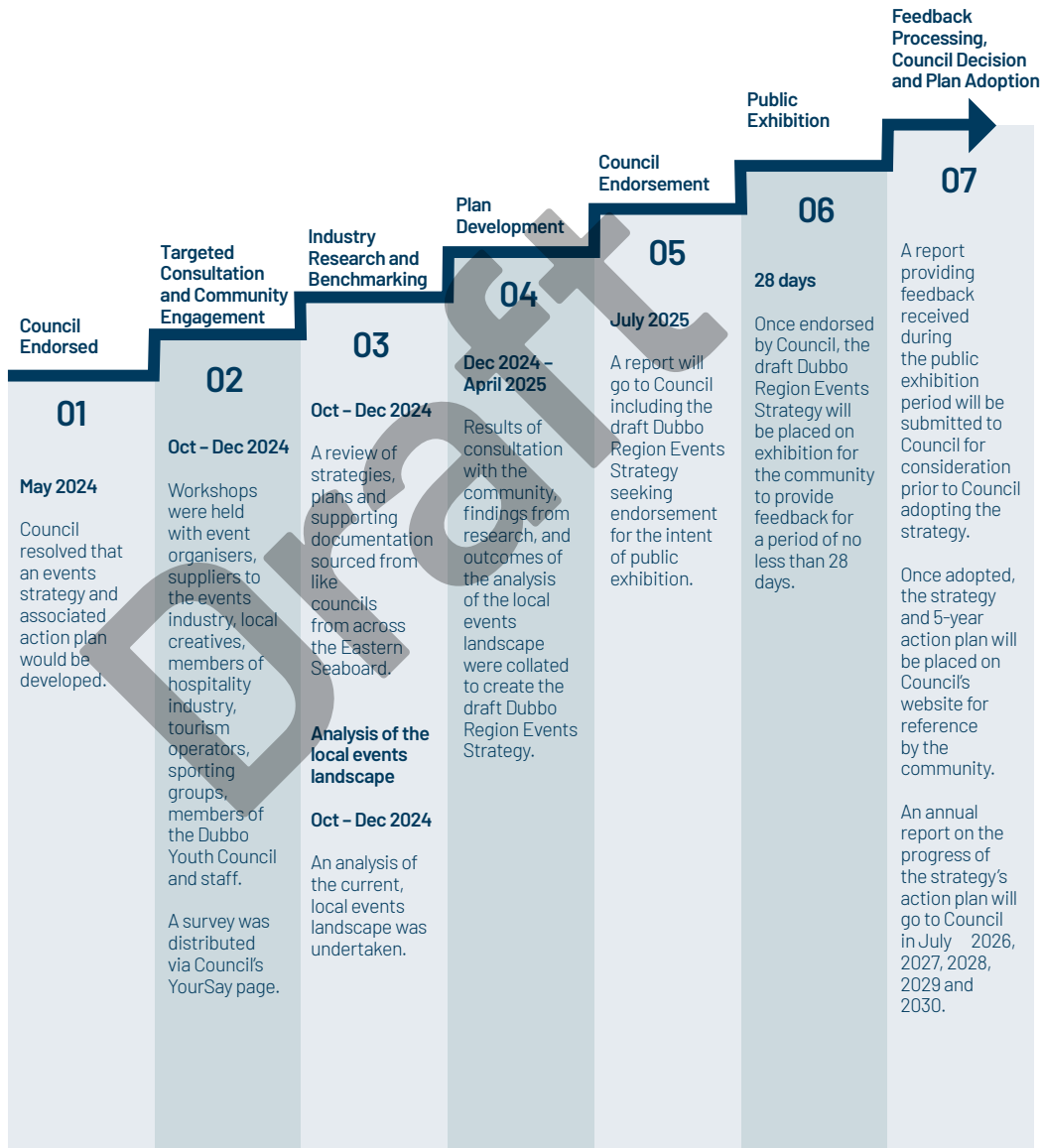


*Tourism Research Australia based on two years average spending YE June (2023-2024)

How we developed this strategy

Dubbo Regional Council developed this plan through an analysis of the current events landscape, online research and community consultation.

A deep dive into the 2024 events program helped to uncover gaps and opportunities, whilst desktop research informed Council of opportunities and challenges faced by similarly sized regional centres. Industry workshops and one-on-one meetings with key external and internal stakeholders unveiled the needs and aspirations of our community.



What our community told us

In 2024, we undertook a comprehensive engagement process to ensure the Dubbo Region Events Strategy reflects the needs and aspirations of those who bring our events to life.

As part of this process, we:

- Hosted 16 workshops with key stakeholders, providing a collaborative space to share ideas, challenges, and opportunities.
- Conducted one-on-one meetings with event organisers, creatives, suppliers, hospitality venues, performers, tourism operators, and sporting organisations to gain deeper insights into their experiences and needs.
- Collected valuable feedback from industry professionals and the broader community, helping to shape a strategic approach to event development, support, and innovation.





Via our survey, in order of preference, our community told us they value experiences that ...

- 1  Celebrate different cultures
- 2  Include live performances
- 3  Offer entertainment for my family
- 4  Allow me to enjoy my favourite sport
- 5  Are cost free
- 6  Allow me to taste regional produce or provide a dining experience
- 7  Allow me to indulge in a special interest
- 8  Provide insights into our local history
- 9  Spark my creativity

Events generate enormous economic and social value. They bring our community together, support our arts and small business and contribute significantly to our community's well-being and our destination appeal.



Guiding principles

When developing strategic documents, three guiding principles ensure that Council remains connected to and representative of community needs and voices. The principles detailed below steer the Dubbo Region Events Strategy:

1

Integrated and Coordinated Proactive Approach

Federal, State and Local Government acts, regulations, policies and licensing as well as Council-led management policies.

2

Evidence-Based Decision Making

Continuous review and assessment of the current events landscape and consultation with the community will help inform future actions under the strategy.

3

Monitoring and Evaluation

The strategy sets out a five-year framework supported by an action plan that will be reviewed annually to monitor progress and adapt to community needs, ensuring that focus areas and priority actions are planned for and resourced.

Cultural events are gatherings that showcase aspects such as religion, cuisine, music, art, and other elements unique to a particular group or commonly shared. These events provide an opportunity for people to come together, socialise, connect, create, share meals, and find inspiration.

What is an event?

It is a gathering open to members of the public to attend. It can be a small gathering or an event of significant scope and scale. It can be described as a festival, fair, show, market or sporting event. It can be staged indoors or outdoors, on privately owned land or on public land. This strategy does not cover private events, conferences, regular gatherings or locally organised sporting events.

Council context

Council's role is to maximise outcomes from events held in the Dubbo Region. Council's Events Unit takes carriage of event support, compliance and capacity building.

Our core roles are:

Event support: single point of contact for events, strategic advice, financial assistance, best practice event management, guidance and facilitation of capacity building and skill development. Council also supports the promotion of events via a number of online, digital, broadcast and out-of-home touchpoints.

Event permits: facilitation of compliance and regulatory requirements for public events held on public land.

Event attraction: securing externally organised events that deliver economic, cultural and social benefits.

The Events Unit provides support to Council ceremonies and civic events, such as the Australia Day events as well as Anzac Day and Remembrance Day.

The Events Unit is not structured to curate or deliver community events.

Core roles of the Events Unit

The following pyramid graph indicates and provides a representation of where staff spend their time in relation to the key roles of the Events Unit.



Council's role is to champion community desires, advocate for event organisers and seek out opportunities to strengthen event activity and propel cultural, social and economic outcomes that can be delivered through building event capacity and capability.

Regional context

The Dubbo Regional Local Government Area (Dubbo Region) is situated 350 km north-west of Sydney and comprises of a major regional city, a township and 16 villages.

The Dubbo Region has a population of 56,600 (2023 REPLAN) and is anticipated to grow by almost 10,000 people by 2041. Serving as a core regional city for neighbouring towns, the city of Dubbo services a population of 200,000 and a land area one-third the size of NSW.

Key industries across the region include construction, health care and social assistance and accommodation and food services. With both public and private investment, the Dubbo Region continues to experience sustainable long-term growth. Significant growth is attributed to projects including NSW's first Renewable Energy Zone (Central West Orana), the Dubbo Project (polymetallic resource of rare earth materials), New Dubbo Bridge, Old Dubbo Gaol Heritage Plaza, Taronga Western Plains Zoo Serengeti Plains Visitor Experience and Eco-Accommodation, Inland Rail Narramine to Narrabri and the Mindyarra Maintenance Centre. The projects are expected to provide over 8,000 jobs in the region in the next five years with increased population to support the infrastructure projects.

With the events and tourism sectors closely intertwined, they play a vital role in supporting the growth of the region. Major events, such as festivals and sporting competitions, attract visitors from outside the area, boosting demand for local services including accommodation, dining, transportation and retail.

This influx of visitors and new residents not only generates direct economic benefits but also enhances the region's visibility and reputation as a vibrant destination. In turn, strong tourism infrastructure, supports the success of events by offering appealing amenities and experiences. Together these create a cycle of economic stimulation, job creation and community engagement that contributes to the sustainable development of our growing region.



Tourism context

Tourism is one of the key pillars in the Dubbo Region's economy, with visitors adding approximately \$155 million annually through spending on accommodation, dining, attractions and retail. The influx of tourism supports regional businesses and sustains employment across various sections.

Led by Taronga Western Plains Zoo, which welcomes around 300,000 visitors annually, the Dubbo Region offers a solid mix of visitor experiences including the Old Dubbo Gaol, Wellington Caves and the Royal Flying Doctor Service Visitor Experience. Dubbo Regional Council has a key marketing focus on attracting families to the region, with family focused events and activities.

Economic contribution from the tourism sector into the Dubbo Region

By integrating tourism and events strategies, Dubbo Region leverages its attractions and a vibrant events calendar to draw visitors, thereby driving economic development and reinforcing its position as a leading destination in Central NSW.

Dubbo Regional Council provides funding for events that focus on boosting the local economy and bringing people from outside the area to the Dubbo Region.

Council's support for events, ranging from major festivals to cultural gatherings, directly feeds into the Region's tourism success by increasing visitor numbers and spend, while showcasing Dubbo as a dynamic and welcoming destination.

In 2024, Council's event attraction program secured eight major sporting events, generating an economic impact of \$18.7 million. Six of these events involved junior competitors who travelled with their families, increasing the likelihood of visitors arriving early or extending their stay to visit local family-focussed attractions..



Visitors to the Dubbo Region	
	Two years average Year Ending June (2023-2024)*
Domestic - Day Trip	764,924
Domestic - Overnight	712,114
International	12,600
Total Visitors - Dubbo Region	1,489,637

Average Domestic and International Stay and Spend	
Two years average Spending Year Ending June (2023-2024)*	Current Average
Domestic - Day Trip Spend (no nights)	\$185
Domestic - Average Stay (nights)	2.2 nights
Domestic - Average Spend per Night	\$277
Domestic - Average Spend per Trip	\$614
International - Average Spend per Night	\$31
International - Average Spend per Trip	\$1,264

*Source Tourism Research Australia

Events and festivals are intrinsically linked with the visitor economy. This strategy will align the support and attraction of events with Council's destination marketing activity.

Why events are important

Events are powerful drivers of social cohesion, cultural expression, economic growth and community pride and well-being.

Factors such as an events program, target market and scope and scale influence outcomes and largely determine what benefits can be delivered to the community.

Events deliver **cultural** outcomes

Attributes

- Showcase our history and heritage
- Support the collaboration between local creatives
- Celebrate traditions and belief systems
- Boost creativity and innovation
- They are family focused

Outcomes

- Engage our creatives and live performance industry
- Support small business
- Enhance connectivity and community pride
- Provide a deeper understanding of cultural diversity and history



Events deliver **social** outcomes

Attributes

- Appeal to groups of locals and visitors
- Inclusive with broad community appeal
- Have an engaging program that promotes escapism

Outcomes

- Promote a sense of belonging and wellbeing
- Enhance the sense of place and liveability
- Support small to medium businesses



Events deliver **economic** outcomes

Attributes

- Attract mass participation or mass gatherings
- Are held over multiple days
- Are held outside school holiday and long weekend periods
- Has a marketing reach outside the LGA
- Engage a significant number of local suppliers, vendors and stallholders
- Can provide evidence-based visitor numbers

Outcomes

- Direct and indirect economic impacts
- Provide destination marketing opportunities
- Elevate the Dubbo Region's reputation as an events destination
- Support job creation and retention
- Stimulate asset or infrastructure development/renewal
- Draw the attention of local and regional media
- Incentivise return visitation as a tourist



Our events landscape 2024

The Dubbo Region boasts a stable of home-grown community events and an expanding portfolio of externally organised major sporting events. Understanding our region's profile and identity is integral to the growth and prosperity of our annual events calendar.

The Dubbo Region boasts an evolving events landscape that reflects diverse interests, different cultures, and the deep-seeded passion of our event organisers. With a mix of annual festivals, cultural celebrations and recreation events our event calendar plays a crucial role in enhancing social cohesion, driving tourism, and stimulating the local economy.

Events in our region are spread throughout the year, creating opportunities for residents and visitors to engage in unique and memorable experiences. However, some months—particularly January, February, and November—remain underutilised, presenting potential gaps for new event development. Identifying and addressing these gaps will ensure a well-balanced event calendar that maximises participation and benefits for the entire community.

The annual NAIDOC celebrations honour and showcase Indigenous Australian culture, while multicultural events provide platforms for diverse groups to share their traditions, cuisine, and artistry. Strengthening the synergy between Indigenous and multicultural events through event curation, production and timing, will further enrich our cultural programming and create deeper connections between communities.

Large-scale sporting events are a significant pillar of our event landscape, with competitions and tournaments drawing participants and spectators from across the state and beyond. From grassroots sports to elite-level competitions, these events not only foster community spirit but also position our region as a hub for high-calibre sporting activity. Continued investment in the attraction of these events during low visitation periods will enhance Dubbo's reputation as a go-to destination for major sporting events ultimately fuelling our economy and supporting long-term economic growth.

Creative empowerment builds meaningful and successful events.





Event classifications

In the Dubbo Region, events can be segmented into four classes based on the individual event's programming, audience and outcomes.

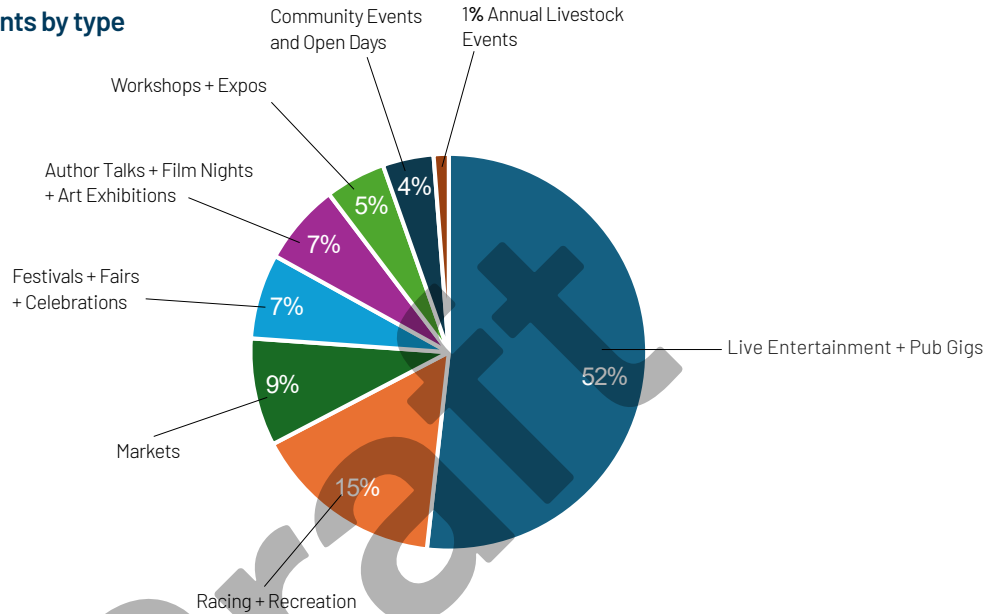
Community Events	Regional Events : 1,000 people or more	Major events : >20% attendance from outside LGA	Large Scale Events : >50% attendance from outside LGA
Events with a focus on community engagement and well-being. These events may promote our community's history and culture.	Events that celebrate our region, attract large numbers of locals and via programming create distinctive experiences with broad appeal.	Locally organised events that have broad community appeal, attract visitors and have the potential to showcase our Region.	Events arranged by external event organisers that include mass participation or attract mass gatherings.
Outcomes	Outcomes	Outcomes	Outcomes
Community well-being and connectivity, sharing of traditions and experiences, and support for creatives and performing artists.	Strong social and cultural benefits, adds diversity to the events calendar, engages suppliers and small business, and facilitates skill and volunteer development.	Delivers strong economic, social and cultural benefits, builds the region's reputation as a destination for events, has strong regional brand connections generating strong public relations and marketing opportunities.	Delivers strong economic, social and cultural benefits, builds the region's reputation as a destination for events, generates leads and provides significant media attraction and marketing opportunities.
Examples	Examples	Examples	Examples
<ul style="list-style-type: none"> Fong Lees Lane NAIDOC Celebrations Michael Egan Book Fair 	<ul style="list-style-type: none"> Beers to the Bush Cross Cultural Carnival Man from Ironbark Festival 	<ul style="list-style-type: none"> Dubbo Stampede Dubbo MotorFest 	<ul style="list-style-type: none"> NSW Rugby Junior State Championships Little Athletics Region 3 Championships.

Types of events

In 2024, 649 event listings were processed by Council and promoted via a range of channels. (Refer page 22).

Live Entertainment and Pub Gigs are at the forefront of event activity with 52% of the annual events calendar offering live music and performances across a range of venues. Festivals, Fairs and Celebrations represented 7% of activity across the LGA presenting opportunities to build on this type of event activity.

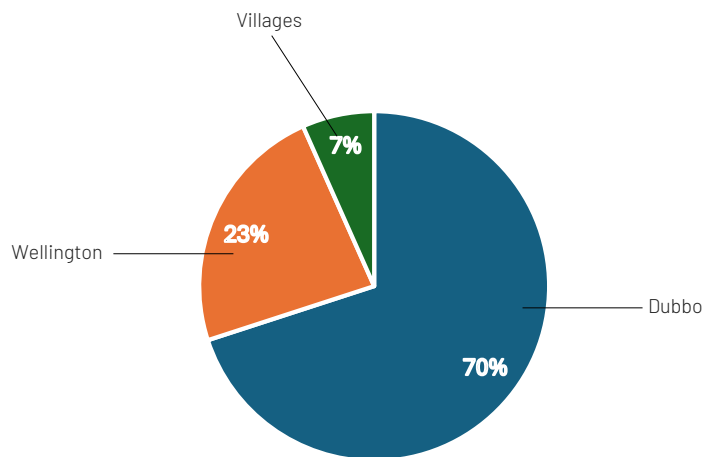
Events by type



Locations

Event and market activity takes place across the LGA. Not surprisingly, and due to its population base, access to accommodation and venues, the majority of event activity is staged in Dubbo.

Events and markets in our LGA



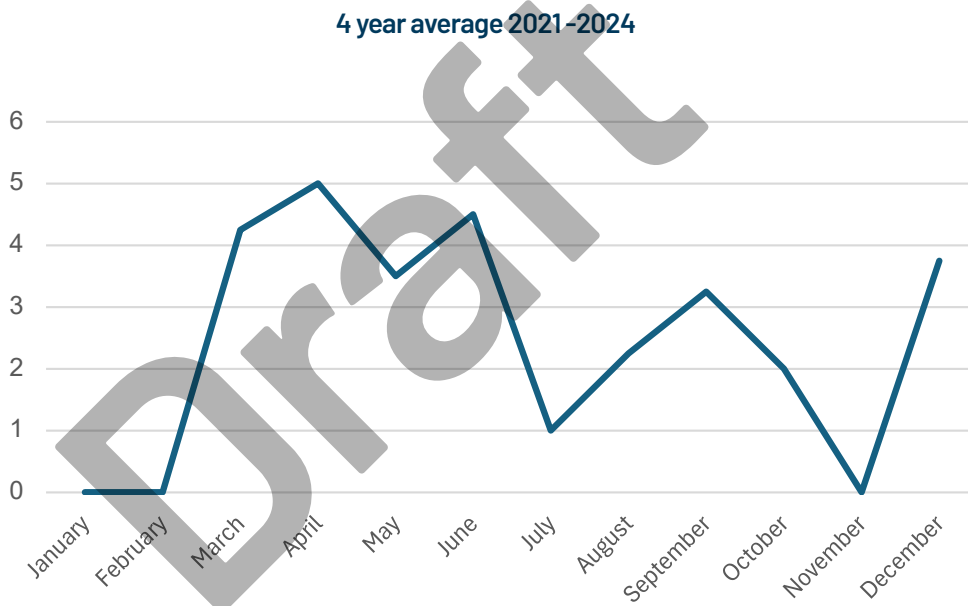
Annual community-led events

An analysis of annual event activity spanning four years, 2021-2024 shows that locally organised events recovered well following the pandemic in 2020/2021.

In 2024, the Dubbo Region hosted 29 annual events organised by the community, attracting 500 people or more.

As demonstrated by the graph below, no local events (audience >500) are held in January and February likely due to seasonal heat conditions. In March event activity is strong peaking in April with our region enjoying moderate temperatures during these months. In July, there is a trough in event activity with only the local NAIDOC celebrations held during this time. Event activity rises again in Autumn and peaking in December due to Christmas/New Year event activity.

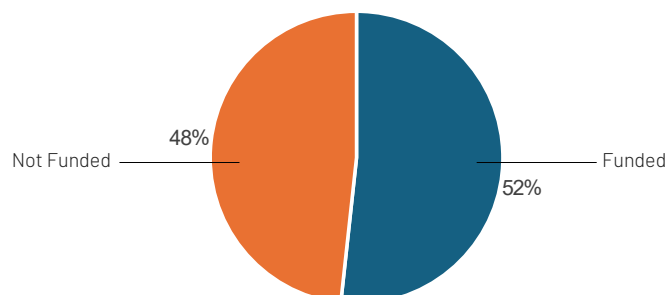
The months of January, February, July and November present opportunities to introduce new, home-grown events that would enrich the region's event calendar and ensure year-round activity.



*excludes racing and monthly-staged events

In 2024 Council provided funding assistance to 15 locally organised, annual events delivering a range of social, cultural and economic benefits.

Council fund 52% of local annual events



Events that were supported financially by Council in 2024.

✓ Great Australian Stone Festival	✓ ORISCON Harmony Week Gala Nite	✓ Dubbo MotorFest
✓ Holi Mela Festival of Colours	✓ Stock Route Country Music Festival	✓ NAIDOC Celebrations Dubbo and Wellington
✓ Wellington Rotary Vintage Fair and Swap Meet	✓ Wellington Show	✓ Under Western Skies Festival
✓ Burrendong Fishing Classic	✓ Dubbo Eisteddfod	✓ Cross Cultural Carnivale
✓ Man from Ironbark Festival	✓ Dubbo Winter Whiskey Festival	✓ Carols by Candlelight Dubbo and Geurie



The event ecosystem

The Event Ecosystem is an interconnected network of stakeholders that collectively connect, or benefit from, event activity. Events generate spend throughout multiple industry and business sectors across the Dubbo Region. Events boost tourism, support creatives, create jobs and stimulate direct and in-direct spend.



What we do: We support events

Council plays a vital role in supporting event organisers, providing guidance and resources to assist the delivery of events that are well-planned, safe, sustainable and align to Council's strategic objectives. The delivery and ownership of the event remains with the organiser. Council does not deliver events. Council is committed to strengthening the capacity of event organisers and fostering a thriving, diverse events calendar.

Support extends across various areas, including strategic advice, assistance to plan events based on best-practice event management, advice on how to market and promote an event through to post event analysis. By empowering event organisers with the tools and knowledge needed to deliver high-quality events, Council helps create a dynamic events landscape that benefits the local economy, tourism, and community well-being.

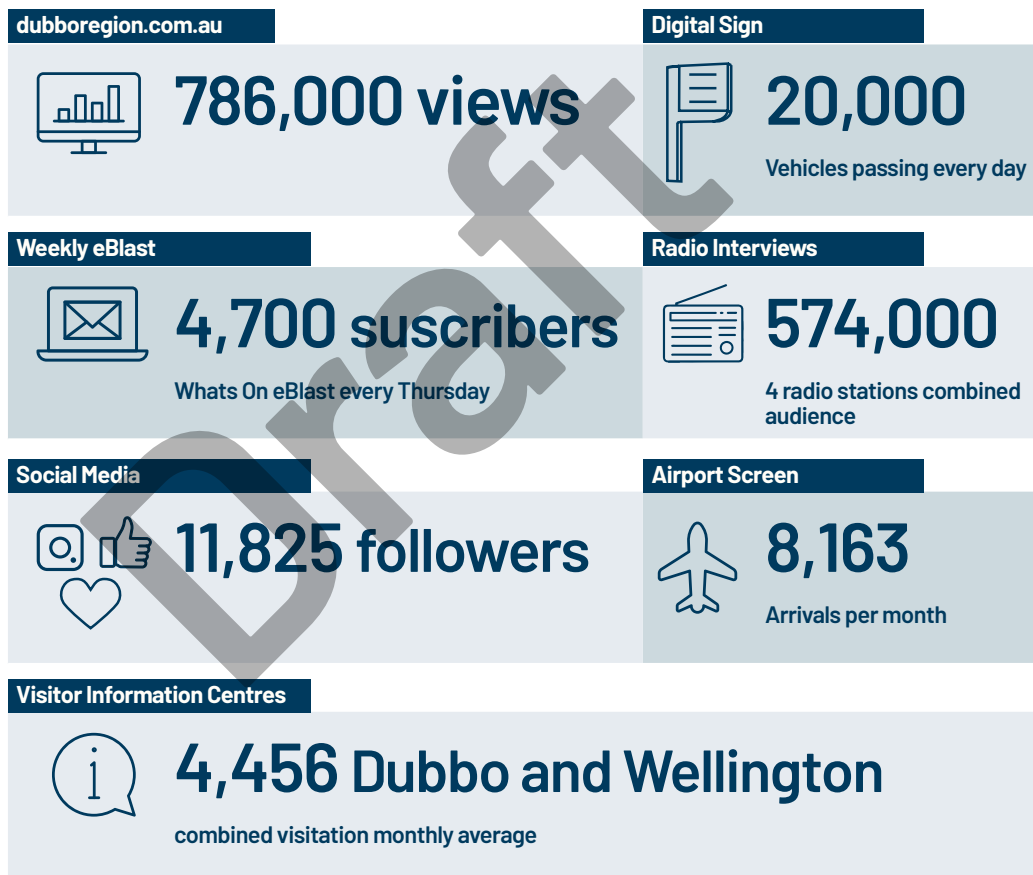


How we promote events

Council provides a range of free promotional opportunities across multiple channels. At the centre of this effort is the Dubbo Region Events Calendar, which serves as a key resource for residents, tourists, media and organisers to discover what's happening across the region.

In addition to a calendar listing, eligible events may also benefit from broader exposure through various promotional channels, including the weekly "What's On" eBlast, the digital sign at Elston Park, Dubbo Region social media platforms and screens at both the Dubbo and Wellington Visitor Information Centres and the Dubbo Regional Airport. Events may also be featured in the weekly "What's On" radio segment, broadcast every Friday across four local stations.

Through these initiatives, Council is committed to helping event organisers maximise their reach and impact, as part of our broader strategy to support and strengthen the region's diverse events landscape. This includes advice regarding the most effective ways that organisers can market and promote their events.



Access to the Events Calendar following
this link: www.dubboregion.com.au/events

or scan the QR code



What we do: We permit events

Under Section 68 of the Local Government Act, any public event held on public land requires Council approval. This process ensures events meet safety, regulatory, and compliance requirements while minimising risks to attendees, the environment, and surrounding infrastructure.

Safety emergency and risk, environmental compliance and corporate governance staff are responsible for regulatory compliance. The Events Unit plays a crucial role in guiding and supporting event organisers through the permit application process. This includes helping organisers to understand their obligations under State and Local acts, regulations, policies, and standards and ensuring they have the necessary documentation and plans in place.

By working collaboratively with event organisers, Council aims to facilitate a smooth and efficient approval process supporting events and, at the same time, increasing the capacity of event organisers to deliver safe, well-managed, and successful events.

In 2024, the Events Unit processed 55 event permits across 24 locations within the LGA.



What we do: We attract events

Large-scale events are powerful drivers of liveability, economic growth, and destination branding. They bring communities together, enhance the region's cultural vibrancy, and reinforce a destination's reputation as an event-friendly hub.

Beyond their immediate appeal, these events generate long-term benefits, including job creation, business growth, and infrastructure investment. They stimulate local industries such as hospitality, tourism, retail, and transport, while fostering innovation and attracting further event opportunities.

Moreover, large-scale events instil community pride, encouraging residents to engage with and celebrate their region. By positioning the Dubbo Region as a premier host for large-scale events, we enhance our profile, foster economic resilience, and elevate desirability as a place to live, work, and visit.

Who we target and why



Mass participation (sporting events) with junior competitors

- ✓ Increase spend and visitor night stays outside school holiday periods.
- ✓ Support our local tourism industry
- ✓ Create opportunities for local sporting clubs to increase skills of junior players through exposure/ interaction with elite-level competitors
- ✓ Builds the experience and capacity of sporting officials and volunteers
- ✓ Return immediate tourism benefits and/or return visitation
- ✓ Have broad participation appeal
- ✓ Can be secured over multiple years
- ✓ Return sustained growth and reputation capital



Mass gatherings (live entertainment events)

- ✓ Attract visitation from outside the Dubbo Regional Council LGA
- ✓ Deliver economic benefits through purchase of goods and services via our local event supply chain
- ✓ Create opportunities to engage local musicians, as well as suppliers to the live entertainment industry
- ✓ Heighten our liveability and generate civic pride
- ✓ Have broad spectator appeal
- ✓ Return social and cultural benefits

In 2024, Council secured eight events delivering a combined economic impact of \$18.7 Million. The economic impact of each event is calculated based on the number of visitors x number of nights x domestic overnight spend.
ref: Tourism Research Australia's Quarterly Report

	Event	Month	Nights	Visitors	TRA Domestic Overnight Spend pp*	Economic Benefit
1	Cricket NSW State Challenge	Jan	4	950	\$293	\$1,113,400
2	Little Athletics NSW Region 3	Feb	2	1,600	\$293	\$937,600
3	NSW Touch Junior State Cup**	Feb	3	11,000	\$293	\$9,669,000
4	Bowls NSW Championships	Feb	4	1,700	\$293	\$1,992,400
5	NSW Junior Rugby Championships U14 Boys and Girls	June	3	3,000	\$291	\$2,619,000
6	Veterans Cricket NSW over 60s	Oct	5	300	\$277	\$415,500
7	Veterans Cricket NSW over 70s	Nov	7	300	\$277	\$581,700
8	Cricket NSW Youth Championships	Dec	4	1,200	\$277	\$1,329,600
						\$18,658,200

**The NSW Touch Junior State Cup brought over 11,000 visitors to the region including surrounding towns such as Narromine and Gilgandra and estimated to have injected over \$9 million into the wider region.

*Ref. Tourism Research Australia's Quarterly Report

Events should not be seen as a cost centre, rather as a driver of economic, social and cultural impacts for the region. The benefits and value of events should be measured and these event impacts should ideally be communicated both internally and externally to showcase the value of events. Events Research Paper 2021.

Key strengths

Our competitive strengths in the event attraction market

- Strategically located in the centre of New South Wales
- Access to a catchment population of 200,000 people
- Strong transport links including road, rail and air
- Envyable air services including daily flights via two airlines Sydney/Dubbo/Sydney
- Availability of 5,000 beds in the Dubbo Region's commercial accommodation sector
- State-of-the-art and elite-level venues and sporting fields
- A strong tourism brand leveraging the iconic Taronga Western Plains Zoo
- Strategic linkages between destination marketing to attract visitors and destination marketing to attract large-scale sporting events
- A proven record for successfully hosting large-scale elite level sporting events
- Well-developed event supply industry
- The region is at the forefront of major advances in the green energy opening opportunities to attract trade/industry events, particularly to Wellington
- Wellington has natural attributes to support adventure sports and attract major event activity
- Gentle terrain are attributes attractive to car and bike rallies
- Distinct seasons



Key opportunities

Our natural attributes

Wellington is uniquely positioned to become a prime destination for adventure sports and outdoor events, thanks to its diverse natural landscapes and accessible terrain. Key natural assets include:

- Burrendong Dam – A premier location for water-based sports, including fishing competitions, skiing and paddle sports.
- Mount Arthur – Offering rugged terrain ideal for trail running, mountain biking, and adventure races.
- Macquarie and Bell Rivers – Providing a scenic setting for paddle sports, dragon boat races, and water-based recreational events.
- Cycle and Running Trails – A well-established network of trails suitable for marathons, cycling races, and multisport endurance events.

A key action of the Dubbo Region Events Strategy is to explore opportunities for Wellington to become a host destination for regional and state-level competitions.

By leveraging our natural attributes and investing in strategic locational positioning, the Dubbo Region can strengthen its reputation as a premier destination for outdoor adventure and competitive sports.

Our Indigenous community

Across Australia, events celebrating Indigenous culture, traditions, and deep connections to Country play a vital role in storytelling, education, and cultural preservation. With Indigenous residents making up 16.6% of the Dubbo Region's population, our community is uniquely positioned to initiate an event that not only honours Indigenous Australian heritage but also elevates young and emerging Indigenous talent and fosters Indigenous entrepreneurship.

From storytellers, artists, and musicians to dancers, filmmakers, and actors, we are home to a thriving cultural community that offers event organisers an abundance of talent and creative expertise. These practitioners bring depth and authenticity to events, ensuring that local and visiting audiences experience genuine and meaningful cultural engagement.

A key focus of the Dubbo Region Events Strategy is to foster stronger collaboration between event organisers, the creative community and our Indigenous People.

This strategy will align with actions under Council's Reflect Reconciliation Plan and support development of Indigenous sporting and cultural events.

*ABS 2021



Our passion for cars and bikes

Our community has an inherent passion for cars and bikes, a desire that is clearly reflected in the success of events such as the monthly meet of Dubbo Classic Cars and Coffee, and the large crowds attending the newly created Dubbo MotorFest. These events highlight our community's strong appetite for all things automotive, attracting car enthusiasts, collectors, and bike lovers from near and far. Further, owners of unique and iconic cars and bikes are often older, have greater expendable incomes and they prefer to travel outside school holiday periods.

With purpose-built venues like Morris Park Speedway and Lincoln County Speedway, Dubbo is well-equipped to host motorsport events. Additionally, the Wellington Aerodrome is perfectly suited to support drag racing and other high-octane activities.

A key goal of the Dubbo Region Events Strategy is to promote Dubbo as a premier destination for a variety of motorsport-related events, including rallies, ride-ins, and regional qualifiers. By capitalising on our existing infrastructure and the community's passion for cars and bikes, Dubbo can become a leading hub for motorsport in the wider region, drawing in enthusiasts and competitors from across the State.

Our sporting fields

Dubbo boasts a high standard of sporting infrastructure, with world-class playing fields that support a variety of sports, including football, cricket, and athletics. These facilities position Dubbo as a key player in attracting and hosting major sporting events that have a significant positive impact on both the community and the local economy.

Council strategically seeks to attract major sporting events that are staged outside school holiday periods and secured over multiple years. By doing so, we can ensure that Council-owned and managed facilities are utilised to their full potential, generating economic activity, tourism, and community engagement throughout the year.

Securing these events on a long-term basis not only brings economic benefits, including increased visitor numbers, accommodation bookings, and local business revenue but also helps to create a sense of pride within the community, foster skill development of players and volunteers, and provide an opportunity for residents to engage with high-quality sporting competitions on their home turf. Through this approach, Dubbo can build a reputation as a premier sporting destination, delivering ongoing benefits for both the local economy and the broader region.

This strategy will align with the Central Orana Regional Economic Development Strategy and its action to develop the region as a hub for regional sporting events.



Our gap in winter

The Dubbo Region enjoys strong visitation, especially during the spring and autumn school holiday periods, thanks to attractions like Taronga Western Plains Zoo, which draws families and leisure travellers to the area. These periods see high demand for accommodation, providing a boost to local businesses and the region's tourism sector.

However, July experiences soft visitation. Event activity is also minimal during the month of July. This presents a significant opportunity for the development of a new winter-themed event, particularly one that appeals to families and capitalises on the school holiday period.

By creating a unique, family-friendly winter event, the Dubbo Region can fill the seasonal gap, attracting visitors during a traditionally quieter time. This would not only help increase bed occupancy rates and support local businesses but also contribute to the region's destination marketing activities, offering an exciting new attraction to both residents and visitors alike. The winter event would provide an opportunity for the community to showcase its creativity and foster a new tradition that could grow in significance year after year.

Our support to events

Consultation with event organisers revealed limited awareness of the various types of support Council provides to events especially beyond formal funding programs. There is also some confusion around how and why different levels of support are offered to locally developed events versus those attracted to the region.

A key opportunity for Council is to promote its objective event support decision-making framework, helping organisers and the broader community understand the rationale behind support levels.

Whilst Council is not structured to deliver events, it can help steer the passion and creative flair of a new event committee by providing best-practice event management guidance.

Conversely, a longstanding event may seek funding from Council to help market the event to audiences outside the Dubbo Regional LGA.

Staff time and financial support can be equally important depending on what stage the event sits on its lifecycle.

With measured and strategic support, events such as previously held DREAM Festival, and the current Cross Cultural Carnivale, Dubbo Stampede and Dubbo MotorFest, have potential to develop into flagship or hallmark events.

The development of an Event Support Policy will articulate Council's strategic, meaningful and measurable support to events depending on the event's outcomes and its lifecycle position (startup, growth, maturity and decline) with each stage presenting opportunities and challenges and requiring different levels of assistance.

Definitions:

Flagship Event: Reflects the unique culture of a place, drives overnight visitation, and delivers long-term regional benefits. (NSW Government Regional Event Fund)

Hallmark Event: A recurring event with such tradition, appeal, or publicity value that it defines the image or brand of the destination, the host venue, community or destination with a competitive advantage. Over time, the event and destination can become inseparable.

Ref: International Journal of Event Management Research



Our youth

The Council's Youth Action Plan, developed through months of comprehensive community and stakeholder consultation, identified several focus areas. One key area is to "attract and support events, recreation, and social opportunities." The Plan also emphasises Council's commitment to "support and attract events, programs, and services that promote youth mental health, social engagement, and opportunities for skill development." Further, under the Department of Regional NSW's Regional Youth Insights Report, a priority area for Central West and Orana included, 'Provide additional recreation activities and events'.

While our young people have opportunities to develop and nurture skills as musicians, singer/songwriters, and dancers through access to a conservatorium of music, four theatre companies, and six dance studios, there is a gap in our annual events calendar that meets the specific entertainment needs of our youth. Whilst Council stages a number of Youth Week events there remains an imbalance between family events and those specifically designed for young people (aged 12-24 years) which make up 32.8% of our residential population.

Council's support for the development of grass-roots live entertainment events appealing to young people, and/or its attraction of brand-led music festivals for youth will help bridge the current gap in our annual events calendar and help deliver outcomes for state and local plans.



'57% of youth noted that a 'more fun and interesting things' initiatives would make life in their town and surrounding areas better (most common answer), Priority areas for Central West and Orana, Regional Youth Insights Report

Key challenges

Streamlining Compliance Obligations

Section 68 of the *NSW Local Government Act 1993* outlines activities that generally require prior approval from the Council before being carried out. This includes a range of activities on public land, such as hosting events, engaging in trade or business, and using public address systems.

Council is responsible for issuing event permits and ensuring that activities are meeting local and state regulations. Our volunteer-run event organisers are sometimes reluctant to obtain these approvals due to several factors, including a perceived administrative burden, a lack of awareness of their obligations, concerns about potential delays or restrictions and fatigue.

Event organisers may not be aware of the importance of timelines, placing pressure on staff to review documentation within short lead times.

During the consultation phase, event organisers raised issues regarding the paperwork required by Council to permit events. A key action under the strategy is to investigate programs and systems that have the capacity to streamline event permits and reduce the burden placed on both the event organiser and Council, whilst maintaining legal obligations to protect the event organisers, members of the public and Council.

Event bidding and hosting fees

In the current competitive landscape hosting rights to stage a large-scale event is increasingly transactional. Third-party brokers, promoters and sporting organisations now often require Councils to pay for the rights to host their event. Regional centres such as Dubbo, Bathurst, Orange, Mudgee, Tamworth, and Wagga Wagga are all vying for the same high-profile events, making it a highly competitive market.

However, Council does not have an unlimited pool of funds or human resources to incentivise major events. Strategic decision-making is essential to ensure that each event opportunity is evaluated based on the potential outcomes it can generate. Council's return on investment is multifaceted and includes:

- Economic benefits, such as increased visitor numbers, tourism spending, and local business activity.
- Reputational outcomes from hosting state and national-level events, which enhance the region's status as a premier event destination.
- Social and cultural benefits, fostering community engagement and promoting diversity and inclusion.

To ensure the sustainable attraction and retention of these events, a key action in this strategy is to collaborate with local businesses through a partnership framework. This collaboration will provide tangible return benefits for businesses that invest in attracting large-scale events to the region. By pooling resources and building these strategic partnerships, Council can better support the long-term success of securing major events while sharing rewards with the local business community.

Well-managed events are an important part of the development of vibrant sustainable local communities, contributing to the community social fabric and the local economy. Increasingly, successful events have become an important strategy underpinning local economic development. It has also become increasingly clear that poorly managed events can result in significant environmental and personal harm. Developing a Council Community Events Policy – A Toolkit for NSW Councils – NSW Government Premier & Cabinet.

Lack of purpose-built outdoor event spaces

While the Dubbo Region boasts several attractive indoor venues for events, the availability of purpose-built outdoor (non-sporting) event spaces remains limited. The Dubbo and Wellington Showgrounds are the only primary venues designed to support a wide range of multi-faceted events. The region's showgrounds are fenced, offer undercover options, provide amenities, ample parking and attributes to support large-scale events attracting large numbers of people. However, these spaces are in high demand, with limited availability for event organisers. In 2024, the Dubbo Showground hosted 143 events and was booked for 264 out of 365 days, including event activity every weekend of the year. This high occupancy leaves little room for additional or new events to be scheduled.

Furthermore, there is a perception among external event organisers that the showground spaces do not meet high standards, which has led to a reluctance to book them for events. However, these spaces are well-equipped and fully capable of accommodating large-scale events.

Ollie Robbins Oval, while capable of hosting major events, presents challenges due to the lack of shade, fencing and car parking spaces. Event activity held on this location also impacts community access to Tracker Riley Cycleway. This has led event organisers to seek alternative venues, such as Victoria Park. However, Victoria Park is not designed for events; it holds a Regional Park classification and requires a high level of maintenance to ensure it is presented at a standard that can be enjoyed by the community and visitors. Its use for high-impact, large-scale events presents several issues:

- High turf quality and maintenance standards: The turf is maintained to a high standard for passive recreation and community enjoyment. Large-scale events can cause significant wear and damage, resulting in costly restoration and temporary loss of access for the public.
- Underground services: The Park has a network of underground utilities, which pose hazards for event organisers. These services must be marked, adding costs and complexity to event planning.
- Wet weather concerns: Victoria Park is unsuitable for use during wet weather, leading to further potential costs for the event organiser and heightened risks based on a requirement of the event to relocate to an alternate location.

This means increased costs and logistical challenges for event organisers and highlights the need for Council to investigate additional purpose-built event space in Dubbo.

The proposed development of the Macquarie River Event Precinct is currently in abeyance and subject to availability of funding. A key action under this strategy is to investigate availability of open spaces in the City in line with community desires, needs of event organisers and land management expectations.

As identified in both the Community Safety and Crime Prevention Plan and the Public Art Strategy, the inclusion of event activity in public spaces can add life to public spaces and create welcoming and safe locations for the community to gather and socialise. This strategy will also include the investigation into the activation of public spaces to support small-scale event activity.



Fluctuation in event activity

In 2025, event organisers in the Dubbo Region are grappling with a number of challenges:

- Rising costs, which are putting pressure on event budgets and making it harder to maintain the scale and quality of events.
- Increased competition for the discretionary dollar, as people have fewer funds to spend on events amidst economic uncertainty.
- Difficulty attracting sponsors, as businesses face their own financial pressures and are more selective about where they invest their resources.

In addition, a significant concern is the reliance on volunteers. Like many cities and towns across Australia, the Dubbo Region is seeing a decline in the availability and capacity of volunteers to help organise and run events. This trend, driven by factors such as economic downturns and changing social dynamics, has led to the biannual scheduling or even cancellation of some events.

The number of home-grown annual events in the Dubbo Region is projected to decline from 29 to 22 in 2025, reflecting the growing strain on resources and volunteer capacity.

This trend underscores the need for a strategic response to ensure that event sustainability is supported, not only from the point of view of an individual event, but the entire local events landscape.

Council support is vital to help events explore alternative revenue sources, market to audiences outside the LGA and implement innovative volunteer engagement strategies.

An action under this strategy will be to provide a business case to Council on establishing a team of staff within the Organisation to deliver events that achieve strong cultural, social and economic outcomes.

Demand on accommodation

According to Destination Country and Outback NSW Ltd's draft Odin360 report, the Dubbo Region's accommodation sector faces several significant challenges:

1. The Central West Orana REZ and other major projects have increased demand for accommodation, driving up costs and making it difficult for leisure travellers to find affordable options.
2. Local accommodation property purchases to house workers has reduced the availability of accommodation for leisure travellers, impacting the leisure tourism sector
3. Insufficient investment in new accommodation developments and upgrades to existing facilities has worsened the shortage and constrained sector growth.

The Odin360 report also cites an expected and substantial influx of people from major construction projects, impacting accommodation, hospitality housing and other work opportunities.

This strategy will include key actions for Council to help address the anticipated shortages in accommodation that will be available to our visitor market. Whilst supply and demand typically lead to higher overnight tariffs, Council can, through education and advocacy, raise awareness of the consequences of overly inflated room rates. Whilst this practice does not occur in isolation in the Dubbo Region, it is important to consider that our destination has to work much harder than our counterparts on the eastern seaboard to attract major sporting events and high-profile live entertainment events. Large-scale events drive visitation that not only benefits the accommodation industry, but also benefit our attractions, our hospitality industry and small business.

Understanding the opportunities that can be garnered and shared through event activity by businesses across various industries in our region is a key action under this strategy.

As DRC looks to consolidate its event strategy, relevant to this report is identifying the other elements of the event industry – from event attraction and acquisition capabilities to accommodation and supplier capacities – that provide the necessary comparative framework to understand how to position Dubbo at the top of the host destination consideration set in regional NSW and beyond.

Events Research Paper 2021

Focus areas

Through an analysis of the current events landscape, and extensive consultation with key stakeholders and the broader community, three distinct focus areas are identified to guide the future development of events in the Dubbo Region.

Each of these focus areas is supported by a series of strategic actions to be implemented over a five-year period. This framework provides a clear, structured path for Council to Provide, Lead, Collaborate and Advocate for events, as well as define the outcomes we aim to achieve for the community.

Focus Area 1: Our local events industry is diverse, culturally-rich and appealing

Through strategic advice, best-practice leadership and strong engagement we will help facilitate meaningful and impactful events that resonate broadly with the community.

Cultivate Local Events

Focus Area 2: Our community enjoys a strong and dynamic event ecosystem

We will forge robust connections and pathways for stakeholders to capitalise on and thrive from event activities. Through strategic marketing, we will amplify local and visiting audiences, driving sustained growth and engagement.

Drive Business through Events

Focus Area 3: The Dubbo Region is a premier destination for major and large-scale events

We will actively champion the strategic expansion of local events and attract major large-scale events, thereby cultivating a diverse and balanced portfolio that ensures event dispersal throughout the Local Government Area.

Grow and Attract Events



Activating the strategy

Dubbo Regional Council plays an active role as a Provider, Leader, Collaborator, and Advocate to support the growth and success of events across the Local Government Area.

Council as a Provider and Leader

- Offers resources and expertise to help event organisers implement best-practice management, ensuring events are safe, successful, and sustainable.
- Continuously reviews and improves management policies, making it easier for the community to initiate and develop events.
- Guides local businesses on how to maximise opportunities from event activity.

Council as a Collaborator

- Develops strategies that encourage event organisers to engage local artists, creatives, and small businesses.
- Provides financial support and tools to help local event organisers create meaningful, engaging events that address gaps in the event calendar.
- Invests in external large-scale events to secure long-term cultural, social, and economic benefits.

Council as an Advocate

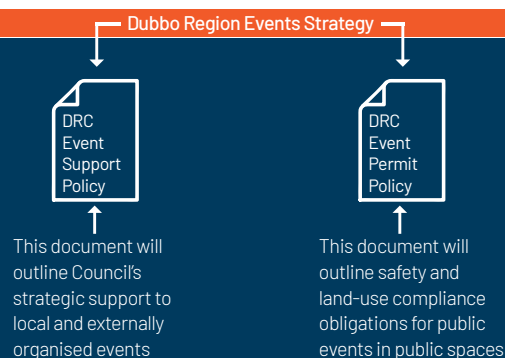
- Promotes events to help boost local attendance and attract visitors from outside the LGA.
- Markets the LGA to targeted audiences to increase large-scale event activity and its distribution across the region.
- Supports the expansion of locally organised annual events by promoting them to wider geographical markets.

This structured approach ensures that Dubbo Regional Council fosters a vibrant and diverse event landscape, benefiting both the community and the local economy.



Priority Actions

During the community consultation phase, it became evident that many event organisers and key stakeholders weren't fully aware of the types of support Council offers events. Furthermore, there was limited understanding of the rationale behind the varying levels of support provided. For example, the difference in support provided to a new community event compared to a large-scale sporting event. Council's key roles to support and permit events will be operationalised through the development of two key strategies.



Actions table

Focus Area 1: Our local events industry is diverse, culturally-rich and appealing. Through strategic advice, best-practice leadership and strong engagement we will help facilitate meaningful and impactful events that resonate broadly with the community.

Key: CCP: Community Culture and Places SPE: Strategy Partnerships and Engagement

Action	Responsible Division	Role of Council	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
1. Develop an Event Support Policy that outlines Council's strategic support to local and externally organised events.	CCP	Provider	●				
2. Develop an Event Permit Policy that outlines safety and compliance obligations for public events in public spaces.	CCP	Provider	●				
3. Investigate a program that will streamline event applications.	CCP	Provider	●				
4. Investigate ways in which Council can help facilitate the initiation of cultural events and support events that engage local creatives and our live music industry.	CCP	Provider	●				
5. Develop a training program to help build the capacity of local event organisers	CCP	Provider	●	●	●	●	●
6. Develop tactics and resources to help event organisers attract and retain volunteers.	CCP	Provider		●			
7. Develop a business case for Council's consideration based on staff delivering events that will achieve strategic outcomes.	CCP	Provider					●

Focus Area 2: Our region enjoys a strong and dynamic event ecosystem. We will forge robust connections and pathways for stakeholders to capitalise on and thrive from event activities. Through strategic marketing, we will amplify local and visiting audiences, driving sustained growth and engagement.

Action	Responsible Division	Role of Council	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
1. Investigate and implement additional ways to promote events to the local community.	CCP	Leader	●				
2. Develop collaborative opportunities for events seeking to promote to audiences outside the LGA.	CCP	Collaborator		●			
3. Investigate the use of public space to support niche and major event activity.	CCP	Leader			●		
4. Investigate strategies to address projected accommodation shortages to help meet future needs of event visitors.	SPE	Advocate					●
5. Develop a communications plan to heighten awareness of the business sector of the value of major events to the overall local economy.	CCP	Leader			●		
6. As part of the master planning project for the Dubbo and Wellington Showgrounds, investigate ways in which space can be made more attractive to event organisers.	CCP	Provider	●				

Focus Area 3: The Dubbo Region is a premier destination for major and large-scale events. We will actively champion the strategic expansion of local events and attract major large-scale events, thereby cultivating a diverse and balanced portfolio that ensures event dispersal throughout the Local Government Area.

Key: CCP: Community Culture and Places SPE: Strategy Partnerships and Engagement

Action	Responsible Division	Role of Council	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030
1. Investigate ways in which Council can support the dispersal and growth of locally organised events throughout the LGA.	CCP	Leader					●
2. Investigate and report on the scope of Wellington becoming an adventure sports hub.	CCP	Leader					●
3. Develop a Corporate Partnership Program to attract private investment in the attraction of large-scale sporting events.	CCP	Collaborator			●		
4. Seek to attract a live entertainment event appealing to youth.	CCP	Advocate				●	
5. Develop marketing materials to attract externally organised events delivering strong economic and social benefits.	CCP	Advocate		●			

Measuring progress

Measuring and reporting on the strategy helps everyone understand how the region is progressing in supporting local events to launch and grow, creating a year-round offering of culturally rich, diverse and meaningful events. It will also articulate Council's progress against key outcome areas such as event attraction and dispersal of event activity across the LGA. In addition to internal quarterly updates, an annual report will be developed and provided to community. These reports will track progress, inform future bodies of work and will support evidence-based decision making. The Community Insights biennial survey provides quantifiable community insights on Council's services and living within the Dubbo Region. These figures are analysed and assessed against Council's corporate measures in a broader regional and environmental context to inform our priorities and actions.

Draft

Status	Version	Author	Date	Changes
Draft	1.0	Events and Partnerships Co-ordinator	July 2025	

Cnr Church and Darling streets, Dubbo
Cnr Nanima Crescent and Warne Street, Wellington

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REPORT: Australian Kart Championships - Multi-year Opportunity to Host

DIVISION: Community, Culture and Places
REPORT DATE: 24 July 2025
TRIM REFERENCE: ID25/1443

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none">Seek direction or decision	
Issue	<ul style="list-style-type: none">The Dubbo Region could secure the Australian Kart Championships in 2026 and in a subsequent year.	
Reasoning	<ul style="list-style-type: none">This is a national-level event with an international reach that will deliver significant economic, social, and reputational benefits.	
Financial Implications	Budget Area	Performing Arts and Events
	Funding Source	Performing Arts and Events operational budget
	Proposed Cost	\$40,000 to secure two events
	Ongoing Costs	Nil
Policy Implications	Policy Title	Financial Assistance Policy
	Impact on Policy	Nil
Consultation	Dubbo Kart Club	

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 four principal themes and a number of objectives and strategies. This report is aligned to:

Theme: 2 Thriving and Inclusive Communities'

CSP Objective: 2.3 Our community enjoys diverse sports, recreation, and social activities.

Delivery Program Strategy: 2.3.3 Increase opportunities for entertainment, recreation, and cultural activities for all ages.

RECOMMENDATION

1. That Council's Chief Executive Officer be authorised to offer \$20,000 sponsorship assistance to Karting Australia to attract the Australian Kart Championships in 2026.
2. That as part of the 2026/2027 budget process, Council allocate \$20,000 to meet hosting fees for a potential year two of the Australian Kart Championships in 2027.
3. That funding be conditional to the Australian Karting Championships being held outside a school holiday or long weekend period.

Craig Arms
Director Community, Culture and Places

LW
Events and Partnerships
Team Leader

REPORT

Karting Australia has approached Council with a request for \$20,000 in sponsorship in exchange for hosting rights for the Australian Kart Championships in 2026. There is also potential to secure the event in a subsequent year, although no further details have been provided at this stage.

The Australian Kart Championships is a high-profile event with international reach, drawing competitors from across Australia, New Zealand, and Asia, ranging in age from seven to 60 years. Previous host cities include Coffs Harbour, Newcastle, Port Melbourne, and Murray Bridge.

It is anticipated that the event will attract approximately 1,320 visitors over a three-night period, generating an estimated economic impact exceeding \$1 million.

Council has evaluated the opportunity to host the Australian Kart Championships using its value-based scoring methodology, which is consistently applied to all event proposals. The event demonstrates strong alignment with the draft Dubbo Region Events Strategy, particularly as a mass participation event featuring junior competitors.

Based on this assessment, it is recommended that Council enter into a multi-year agreement to provide:

- \$20,000 sponsorship to secure the 2026 Australian Kart Championships
- An additional \$20,000 to secure the event in a subsequent year

Criteria	Assessment	Score / 100
Economic Impact	1,320 visitors x 3 nights x \$277* The economic impact will be \$1,096,920	35/35
Timing	This event will be held outside a school holiday or long weekend period.	20/20
Risk Profile	This event is delivered by a nationally recognised sporting body with a proven history of successfully delivering large-scale events	10/10
Reputational Benefits	This event has an international reach. This event will be live streamed through Karting Australia's website and social media. There will be strong media and public relations activity.	10/10
Tourism Benefits	There is a strong likelihood that economic benefits will flow on to the region's tourism and hospitality sectors as the event will attract visitors from throughout Australia, Asia and New Zealand. There are junior competitors which will see families visit the region.	10/10
Activation of Public Spaces	This event is not being held at a Council owned venue. Therefore, revenue is not returned to Council.	0/15
Total		85/100
Return on Investment	Maximum funding for 1 year: \$20,000 Economic benefit: \$1,096,920	\$1: \$54

*Current average spend per person per night (refer Tourism Research Australia)

Consultation

Preliminary discussions have been held with the Secretary of the Dubbo Kart Club to confirm they can host the event. Karting Australia is considering Dubbo based on its track meeting international standards.

Resourcing Implications

Council provides funding through the Destination Events Fund to support the attraction of major events that deliver significant economic, social, and cultural benefits. These events are secured through multi-year agreements.

The annual funding allocation is \$50,000. For the current financial year, only \$1,676 remains available due to existing commitments.

Funding available under the 2026/2027 financial year is \$13,000

The following funding model is proposed with the intent of attracting the Australian Karting Championships for two (2) years:

Financial Year	Destination Events Fund Available Balance	Identified Expected Savings from Event Assistance Program 2024/2025	Budget Proposal 2026/2027	Sponsorship
2025/2026	\$1,676	\$18,324		\$20,000
2026/2027			\$20,000	\$20,000

Planned Communications

Should funding be approved, Council staff will proceed with discussions with Karting Australia to formalise a funding agreement. The Dubbo Kart Club will be advised of the outcome of these negotiations, with the intention of fostering a collaborative partnership to support Dubbo’s hosting of the Australian Kart Championships.



REPORT: Update on Sister City Relationships

DIVISION: Community, Culture and Places
REPORT DATE: 24 July 2025
TRIM REFERENCE: ID25/1446

EXECUTIVE SUMMARY

Purpose	• Provide review or update	
Issue	• Update on progress of motions relating to the Sister City relationships CCC25/14	
Reasoning	• To provide Council with an update on status of actions	
Financial Implications	Budget Area	Arts and Culture/Cultural Development
	Funding Source	Dubbo Regional Council
	Proposed Cost	\$44,196.00
	Ongoing Costs	To be confirmed
Policy Implications	Policy Title	Not applicable
	Impact on Policy	No policy implications

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 four principal themes and a number of objectives and strategies. This report is aligned to:

Theme: 2. Thriving and Inclusive Communities'
CSP Objective: 2.1 Arts, culture and heritage are celebrated and shared.
Delivery Program Strategy: 2.1.2 Support and celebrate our diverse community and create opportunities that foster belonging and cultural exchange including the Culturally and Linguistically Diverse (CALD).

Theme: 3. Working Together for the Region
CSP Objective: 3.1 Our Council is open, fair, and accountable in its decision-making.
Delivery Program Strategy: 3.1.1 Continuously review and improve Council services to maintain efficiency and effectiveness.

Theme: 3. Working Together for the Region
CSP Objective: 3.1 Our Council is open, fair, and accountable in its decision-making.

Delivery Program Strategy: 3.1.5 Operate with transparency, accountability, and integrity in all governance and decision-making processes.

RECOMMENDATION

That the update on sister city relationships be noted.

Craig Arms
Director Community, Culture and Places

RW
Cultural Development
Coordinator

BACKGROUND

At the council meeting held on 8 April 2025, Council requested an update on the current and past status of Sister City relationships. Over the past 40 years, Dubbo City Council and Wellington Council enacted a range of formal and informal relationships, some of which have lapsed.

Previous Resolutions of Council

8 April, 2025 CCC25/14	<ol style="list-style-type: none">1. <i>That the Sister City relationships with Minokamo (Japan) and Wujiang (China) continue.</i>2. <i>That Council write to both Minokamo and Wujiang to re-affirm DRC commitment to the relationship.</i>3. <i>The CEO write to Osawano/Toyama (Japan) to determine their interest in re-invigorating the Sister City relationship with Wellington, and the Japanese Gardens.</i>4. <i>That discussions continue with Cheong-ju, South Korea and report back to Council.</i>5. <i>All other inactive Sister City relationships be formally concluded.</i>6. <i>That the CEO explore the possibility for student exchange and enrichment relationships with the City of Newcastle Council and/or adjacent Councils, and report back to Council.</i>
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REPORT

Reaffirmation with Minokamo (Japan)

The reaffirmation of the Sister City relationship between Dubbo and Minokamo was signed by both Mayors in May 2025.

Reaffirmation with Wujiang (China)

Wujiang has indicated interest in sending a delegation to Dubbo later this year. Staff are waiting on confirmation if Wujiang will send a delegation to Dubbo in celebration of the 30th anniversary of the relationship in October 2025, once confirmed staff will organise with the Mayor/CEO/Sister City Committee/Councillors for a formal signing. If Wujiang do not intend to visit, a formal letter reaffirming the relationship will be developed and sent.

Contact with Osawano/Toyama (Japan)

An email was sent on 14 July 2025 to Osawano/Toyama to enquire about their future interest for the relationship. A response is currently pending.

Relationship with Cheong-ju

An MOU was sent to Cheong-ju in April. Staff are awaiting a response.

Conclusion of Inactive Relationships

Staff are currently identifying the relevant contact details for the inactive Sister City relationships to notify them of the conclusion of formal ties. Currently standing inactive Sister City relationships requiring notification include Northern Beaches Council (formerly Warringah Council) NSW, Wewak (East Sepik Province) PNG, and Popondetta (Oro Province) PNG.

A formal letter to conclude all other inactive Sister City relationships has been drafted.

Exploration of New Exchange Opportunities

The City of Newcastle, Lake Macquarie, and Port Stephens councils have been contacted to explore the potential for student exchange and enrichment programs. A meeting with Newcastle Council has been conducted. A phone call has been received from Lake Macquarie. Both Councils have indicated that a lack of resourcing may affect any options for an exchange occurring.

Staff are waiting to discuss further details from Newcastle/Lake Macquarie Councils, and to hear back from Port Stephens Council on options and viability to put before Council towards the end of the year.

Resourcing Implications

- Budget for this additional work is being drawn from the allocated operated expenses budget for this business unit.

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	44,196	46,185	47,801	49,235	0	0
c. Operating budget impact (a – b)	-44,196	-46,185	-47,801	-49,235	0	0
d. Capital Expenditure	0	0	0	0	0	0
e. Total net impact (c – d)	-44,196	-46,185	-47,801	-49,235	0	0
Does the proposal require ongoing funding?			Yes			
What is the source of this funding?			Operational Budget			

Table 1. Ongoing Financial Implications