



AGENDA

CULTURE AND COMMUNITY COMMITTEE

7 MARCH 2024

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

The meeting is scheduled to commence at 5.30 pm.

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CCC24/1	LEAVE OF ABSENCE (ID24/49)	
CCC24/2	CONFLICTS OF INTEREST (ID24/50) 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.	
CCC24/3	DREAM FESTIVAL 2023 AND BEYOND (ID24/214) The Committee had before it the report dated 2 February 2024 from the Events and Partnerships Team Leader regarding DREAM Festival 2023 and Beyond.	4
CCC24/4	REPORT OF THE PUBLIC SPACES TREE COMMITTEE - MEETING 1 NOVEMBER 2023 (ID24/114) The Committee had before it the report of the Public Spaces Tree Committee meeting held 1 November 2023.	21
CCC24/5	REPORT OF THE MULTICULTURAL ADVISORY COMMITTEE - MEETING 21 NOVEMBER 2023 (ID24/452) The Committee had before it the report of the Multicultural Advisory Committee meeting held 21 November 2023.	24
CCC24/6	REPORT OF THE DISABILITY ACCESS AND INCLUSION ADVISORY COMMITTEE - MEETING 12 DECEMBER 2023 (ID24/446) The Committee had before it the report of the Disability Access and Inclusion Advisory Committee meeting held 12 December 2023.	28

CCC24/7	REPORT OF THE RECONCILIATION ACTION PLAN WORKING GROUP - MEETING 5 FEBRUARY 2024 (ID24/286)	31
	The Committee had before it the report of the Reconciliation Action Plan Working Group meeting held 5 February 2024.	
CCC24/8	REPORT OF THE SOCIAL JUSTICE ADVISORY COMMITTEE - MEETING 6 FEBRUARY 2024 (ID24/433)	34
	The Committee had before it the report of the Social Justice Advisory Committee meeting held 6 February 2024.	
CCC24/9	REPORT OF THE MULTICULTURAL ADVISORY COMMITTEE - MEETING 12 FEBRUARY 2024 (ID24/434)	37
	The Committee had before it the report of the Multicultural Advisory Committee meeting held 12 February 2024.	
CCC24/10	REPORT OF THE SISTER CITY COMMITTEE - MEETING 13 FEBRUARY 2024 (ID24/287)	41
	The Committee had before it the report of the Sister City Committee meeting held 13 February 2024.	
CCC24/11	REPORT OF THE DISABILITY ACCESS AND INCLUSION ADVISORY COMMITTEE - MEETING 14 FEBRUARY 2024 (ID24/436)	44
	The Committee had before it the report of the Disability Access and Inclusion Advisory Committee meeting held 14 February 2024.	
CCC24/12	REPORT OF THE SPARC COMMITTEE - MEETING 20 FEBRUARY 2024 (ID24/435)	48
	The Committee had before it the report of the SPARC Committee meeting held 20 February 2024.	
CCC24/13	PROGRESS TOWARD A COMMUNITY SAFETY AND CRIME PREVENTION PLAN (ID24/259)	51
	The Committee had before it the report dated 10 February 2024 from the Director Community, Culture and Places regarding Progress Toward a Community Safety and Crime Prevention Plan.	



DUBBO REGIONAL
COUNCIL

REPORT: DREAM Festival 2023 and Beyond

DIVISION: Community, Culture and Places
REPORT DATE: 2 February 2024
TRIM REFERENCE: ID24/214

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none"> Seek direction or decision 	
Issue	<ul style="list-style-type: none"> This report provides options for Council to consider in relation to the future of the DREAM Festival and financial support of community run events 	
Reasoning	<ul style="list-style-type: none"> Council direction is required 	
Financial Implications	Budget Area	Regional Events' Operational Budget
	Funding Source	Allocated annually by Council
	Proposed Cost	\$40,000 allocated funding
	Ongoing Costs	\$40,000
Policy Implications	Policy Title	There are no policy implications arising from this report.
	Impact on Policy	N/A
Consultation	Presentation	Councillors' workshop
	Information presented	Members of SPARC Committee
	Discussions	Chair of the former Events Dubbo Inc (community organising committee); Macquarie Credit Union (long-term sponsor); ORISCON Inc (Orana Residents of Indian Sub-Continental Heritage); CrACN Inc (Creative Assembly Central NSW Inc); SOMAD Inc (Songwriters & Original Musicians Association Dubbo Inc)

STRATEGIC DIRECTION

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

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

RECOMMENDATION

That Council determine the pathway forward for the DREAM Festival.

Craig Arms
Director Community, Culture and Places

LW
Events and Partnerships
Team Leader

BACKGROUND

Previous Resolutions of Council

10/06/2020 CCL20/96	<ol style="list-style-type: none"> 1. That the information contained within the report of the Manager Regional Events dated 10 June 2020, be noted. 2. That the Regional Events Branch establish a transition plan with the DREAM Volunteer Committee to support the delivery of DREAM festival/large cultural event in 2021. 3. That the forward budget allocations for the DREAM festival of \$40,000 be reallocated to a cultural community event to be delivered by Dubbo Regional Council (\$30,000) and creation of Community Events Fund (\$10,000).
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Strategic Alignment:

Integrated Planning and Reporting Framework

Strategic Link			Action
3: Economy	3.1: Visitor economy growth is supported	3.1.2: Events that foster cultural, recreational and community interaction opportunities are supported	3.1.2.1 Economic and social event outcomes supported with funding in accordance with Council's Financial Assistance Policy
			3.1.2.2 Implement the Event Attraction and Support Strategy
			3.1.2.4 Ongoing implementation of the Regional Event Action Plan to increase community events use of public space

Dubbo Regional Council's Shaping Plans to Advance Regional Culture (SPARC) Plan 2020-2025

5.1.5	Dubbo Regional Council, in partnership with the volunteer committee, commit to continuing to deliver the 2021 DREAM Festival.
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The SPARC Cultural Plan allows improvements to current programs and supports the development of future programs and services in response to community needs. The plan champions the role that culture plays in region-building, activating, celebrating and promoting the uniqueness of the community.

Council's resolved commitment was to deliver the DREAM Festival in 2021. There was no further commitment made.

History: DREAM Festival

In 2009/2010 residents gathered with the aim of creating a community event to fill a gap in the local Dubbo events' calendar. A long-term goal was to develop a 'Flagship' event (an event that identifies Dubbo and attracts visitation from outside the local area). At that time, Flagship events such as Tamworth's Country Music Festival and the Elvis Festival in Parkes were, and remain, characteristic of this status.

The outcome of those meetings was the creation of the Dubbo Region Entertainment Arts and Music (DREAM) Festival and the formation of 'Events Dubbo Inc.' In 2011, the inaugural event was held. Council supported the event to the amount of \$20,000 in the first year and then \$40,000 for each year thereafter until 2019.

Following the 2019 DREAM Festival, Events Dubbo Inc. made representation to Council asking for it to deliver the event citing the scope of the event was now beyond their capacity.

DREAM Festival Handover

In June 2020, Council moved the resolution (CCL20/96). The COVID pandemic continued and Council, unable to execute the DREAM Festival due to restrictions on mass gatherings, produced the Chalk Walk in October of that year using funds allocated to the DREAM Festival. The Chalk Walk included 3-D artwork in Dubbo and Wellington's central business districts. This fulfilled item 3 from the 2020 Council resolution (CCL20/96).

In February 2021, Council engaged an events co-ordinator to provide the resource required to deliver the National Rugby League fixture and the DREAM Festival. However, COVID restrictions continued, and the events co-ordinator's contract ended in late 2021 without delivering the festival.

In early 2022, the transition between the community committee and the Council commenced. A volunteer from the committee provided support in an advisory capacity. In October 2022, several events were held including the temporary installation of the large Sky Castle in Macquarie Street and Zoocoustic (outdoor live music event at Taronga Western Plains Zoo). The lantern parade and festival in Victoria Park were cancelled at short notice due to extreme weather conditions.

As the cancelled festival received funding under the *Reconnecting Regional NSW Community Events Program*, pursuant to the funding deed, Council was obliged to deliver the festival in full and did so in September 2023. Whilst a member of the volunteer committee was involved in 2022, there was no involvement in 2023.

In 2023, Council's Regional Events Branch fulfilled the key element of the 2020 resolution of Council (item 2) and action 5.1.5 under Council's SPARC Cultural Plan.

With a full understanding of opportunity costs, the impact on Council's Operational Plan, the human resources needed to deliver the event and the amount of funds expended, staff have

undertaken a critical review of the DREAM Festival. Options for the future are provided for consideration.

REPORT

The Events Unit

Council's Events Unit comprises of two (2) staff undertaking actions under the Regional Events Implementation Plan which is a deliverable action through Council's Integrated Planning and Reporting Framework (IP&R) obligations under the *Local Government Act 1993*.

The Implementation Plan covers three years (2023, 2024 and 2025) and has two focus areas; *Event Support and Development* and *Event Attraction*. Fundamental to the Plan is the support for locally organised events delivering cultural and social outcomes. In the current 2023/2024 financial year seventeen (17) festivals, carnivals, live music events and fairs shared a funding pool from the Events Support Program of \$40,000 (\$10,000 to local events delivering *cultural and social benefits* and \$30,000 to local events delivering *economic benefits*).

A further focus of the plan is the *strategic attraction of events and marketing activity* to raise the Region's reputation as a destination for sporting events, conferences, and festivals. The Implementation Plan has successfully led to the attraction of eight (8) mass participation sporting events over multiple years with the economic impact in 2023/2024 estimated at \$10.2M.

The Implementation Plan does not identify 'delivery' of events. This is a separate discipline in the sphere of 'events management', and it is not one that Dubbo Regional Council is structured for. This is a key point when considering the future running of the DREAM Festival.

Whilst funding is a critical support role of the Events Unit, it also provides advice and assistance to events to help them launch, develop, grow and succeed. It also plays an important concierge role for the Council connecting event organisers with key staff, suppliers and obligations in respect to local and state regulations. The Events Unit facilitates best practice, helping to cultivate the ideal environment for our Region's diverse and expanding events landscape.

The Events Unit is also responsible for managing event activity held on public land via Council's Event Application process which involves liaison with event owners ensuring they submit documentation for review by various staff responsible for compliance to local and state regulations. Last year the Events Unit processed 32 applications for public events held across the LGA.

Recently, the Events Unit has moved to assist the Governance Branch to organise the annual Australia Day ceremonies and the Dubbo RSL Sub-Branch to oversee the annual ANZAC Day and Remembrance Day ceremonies. These are low impact and small-scale civic ceremonies and are distinct from 'events'.

The DREAM Festival is a large-scale, high-impact, multi-event festival with one key element spanning many hours. These events require considerable planning, curation and stakeholder engagement and delivery with a lead time of seven (7) months. The commitment is resource intensive and holds considerable risk liability.

The acute focus on the delivery of the DREAM Festival during 2022 and 2023 diluted the level of support available for other local events. It took time away from undertaking strategic event attraction and supporting event owners to grow their events. There is a significant opportunity cost to Council delivering the DREAM Festival.

The delivery of the DREAM Festival is a significant body of work. It places a strain on staff resources and diverts the Events Unit from their adopted obligations under the Integrated Planning and Reporting Framework (IP&R) as required by the Local Government Act.

2023 DREAM Event Summary

In 2023, Council delivered the following events under the DREAM Festival umbrella:

1. 3 September – *Zoocoustic* – Taronga Western Plains Zoo
 - Target market: young people
 - Approximately 500 people attended.
 - This event was produced by SOMAD Inc with funding provided by Council.
2. 9 September – *DREAM Lanterns* – Victoria Park (incorporating Wiradjuri DREAMscape)
 - Target market: families
 - The crowd at Victoria Park peaked at 6.30pm with 8,968 people on site prior to the commencement of the street parade. A total of 11,749 were recorded on site between 12noon – 10pm.
 - The crowd figure of 11,749 was collected via online data collection software, Behavioural Analytics. Please note it is not clear how data from previous years was generated or reported.
3. 29 September – *Silent Disco* – Church Street Rotunda (100 people)
 - Target market: children aged up to 12 years.
 - Approximately 100 people attended.

Sponsorship funds from Macquarie Credit Union, Charles Sturt University and Simmo Signs were used to help deliver the DREAM Lantern's event including the Wiradjuri DREAMscape.

Financial Summary

Revenue:

The 2023 event was delivered based on Council's allocation of \$40,000. This was supplemented by carryover funding received in 2022 under the Reconnecting Regional NSW – Community Events Program. This funding totalled \$36,770.

As in previous years, other revenue was received from sponsorship, site fees, merchandise and workshops. Under the current economic climate, it is likely funding will be difficult to attract from government and private sources meaning a future DREAM event will be at a significantly smaller scale.

Expenses:

In addition to costs such as entertainment, hire services, advertising and traffic control; an amount of \$30,000 was paid to bring the arts organisation, LightnUp Inc from Lismore. LightnUp Inc transport the large iconic lanterns to Dubbo and undertake lantern making workshops the week prior to the event. This cost equates to 75% of the event's allocated budget of \$40,000.

Overtime and penalty rates incurred during event planning and delivery totalled \$12,767.

Resourcing

The Events Unit was responsible for arranging and delivering the 2023 DREAM Festival. The Events Unit's two (2) staff commenced development in March 2023, and by June 2023, staff were working full-time on the event.

From March 2023 work commenced on the following:

- Program development of three (3) stand-alone events including an event spanning ten hours and including the new Wiradjuri DREAMscape
 - Zoocoustic
 - DREAM Lanterns
 - Silent Disco
- Development of sponsorship proposals
- Sales and marketing of sponsorship opportunities
- Sponsor management
- Communications with potential stallholders/entertainers and issue management
- Administration of government funding
- Merchandise
- Procurement of services for hire of toilets, generators, bins, lighting, security
- Sourcing and procurement of entertainment and children's activities
- Stage management of a ten-hour live entertainment program
- Liaison with Dubbo RSL Sub-Branch regarding use of the War Memorial Cenotaph area
- Co-ordination in support of the Wiradjuri DREAMscape
- Development of the Event Management Plan covering risk, waste, sustainability, accessibility, timing and budgets
- In-destination, multi-faceted marketing and promotional activity
- Staff and volunteer resources and rosters
- Liaison with the cultural development team regarding the lantern workshops
- Co-ordination of traffic control and police for the lantern parade

On the day of the event, additional staff from the Regional Events Branch combined to help deliver the event. A total of fourteen (14) staff were required across three separate locations with additional staff assisting with marshalling and street closures required for the Lantern Parade.

As staff of the Regional Events Branch were the core delivery team, programming of the Dubbo Regional Theatre and Convention Centre and the Dubbo Showground were impacted with both venues not hired over the weekend and thus did not generate revenue nor provide that service. The purpose of these facilities is to be open and available for business, not closed in support of an unrelated event.

Volunteers

Large lanterns are transported from Lismore to Dubbo for inclusion in the street parade. These lanterns require sixty (60) volunteers to carry and manoeuvre them for one kilometre for the duration of the parade. As in the past, Council endeavoured to secure volunteers to assist. However, attempts failed and in lieu of paying staff to carry the lanterns, Council engaged local arts organisation, Creative Assembly Central NSW (CrACN) to engage the volunteer support required. In return for this assistance, Council remunerated CrACN to the amount of \$1,000. CrACN engaged some 40 volunteers. Unfortunately, with late notice, Taronga Western Plains Zoo was unable to provide volunteers to carry its lanterns. These lanterns as well as some of the lanterns from Lismore were carried by Council staff, family and friends.

Council received feedback last year that *'one of the volunteers struggled'* to carry a lantern suggesting that volunteers be paid in future to carry them. If Council was going to consider payment it would need to engage staff as it has important obligations regarding risk and safety. The cost to Council to engage sixty (60) staff to carry lanterns would be more than \$20,000.

It should be highlighted at this time, that one of the biggest impediments facing event organisers is the attraction and retention of volunteers. Event organisers across the State are facing this challenge and the Dubbo Region is no different. The level of volunteers required to deliver the event is not only a risk from a sustainability point of view, but Council is exposed from a workers compensation perspective should a volunteer or staff member be injured. This risk is highlighted by the fact that most of the event is conducted at night and on the road. It is often misunderstood, that despite the benefits of having well-managed volunteer assistance, engaging them and protecting their safety is an important role and a significant body of work required of Council.

The presence and reliance on volunteers to deliver this event is a serious liability risk. Such was the heavy workload being experienced by a small number of dedicated staff, the volunteers did not receive a briefing prior to or after the 2023 event.

Impact on the Regional Events Implementation Plan

Given the Events Unit is not structured for event delivery, there is a significant opportunity cost to deliver the DREAM Festival. In 2020, Council commissioned an Events Research Report by Mayvin Global and MI Global Partners. Findings from this report are included in the Regional Events Implementation Plan. The following actions remain outstanding due to the impact on staff resources to deliver the DREAM Festival:

- Facilitation of a volunteer program to assist local event organisers
- Proactive sourcing of grant funding to assist local events
- Development of a Communications Plan to raise awareness of the value of community events and events attracted to the Dubbo Region
- Creation of an Event Promotion Plan to help drive visitation to locally produced events
- Sales and marketing of the Corporate Sponsorship Program to attract private investment in the attraction of large-scale and mass participation events
- Event Organisers Workshop – Grant Writing and Risk Management
- Marketing activity to promote Wellington as a destination for adventure sports
- Council’s Events Partnership Program – a collaboration between Council and local event suppliers to help write business and increase business in the LGA
- Strategic event attraction – securing events that will be supported via Destination NSW funding and other funding channels
- Destination marketing to attract motor rallies and cycling events
- A marketing campaign to elevate Dubbo’s reputation as an events’ destination

Situation Analysis

Community Events

In 2011, at the time the first DREAM Festival was held, Dubbo lacked a solid portfolio of annual, community-run, cultural events, however, since the Local Government merger in 2016 and post-COVID, multiple cultural events have become staples on the events calendar.

Our Region currently boasts a diverse and vibrant calendar of events organised locally and delivering cultural and social benefits. Many of these events are organised by not-for-profit volunteer committees.

Event	Activities	Timing (23/24)	Audience (23/24)	Not for profit
DREAM Festival <i>Established to fill a gap in cultural events in Dubbo with goal to achieve flagship status</i>	<ul style="list-style-type: none"> • Live entertainment • Food vendors • Markets • Childrens activities • Lantern Parade 	Sept	11,749	Yes
Wellington Rotary Vintage Fair* <i>A major community event for Wellington providing strong social and cultural outcomes</i>	<ul style="list-style-type: none"> • Live entertainment • Food vendors • Markets • Childrens activities • Static displays • Swap meet 	Mar	3,000	Yes
Beers to the Bush <i>Program showcases craft beer from across the State</i>	<ul style="list-style-type: none"> • Live entertainment • Food vendors • Craft beer vendors 	Mar	1,100	No
Man from Ironbark Festival* <i>Celebrates Stuart Town and its connection to Banjo Paterson</i>	<ul style="list-style-type: none"> • Live entertainment • Food vendors • Markets • Childrens activities • Static displays • Art displays 	Mar	2,500	Yes
Stock Route Music Festival* <i>Developed to support the Australian Country Music industry and support local artists.</i>	<ul style="list-style-type: none"> • Live entertainment • Food vendors 	April	835	No
Dubbo Winter Whisky Festival* <i>An event appealing to Whisky enthusiasts.</i>	<ul style="list-style-type: none"> • Live entertainment • Food vendors • Whisky vendors 	June	650	No
Dubbo MotorFest* <i>Program designed to appeal to motor enthusiasts.</i>	<ul style="list-style-type: none"> • Live entertainment • Food vendors • Childrens activities • Static displays • Exhibitions 	Sept	7,000	Yes
Cross Cultural Carnivale* <i>Program designed to showcase the cultural diversity of our region; particularly residents originating from Indian Sub-Continental Heritage.</i>	<ul style="list-style-type: none"> • Live entertainment • Food vendors 	Sept	2,000	Yes
Stuart Town Multicultural Festival*	<ul style="list-style-type: none"> • Live entertainment • Food vendors 	Oct	3,000	Yes

Event	Activities	Timing (23/24)	Audience (23/24)	Not for profit
<i>Program designed to showcase the cultural diversity of our region.</i>	<ul style="list-style-type: none"> • Markets • Childrens activities • Helicopter rides • Demonstrations 			
Under Western Skies Festival* <i>Program with the aim to promote, support and showcase local and original musicians.</i>	<ul style="list-style-type: none"> • Live entertainment • Food vendors • Markets • Childrens activities • Art displays 	Oct	560	Yes
Fong Lees Lane <i>Program designed to showcase Wellington's Chinese and Indigenous heritage.</i>	<ul style="list-style-type: none"> • Live entertainment • Food vendors 	Oct	2,000	Yes
Global Fusion* <i>Program designed to showcase our Indigenous community and the cultural diversity of our region.</i>	<ul style="list-style-type: none"> • Live entertainment • Food vendors • Markets • Childrens activities 	Dec	100	Yes
Great Australian Stone Festival* <i>An event to showcase dry stone walling and develop skills in the discipline of dry-stone walling.</i>	<ul style="list-style-type: none"> • Live entertainment • Food vendors • Demonstrations and workshops 	New	New	Yes

*Funding provided under the 2023/2024 Event Assistance Program

As displayed in the table above, inclusions and activities of the DREAM Festival are also being offered by locally organised events. Any one of the above events have the potential to develop into a Flagship event. These events have been established and cultivated by passionate locals with an acute enthusiasm for showcasing a distinctive characteristic of our community and are avenues for Council to support with the intent of meeting its commitments outlined in the SPARC Cultural Plan.

In addition to the above there are countless events such as: agricultural and livestock shows, horse and motor events, running and obstacle events, and events celebrating calendar milestones, many of which are held annually and organised by locals.

Strategic Attraction and Support

Understanding what our community wants, identifying gaps and opportunities, investing in the improvement and quality of events as well as marketing our Region as a destination for events is a strategic approach towards the growth, prosperity, and liveability of our Region. Work has begun on the development of an Events Strategy for the Dubbo Region referencing the 2021 Research Paper produced by Mayvin Global and MI Global Partners. Finalisation of the Strategy and commencement of actions under the Implementation Plan will be subject to

Council's determination in respect to this report. If staff are required to deliver the 2024 DREAM Festival, time lost during 2024 will be at least three (3) months, with planning to commence in March.

Resourcing Implications

Council's Regional Events Branch is not resourced to deliver the annual DREAM Festival. The delivery of the event requires two (2) staff to be diverted from completing actions under the IP&R Framework for a period of seven (7) months. Planning commences in March and by July the two (2) staff work full-time on the project.

Event delivery does not fit well within the Local Government Award. Events are labour intensive, requiring long out of standard hours work. They require significant resource management and attention to detail. As a finite project, they cannot be pushed back due to workload, competing priorities or illness. Events of the scale of the DREAM Festival require many staff to plan, bump in, run the event and pack up. In 2023, staff were on site in Victoria Park between 6am – 11pm. For seventeen (17) hours various staff traversed three (3) separate locations. Split shifts and overtime helped to ensure that the event was well-serviced and supported but this is not sustainable.

Staff are not permitted to work long hours or outside hours on a volunteer basis, nor are they permitted to contravene WHS obligations or conditions set under the Local Government Award.

Staff overtime and penalty rates are 'hard costs' of the event and these costs should be carefully considered when determining Council's support for the DREAM Festival.

In 2023, staff were not only exposed from a workers compensation perspective as they were required to work extended shifts, but at the conclusion of the event, staff were confronted by a group of youths and after being threatened, Police were called to the site.

The DREAM Festival is a high impact event requiring programming, curation, community consultation, revenue generation, relationship management, business engagement and resourcing from various divisions of Council. The event spans at least three different locations and includes consultation and communication with multiple stakeholders.

During the curatorial phase, staff sought to engage as many sectors of the community as possible in the event. This led to the delivery of:

- Three (3) distinctive events targeting three distinctive markets – *Zoocoustic*, *DREAM Lanterns* and *Silent Disco*;
- *Lights and Lanterns* – a window display competition to engage businesses in the event
- *Illumi'nights* – promoting live music at venues during September
- *DREAM Festival month* – the promotion of events held in September to help elevate the Region's offering of diverse and unique events

Staff burnout was a consequence of the event in 2023. It should be noted that should Council determine to deliver the event in 2024, the scale will be reduced to reflect available resources.

Further, and as noted above, Council will not have access to \$36,770 funding which buoyed the event in 2023. If the 2023 event is compared to the 2024 DREAM Festival, audience appeal will be reduced based on funding not being available to purchase roving entertainers and headline acts. Staff will focus on the event in Victoria Park.

Total Financial Implications	Current year (\$)	Current year + 1 (\$)	Current year + 2 (\$)	Current year + 3 (\$)	Current year + 4 (\$)	Ongoing (\$)
a. Operating revenue	40,000	40,000	40,000	40,000	40,000	0
b. Operating expenses	90,000	90,000	90,000	90,000	90,000	0
c. Operating budget impact (a – b)	50,000	50,000	50,000	50,000	50,000	0
d. Capital Expenditure	0	0	0	0	0	0
e. Total net impact (c – d)	50,000	50,000	50,000	50,000	50,000	0
Does the proposal require ongoing funding?	Yes					
What is the source of this funding?	Allocated by Council under its Regional Events Operational Budget					

Table 1. Ongoing Financial Implications

Consultation

As a consideration in respect to this report, Council contacted the former Chair of the Events Dubbo Inc. The former Chair indicated an unwillingness to take-back the running of the DREAM Festival.

Council also met with members of the SPARC Committee providing information in respect to learnings from the 2023 Festival.

Discussions were also held with the General Manager of Macquarie Credit Union. Macquarie Credit Union has been a long-term sponsor of the DREAM Festival.

Local cultural organisations were also contacted including ORISCON Inc (Orana Residents of Indian Sub-Continental Heritage); SOMAD Inc (Songwriters & Original Musicians Association); CrACN Inc (Creative Assembly Central NSW Inc); Orana Arts; and previous members of the original Events Dubbo Inc. All are capable bodies with talented and passionate individuals, however apart from Events Dubbo Inc who, in 2019, cited difficulty and lack of capacity, none

of these volunteer bodies have organised a multi-event festival to the scope and scale of the DREAM Festival.

In summary

It is acknowledged that over the past decade a considerable amount of effort has been applied by volunteers to deliver the annual DREAM Festival. The event has supported local artists, our live music industry and small business.

However, over the past ten years the local events industry has matured and expanded. The community and visitors now are offered a choice of a myriad of events appealing to a wide range of interests and demographics. New events supporting Indigenous history, the multicultural community and the unique history of the region have emerged. These events also support local artists, the local live music industry and small business.

Council's Event Unit is structured for event attraction and support, not delivery. All of Council's strategic documentation (Community Strategic Plan, Delivery Program, Operational Plan, Events Implementation Plan) are focused in that direction.

Event delivery to the scale of the DREAM Festival is an intensive undertaking. It does not fit well within the current structure of Council's Events Unit.

Options Going Forward

OPTION A:

That Council cease coordination and delivery of the DREAM Festival and through the budget process, reallocate the \$40,000 annual funding equally between the SPARC Support Grant Fund (\$20,000) and the Event Assistance Program (\$20,000) to support not-for-profit, volunteer-run community events, activities and programs.

This could be facilitated through the 2024/2025 budget process, however clear direction will be required before the adoption of the budget.

This option would result in Council increasing its funding support from \$110,000 to a total of \$150,000 for local creatives, practitioners and the creative community to deliver dynamic and diverse arts and cultural experiences. This amount draws Dubbo Regional Council closer to funding programs offered by other similar sized regional councils.

The \$40,000 funding could be reallocated as follows:

Event Assistance Program

NEW: Community Events Fund – Stream 2: \$20,000

Supporting events delivering strong social and cultural benefits

Key terms and conditions:

- The event must be organised by a not-for-profit organisation based in the Dubbo Regional LGA
- Applications up to \$7,000
- Event must have a history of at least three (3) years successful delivery in the Dubbo Regional LGA
- 80% of funding must be used to engage local creatives, musicians or artists located in the Dubbo Regional LGA
- 20% of funding must be used to engage local event service providers located in the Dubbo Regional LGA.

SPARC Support Grant Fund

NEW: SPARC Development Support Fund: \$20,000

Supporting local creative practitioners to develop new public facing programs and prioritise programs that ensure access to regional cultural works for local audiences

Key terms and conditions:

- Program must be undertaken by individuals or not-for-profit organisations based in the Dubbo Regional LGA
- Applications up to \$5000
- The program must directly action and support the outcomes of the SPARC Dubbo Regional Cultural Plan
- The program must be presented locally with a focus on engaging and representing local communities
- Funding with a focus on new and emerging programs (less than 3 years) that prioritise innovative and new experiences for the region
- All funding must be expended on service providers and suppliers located in the Dubbo Regional LGA

Below is an outline of the *Event Assistance Program* and *SPARC Support Grant Fund* proposed for 2024/2025, including the two new streams (bold) of funding if reallocated from the DREAM Festival:

Event Assistance Program

<i>Channel</i>	<i>Intent</i>	<i>Current Allocation</i>	<i>Proposed Allocation Inc DREAM Funding</i>	<i>Applications Invited</i>
Community Events Fund				
Stream 1	Supporting new and emerging events planned to deliver social and cultural outcomes	\$10,000	\$10,000	July 2024
Stream 2 NEW	Supporting events delivering strong social and cultural benefits - the event must be held for a minimum of two years and 100% of Council's funding must be spent on local creatives and/or service providers.	-	\$20,000	July 2024
Destination Events Fund				
Stream 1	Support events delivering strong economic benefits, cultural and social benefits	\$30,000	\$30,000	July 2024
Stream 2	Attract and retain events delivering significant economic benefits	\$50,000	\$50,000	On application
<i>Total funding</i>		\$90,000	\$110,000	

SPARC Support Grant Fund

<i>Channel</i>	<i>Current allocation</i>	<i>Proposed Allocation Inc DREAM Funding</i>	<i>Applications Invited</i>
SPARC Support Grant Fund			
The SPARC Support Grant program supports cultural organisations and individuals to initiate and develop projects that support regional creative diversity, innovation and growth.	\$20,000	\$20,000	October 2024
NEW: Supporting local creative practitioners to develop new public facing programs and prioritise programs that ensure access to regional cultural works for local audiences.	-	\$20,000	October 2024
<i>Total funding</i>	\$20,000	\$40,000	

OPTION B:

A community group or other body deliver the DREAM Festival.

Council has allocated \$40,000 in the forward budgets to support the DREAM Festival. If another body took on the organisation, planning and delivery of the festival that funding support could be made available under appropriate conditions.

The funding would be subject to an agreement that 100% of the funds be used to purchase entertainment and hire services from businesses located in the Dubbo Regional LGA.

Council's Events Unit can provide support within the scope of their structure and resources as available to all event owners located in the LGA.

Consultation with various individuals and groups has thus far not highlighted a pathway for this option.

This option is not looking at a partnership with a volunteer or other body. The body would have full carriage of the festival with the same level of support from the Events Unit that is available to other local events within the normal organisational structure. A 'committee model' is not recommended.

OPTION C:

The \$40,000 is returned to the Council budget to address the Financial Sustainability Review's target of recurrent savings.

Option D:

Council delivers the DREAM Festival with a budget of \$40,000 scaling down the duration and scope of the event and engaging local artists, practitioners and entertainers.

Additional financial and opportunity costs will be incurred through staff resourcing leading up to and during the event.

This is not a recommended option. The reduction in scope of the festival would certainly reduce its appeal. Under those conditions, the \$40,000 allocation has much better effect if reallocated to existing event support funding streams as per Option 1.



DUBBO REGIONAL
COUNCIL

Report of the Public Spaces Tree Committee - meeting 1 November 2023

AUTHOR: Governance Team Leader
REPORT DATE: 11 January 2024

The Council had before it the report of the Public Spaces Tree Committee meeting held 1 November 2023.

RECOMMENDATION

That the report of the Public Spaces Tree Committee meeting held on 1 November 2023, be adopted.



DUBBO REGIONAL
COUNCIL

**REPORT
PUBLIC SPACES TREE COMMITTEE
1 NOVEMBER 2023**

PRESENT: W Browne (Community Representative), E Holmes (Community Representative), N Grant (Community Representative), E Webster (Community Representative) and G Avery (Community Representative).

ALSO IN ATTENDANCE

The Manager Recreation and Open Spaces, Director Community, Culture and Places, Director Development and Environment and Director Infrastructure.

The Director Community, Culture and Places assumed the Chair of the meeting.

The proceedings of the meeting commenced at 4:33 pm.

PSTC23/28 ACKNOWLEDGEMENT OF COUNTRY (ID23/2602)

The Director Community, Culture and Places delivered an Acknowledgement of Country.

PSTC23/29 LEAVE OF ABSENCE (ID23/2603)

Requests for Leave of Absence were received from Councillors M Dickerson and J Gough, B Sutherland (Community Representative) and B Edmondson (Community Representative).

Councillors R Ivey and J Black attended via Audio-Visual Link.

PSTC23/30 CONFLICTS OF INTEREST (ID23/2604)

There were no Conflicts of Interest declared.

PSTC23/31 REPORT OF THE PUBLIC SPACES TREE COMMITTEE - MEETING 13 SEPTEMBER 2023 (ID23/2605)

The Committee had before it the report of the Public Spaces Tree Committee meeting held 13 September 2023.

MOTION

That the report of the Public Spaces Tree Committee meeting held on 13 September 2023, be adopted.

CARRIED

PSTC23/32 UPDATE ON THE TREE PRESERVATION ORDER (ID23/2606)

The Committee was addressed by the Manager Recreation and Open Spaces regarding this matter.

MOTION

That the address from the Manager Recreation and Open Spaces be noted.

CARRIED

PSTC23/33 PUBLIC TREES - AMENITY VALUATION POLICY - UPDATE (ID23/2607)

The Committee was addressed by the Manager Recreation and Open Spaces regarding this matter.

MOTION

That the address from the Manager Recreation and Open Spaces be noted.

CARRIED

The meeting closed at 5:33 pm.

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CHAIRPERSON



DUBBO REGIONAL
COUNCIL

Report of the Multicultural Advisory Committee - meeting 21 November 2023

AUTHOR: Governance Team Leader
REPORT DATE: 1 March 2024

The Council had before it the report of the Multicultural Advisory Committee meeting held 21 November 2023.

RECOMMENDATION

That the report of the Multicultural Advisory Committee meeting held on 21 November 2023, be noted.



DUBBO REGIONAL
COUNCIL

**REPORT
MULTICULTURAL ADVISORY COMMITTEE
21 NOVEMBER 2023**

PRESENT: Councillor M Wright, the Director Community, Culture and Places, the Manager Community Services, S Bhandari (Community Representative), A Leggett (Community Representative), N Sedghi (Community Representative), A Parker (Community Representative), M Sutton (Community Representative).

ALSO IN ATTENDANCE:

S Cameron (NSW Health), K Gailey (NSW Health) and the Administration Officer Community, Culture and Places.

Councillor M Wright assumed the Chair of the meeting.

The proceedings of the meeting commenced at 4.10 pm.

MAC23/28 ACKNOWLEDGEMENT OF COUNTRY (ID23/2720)

Councillor M Wright delivered an Acknowledgement of Country.

MAC23/29 LEAVE OF ABSENCE (ID23/2719)

There were requests for leave of absence received from Councillor S Chowdhury, and D Anderson (NSW Health) who were absent from the meeting due to personal reasons.

S Cameron (NSW Health), K Gailey (NSW Health) attended via Audio-Visual link.

MAC23/30 CONFLICTS OF INTEREST (ID23/2727)

There were no Conflicts of Interest declared.

MAC23/31 REPORT OF THE MULTICULTURAL ADVISORY COMMITTEE - MEETING 14 AUGUST 2023 (ID23/2726)

The Committee had before it the report of the Multicultural Advisory Committee meeting held 14 August 2023.

OUTCOME

That the report of the Multicultural Advisory Committee meeting held on 14 August 2023, be adopted.

MAC23/32 NSW HEALTH MATTERS - DEON ADAMSON (ID23/2716)

The Committee was addressed by S Cameron (NSW Health) and K Gailey (NSW Health) regarding this matter, who attended on behalf of D Adamson (NSW Health).

OUTCOME

1. That the address by S Cameron be noted
2. That the address by K Gailey be noted.
3. That S Cameron provide Manager Community Services with data on women from migrant and multicultural groups access of BreastScreen NSW services.
4. That K Gailey provide Manager Community Services with BreastScreen NSW services and information developed for women from migrant and multicultural groups.

MAC23/33 WORKSHOP - REVIEW OF COMMITTEE PURPOSE AND TERMS OF REFERENCE (ID23/2718)

The Committee was addressed by the Director Community, Culture and Places regarding this matter.

OUTCOME

1. That the address by the Director Community Culture and Places be noted.
2. That an agenda item be added to the next meeting inviting committee members to give a five minute overview on what they are passionate about in the Multicultural space, why they wanted to be a member of the committee and what they hope to gain from the committee.
3. That an agenda item be added to the next meeting for the Manager Community Services to give a presentation on what the committee has achieved.

MAC23/34 PURPOSE BUILT MULTICULTURAL CENTRE AND FUNDING OPPORTUNITIES (ID23/2246)

The Committee was addressed by the Director Community, Culture and Places regarding this matter.

OUTCOME

1. That the address by the Manager Community Services be noted.
2. That the Director Community Culture and Places advised that a purpose built multicultural centre would require a Council adopted Business Case outlining what the community need was, what the support from the community was, what existing facilities exist to cater for that as well as, proposed location, capital and ongoing maintenance costs.
3. The Director also discussed the need for the advisory group to better understand its purpose before moving on large projects such as this.

MAC23/35 WELCOMING CITIES NETWORK MEETING (ID23/2247)

The Committee was addressed by the Manager Community Services regarding this matter.

OUTCOME

- 1. That the address by the Manager Community Services be noted.**
- 2. That the Manager Community Service invite committee members to the next Welcoming Cities Network meeting to be held 13 December 2023 at 2.00 pm via Microsoft Teams.**

The meeting closed at 5.10 pm.

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CHAIRPERSON



DUBBO REGIONAL
COUNCIL

Report of the Disability Access and Inclusion Advisory Committee - meeting 12 December 2023

AUTHOR: Governance Team Leader
REPORT DATE: 29 February 2024

The Council had before it the report of the Disability Access and Inclusion Advisory Committee meeting held 12 December 2023.

RECOMMENDATION

That the report of the Disability Access and Inclusion Advisory Committee meeting held on 12 December 2023, be noted.



**REPORT
DISABILITY ACCESS AND INCLUSION
ADVISORY COMMITTEE
12 DECEMBER 2023**

PRESENT: Councillors J Black, S Chowdhury, the Director Community, Culture and Places, the Manager Community Services, , the Community Development Officer Seniors and People with Disability, D Sparrow (Community Representative), M Croft (Community Representative), and R Mason (Community Representative).

Councillor S Chowdhury assumed the Chair of the meeting.

The proceedings of the meeting commenced at 5.22 pm.

DAIAC23/27 ACKNOWLEDGEMENT OF COUNTRY (ID23/2895)

The Community Development Officer Seniors and People with Disability delivered an Acknowledgement of Country.

DAIAC23/28 LEAVE OF ABSENCE (ID23/2896)

There were requests for leave of absence received from Councillor P Wells, The Manager Infrastructure Strategy and Design, S Ellis (Community Representative) and P Settree (Community Representative).

Councillor J Black attended via Audio – Visual Link.

DAIAC23/29 CONFLICTS OF INTEREST (ID23/2898)

There were no Conflicts of Interest declared.

DAIAC23/30 REPORT OF THE DISABILITY ACCESS AND INCLUSION ADVISORY COMMITTEE - MEETING 30 OCTOBER 2023 (ID23/2897)

The Committee had before it the report of the Disability Access and Inclusion Advisory Committee meeting held 30 October 2023.

OUTCOME

That the report of the Disability Access and Inclusion Advisory Committee meeting held on 30 October 2023, be adopted.

**DAIAC23/31 WORKSHOP: REVIEW OF COMMITTEE PURPOSE AND TERMS OF REFERENCE
(ID23/2900)**

The Committee will be addressed by the Director Community, Culture and Places regarding this matter.

OUTCOME

1. That the address by the Director Community Culture and Places be noted.
2. That the discussion of the committee purpose and terms of reference be noted.
3. That the discussion of the processes underpinning council meetings be noted.
4. That the discussion of pathways for community feedback to Dubbo Regional Council be noted.
5. That Community Representatives will provide feedback to the next meeting on their experience with these reporting pathways.

**DAIAC23/32 DISABILITY PARKING STRATEGY, PEDESTRIAN ACCESS AND MOBILITY PLANS
(ID23/2714)**

The Committee will be addressed by the Director Community, Culture and Places.

OUTCOME

That the address by the Manager Infrastructure Strategy and Design be rescheduled to the next meeting.

DAIAC23/33 DIAP ANNUAL REPORT - 2022 TO 2023 (ID23/2894)

The Committee will be addressed by the Community Development Officer Seniors and People with Disability.

OUTCOME

1. That the address by the Community Development Officer Seniors and People with Disability be noted.
2. That the discussion of updating the mobility maps for Dubbo and Wellington as an activity for the community representatives in 2024 be noted.

The meeting closed at 6:30 pm

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CHAIRPERSON



DUBBO REGIONAL
COUNCIL

Report of the Reconciliation Action Plan Working Group - meeting 5 February 2024

AUTHOR: Governance Team Leader
REPORT DATE: 14 February 2024

The Council had before it the report of the Reconciliation Action Plan Working Group meeting held 5 February 2024.

RECOMMENDATION

That the report of the Reconciliation Action Plan Working Group meeting held on 5 February 2024, be noted.



**REPORT
RECONCILIATION ACTION PLAN WORKING
GROUP
5 FEBRUARY 2024**

PRESENT: Councillors P Wells, the Director Community, Culture and Places, the Aboriginal Liaison Officer, the Building and Development Certifier, the Manager Macquarie Regional Library, the Library Assistant, G Ganguly (Community Representative) and A Parker (Community Representative).

ALSO IN ATTENDANCE:

The Executive Officer Community Culture and Places.

The proceedings of the meeting commenced at 4:05pm

RAP24/1 ACKNOWLEDGEMENT OF COUNTRY (ID23/2075)

Councillor P Wells delivered an Acknowledgement of Country.

RAP24/2 LEAVE OF ABSENCE (ID23/2076)

A request for leave of absence was received from Councillor L Burns, the Manager Corporate Governance, the Manager Community Services and M Graham (Community Representative) who were absent from the meeting due to personal reasons.

RAP24/3 CONFLICTS OF INTEREST (ID23/2077)

There were no Conflicts of Interest declared.

**RAP24/4 REPORT OF THE RECONCILIATION ACTION PLAN WORKING GROUP - MEETING
4 JULY 2023 (ID23/2078)**

The Committee had before it the report of the Reconciliation Action Plan Working Group meeting held 4 July 2023.

OUTCOME

That the report of the Reconciliation Action Plan Working Group meeting held on 4 July 2023, be noted.

**RAP24/5 WORKSHOP: REVIEW OF COMMITTEE PURPOSE AND TERMS OF REFERENCE
(ID23/2984)**

The Committee was addressed by the Director Community, Culture and Places regarding this matter.

The Working Group discussed the challenge with engaging community members, as well as experiencing delayed progress, resulting from extensive engagement with Reconciliation Australia and absence of quorums at meetings.

RAP24/6 REVIEW DRAFT REFLECT RECONCILIATION ACTION PLAN (ID24/197)

The Committee was addressed by the Director Community, Culture and Places regarding this matter.

OUTCOME

- 1. The Committee worked through the draft RAP with particular discussion on getting the Acknowledge of Country parameters right. Next steps will require final endorsement from Reconciliation Australia.**
- 2. The Working Group determined to implement IP&R style quarterly reporting.**
- 3. The Director Community, Culture and Places will investigate what customer relationship management tool may be available for Dubbo Regional Council to utilise and report back at the next meeting.**

RAP24/7 NAIDOC WEEK 2024 (ID24/189)

The Committee was addressed by the Aboriginal Liaison Officer regarding this matter.

The Working Group discussed;

- Last year's event
- Dubbo week – July 2024 and Wellington week - October 2024.

OUTCOME

The Director Community, Culture and Places and the Aboriginal Liaison Officer will schedule a debrief with both the Dubbo Aboriginal Community Working Party and the Wellington Aboriginal Advisory Panel and report back at the next meeting.

The meeting closed at 5:12pm.

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CHAIRPERSON



DUBBO REGIONAL
COUNCIL

Report of the Social Justice Advisory Committee - meeting 6 February 2024

AUTHOR: Governance Team Leader
REPORT DATE: 29 February 2024

The Council had before it the report of the Social Justice Advisory Committee meeting held 6 February 2024.

RECOMMENDATION

That the report of the Social Justice Advisory Committee meeting held on 6 February 2024, beadopted.



REPORT
SOCIAL JUSTICE ADVISORY COMMITTEE
6 FEBRUARY 2024

PRESENT: Councillors J Gough, P Wells, the Director Community, Culture and Places, S Talbot (Community Representative), E Davis (Community Representative), F Schubert (Community Representative).

Councillor P Wells assumed the Chair of the meeting.

The proceedings of the meeting commenced at 5.30pm.

SJAC24/1 ACKNOWLEDGEMENT OF COUNTRY (ID23/2356)

Councillor P Wells delivered an Acknowledgement of Country.

SJAC24/2 LEAVE OF ABSENCE (ID23/2357)

There were no requests for leave of absence.

SJAC24/3 CONFLICTS OF INTEREST (ID23/2358)

There were no Conflicts of Interest declared.

**SJAC24/4 REPORT OF THE SOCIAL JUSTICE ADVISORY COMMITTEE - MEETING 1
AUGUST 2023 (ID23/2095)**

The Committee had before it the report of the Social Justice Advisory Committee meeting held 1 August 2023.

OUTCOME

That the report of the Social Justice Advisory Committee and Youth Council meeting held on 1 August 2023, be noted.

SJAC24/5 UPDATE ON COMMUNITY SAFETY AND CRIME PREVENTION PLAN (ID24/194)
The Committee was addressed by the Director Community, Culture and Places regarding this matter.

OUTCOME

That the committee note the information provided regarding the large amount of background work that has been undertaken over the past months to determine the best way forward for Council and that an update report will be presented at the March meeting of the Culture and Community Committee.

SJAC24/6 UPDATE ON COUNCIL RESPONSE TO COMMUNITY HOT TOPICS (CRIME & YOUTH CRIME) (ID24/195)

The Committee was addressed by the Director Community Culture and Places regarding this matter.

OUTCOME

That the committee note that the information and explanation provided that the future Community Safety and Crime Prevention Plan will outline Council’s role in these matters and identify other key stakeholders to assist with community understanding.

SJAC24/7 UPDATE ON HOMELESS SLEEPING ALONG RIVER (ID24/196)

The Committee was addressed by the Director Community Culture and Places regarding this matter.

OUTCOME

That the committee note the explanation that Council are working with Government and non-government stakeholders to manage this matter in line with the NSW Protocol for Homeless People in Public Places.

The meeting closed at 7.00pm.

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CHAIRPERSON



DUBBO REGIONAL
COUNCIL

Report of the Multicultural Advisory Committee - meeting 12 February 2024

AUTHOR: Governance Team Leader
REPORT DATE: 29 February 2024

The Council had before it the report of the Multicultural Advisory Committee meeting held 12 February 2024.

RECOMMENDATION

That the report of the Multicultural Advisory Committee meeting held on 12 February 2024, be adopted.



DUBBO REGIONAL
COUNCIL

REPORT
MULTICULTURAL ADVISORY COMMITTEE
12 FEBRUARY 2024

PRESENT: Councillor S Chowdhury, the Director Community, Culture and Places, the Manager Community Services, L Brennan (Community Representative), N Sedghi (Community Representative), A Parker (Community Representative), M Sutton (Community Representative), and M Ramirez (Community Representative)

ALSO IN ATTENDANCE:

The Manager Recreation and Open Space, T Schilling-Cameron (Housing Plus), C Lambert (Housing Plus) and the Administration Officer Community Culture and Places.

Councillors S Chowdhury assumed the Chair of the meeting.

The proceedings of the meeting commenced at 4.08pm.

MAC24/1 ACKNOWLEDGEMENT OF COUNTRY (ID24/10)

Community Representative L Brennan delivered an Acknowledgement of Country.

MAC24/2 LEAVE OF ABSENCE (ID24/11)

There were requests for leave of absence received from G Ganguly (Community Representative), A Leggett (Community Representative), and R Mutton (Community Representative).

MAC24/3 CONFLICTS OF INTEREST (ID24/12)

There were no conflicts of interest declared.

MAC24/4 REPORT OF THE MULTICULTURAL ADVISORY COMMITTEE - MEETING 21 NOVEMBER 2023 (ID24/110)

The Committee had before it the report of the Multicultural Advisory Committee meeting held 21 November 2023.

RECOMMENDATION

That the report of the Multicultural Advisory Committee meeting held on 21 November 2023, be adopted.

MAC24/5 ELIZABETH PARK CULTURAL GARDEN CONCEPT DESIGN (ID23/2779)

The Committee were addressed by Manager Recreation and Open Spaces regarding this item.

OUTCOME

1. That the address by the Manager Recreation and Open Spaces be noted.
2. That the Committee requests that the two options for the Elizabeth Park Cultural Garden Concept Design be placed on public exhibition through Your Say.
3. That a report from that public engagement be presented to the appropriate meeting of the committee.

MAC24/6 UPDATE ON THE MULTICULTURAL GARDEN DESIGN AT ELIZABETH PARK (ID24/239)

OUTCOME

That it be noted that item MAC24/6 is a duplicate of item MA24/5.

MAC24/7 COMMITTEE MEMBERS OVERVIEW ON THE MULTICULTURAL SPACE (ID24/240)

The Committee were addressed by Multicultural Advisory Committee members in attendance regarding this item.

OUTCOME

1. That the addresses given by the Multicultural Advisory Committee members in attendance be noted.
2. Manager Community Services to invite the current NSW Police Multicultural Community Liaison Officer (MCLO) for Orana Mid-Western Police District to the next meeting to give an update on their recent engagements.
3. The Director Community Culture and Places noted that improved strategic direction was needed for the committee.
4. The Director Community Culture and Places will explore what other councils are doing in terms of strategic direction for multicultural matters and report back to the committee at next meeting.

**MAC24/8 MANAGER COMMUNITY SERVICES TO PRESENT ON WHAT THE COMMITTEE
HAS ACHIEVED**

The Committee were addressed by Manager Community Services regarding this item.

OUTCOME

- 1. That the address by the Manager Community Services be noted.**
- 2. That the Manager Community Services utilise Welcoming Cities Network to promote multicultural events held in the Dubbo local government area.**

The meeting closed at 5:22pm.

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CHAIRPERSON



DUBBO REGIONAL
COUNCIL

Report of the Sister City Committee - meeting 13 February 2024

AUTHOR: Governance Team Leader
REPORT DATE: 14 February 2024

The Council had before it the report of the Sister City Committee meeting held 13 February 2024.

RECOMMENDATION

That the report of the Sister City Committee meeting held on 13 February 2024, be noted.



DUBBO REGIONAL
COUNCIL

**REPORT
SISTER CITY COMMITTEE
13 FEBRUARY 2024**

PRESENT: Councillor S Chowdhury, the Sister Cities Officer, G Mann (Community Representative), G Knight (Community Representative), B Palmer (Community Representative), K Hyland (Community Representative), P Priest (Community Representative), C Bray (Community Representative) and J Wilson (Community Representative).

ALSO IN ATTENDANCE:

The Manager Regional Experiences, the Cultural Development Coordinator and the Administration Officer Regional Experiences.

Councillor S Chowdhury assumed the Chair of the meeting.

The proceedings of the meeting commenced at 5:30 pm.

SCC24/1 ACKNOWLEDGEMENT OF COUNTRY (ID24/13)

Manager Regional Experiences delivered an Acknowledgement of Country.

SCC24/2 LEAVE OF ABSENCE (ID24/14)

Apologies were received from the Director Community Culture and Places, B Brebner and R Mutton (Community Representatives).

SCC24/3 CONFLICTS OF INTEREST (ID24/15)

There were no Conflicts of Interest declared.

SCC24/4 REPORT OF THE SISTER CITY COMMITTEE - MEETING 31 OCTOBER 2023 (ID24/109)

The Committee had before it the report of the Sister City Committee meeting held 31 October 2023.

RECOMMENDATION

That there was now quorum for the Sister City Committee meeting held on 31 October 2023, be noted.

**SCC24/5 WORKSHOP - REVIEW OF COMMITTEE PURPOSE AND TERMS OF REFERENCE
(ID23/2733)**

The Committee were addressed by Manager Regional Experiences regarding this item.

SCC24/6 35TH ANNIVERSARY OF THE MINOKAMO RELATIONSHIP (ID24/247)

The Committee were addressed by the Sister City Officer regarding this item.

SCC24/7 2024 MINOKAMO STUDENT EXCHANGE (ID24/248)

The Committee were addressed by the Sister City Officer regarding this item.

The meeting closed at 6:05pm.

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CHAIRPERSON



DUBBO REGIONAL
COUNCIL

Report of the Disability Access and Inclusion Advisory Committee - meeting 14 February 2024

AUTHOR: Governance Team Leader
REPORT DATE: 29 February 2024

The Council had before it the report of the Disability Access and Inclusion Advisory Committee meeting held 14 February 2024.

RECOMMENDATION

That the report of the Disability Access and Inclusion Advisory Committee meeting held on 14 February 2024, be noted.



**REPORT
DISABILITY ACCESS AND INCLUSION
ADVISORY COMMITTEE
14 FEBRUARY 2024**

PRESENT: Councillors J Black, S Chowdhury, the Director Community, Culture and Places, the Manager Community Services, the Manager Infrastructure Strategy and Design, the Community Development Officer Senior and People with Disabilities, L Haksteeg (Community Representative), V Avila (Community Representative), D Sparrow (Community Representative), R Mason (Community Representative).

ALSO IN ATTENDANCE:

The Manager Infrastructure Strategy and Design and the Engagement and Customer Insights Partner.

Clr S Chowdhury assumed the Chair of the meeting.

The proceedings of the meeting commenced at 5.24pm.

DAIAC24/1 ACKNOWLEDGEMENT TO COUNTRY (ID24/200)

Engagement and Customer Insights Partner delivered an Acknowledgement to Country.

DAIAC24/2 LEAVE OF ABSENCE (ID24/198)

Requests for leave of absence were received from Councillor's J Gough, M Wright, R Ivey and M Croft (Community Representative).

DAIAC24/3 CONFLICTS OF INTEREST (ID24/201)

There were no conflicts of interest declared.

DAIAC24/4 REPORT OF THE DISABILITY ACCESS AND INCLUSION ADVISORY COMMITTEE - MEETING 12 DECEMBER 2023 (ID24/250)

The Committee had before it the report of the Disability Access and Inclusion Advisory Committee meeting held 12 December 2023.

OUTCOME

That the report of the Disability Access and Inclusion Advisory Committee meeting held on 12 December 2023, be adopted.

**DAIAC24/5 DISABILITY PARKING STRATEGY, PEDESTRIAN ACCESS AND MOBILITY PLANS
(ID24/254)**

The Committee were addressed by Manager Infrastructure Strategy and Design regarding this item.

OUTCOME

- 1. That the address by the Manager Infrastructure Strategy and Design on the Pedestrian Access and Mobility Plan (PAMP) and the Dubbo CBD Parking Strategy be noted.**
- 2. The Committee notes implementation of PAMP and CBD Parking strategy includes opportunities for community consultation via YourSay on the DRC website platform.**
- 3. The Manager Infrastructure Strategy and Design will send a copy of the PAMP and CBD Parking Strategy information to the Committee members for their feedback at prior to the next meeting.**

**DAIAC24/6 COMMUNITY COMMUNICATION WITH DUBBO REGIONAL COUNCIL
(ID24/256)**

The Committee were address by the Community Development Officer – Seniors and People with Disabilities regarding this item.

OUTCOME

- 1. That the address by the Community Development Officer - Senior and People with Disabilities be noted.**
- 2. The Committee provided feedback on experiences with Customer Experience – CRM and YourSay.**
- 3. The Committee notes that the Customer Request Management (CRM) system and YourSay pathways, be emphasised as the appropriate avenues for community to notify operational concerns to Council and to provide feedback on projects/programs respectively.**
- 4. The Committee also notes that specific operational matters not covered in the agenda are best actioned via the CRM process rather than being discussed at the Committee meeting itself.**

DAIAC24/7 REVIEW OF CURRENT DUBBO AND WELLINGTON MOBILITY MAPS (ID24/255)

The Committee were addressed by Community Development Officer - Senior and People with Disabilities, regarding this item.

OUTCOME

- 1. That the address and discussion with the Community Development Officer - Senior and People with Disabilities, on the Mobility Maps for Dubbo and Wellington be noted.**
- 2. That the committee discussion and input on revision of the Dubbo and Wellington Mobility maps be noted.**

DAIAC24/8 SITUATIONAL REPORT - DUBBO AND WELLINGTON DISABLED AMENITIES (ID24/252)

The Committee were address by the Community Development Officer - Senior and People with Disabilities regarding this item.

OUTCOME

- 1. The Committee note that the broken disability equipment has been sent to a Melbourne based repair company with repair quote pending**
- 2. The Committee note the update on the repair process and requests to be keep up to date as the repair continues.**

DAIAC24/9 SITUATIONAL REPORT ON DISABILITY ACTION AND INCLUSION PLAN (DIAP) (ID24/253)

The Committee were address by the Engagement and Customer Insights Partner regarding this item.

OUTCOME

- 1. That the presentation by the Engagement and Customer Insights Partner on the proposed accessibility Widget Project Proposal and community discussion be noted.**
- 2. That it be noted that the internal and external trials will commence in March 2024.**
- 3. That an awareness campaign will facilitate community engagement and encourage participation via the YourSay platform.**

The meeting closed at 6.50pm.

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CHAIRPERSON



DUBBO REGIONAL
COUNCIL

Report of the SPARC Committee - meeting 20 February 2024

AUTHOR: Governance Team Leader
REPORT DATE: 29 February 2024

The Council had before it the report of the SPARC Committee meeting held 20 February 2024.

RECOMMENDATION

That the report of the SPARC Committee meeting held on 20 February 2024, be adopted.



**REPORT
SPARC COMMITTEE
20 FEBRUARY 2024**

PRESENT: Councillor M Wright, K Jennar (Community Representative), D Sidoti (Community Representative), L Judd (Community Representative), J Randell (Community Representative) and F Randell (Community Representative).

ALSO IN ATTENDANCE:

The Cultural Development Coordinator and the Administration Officer Regional Experiences.

Councillor M Wright assumed the Chair of the meeting.

The proceedings of the meeting commenced at 6:05 pm.

SPARC24/1 ACKNOWLEDGEMENT OF COUNTRY (ID24/98)

Councillor M Wright delivered an Acknowledgement of Country.

SPARC24/2 LEAVE OF ABSENCE (ID24/105)

Requests for leave of absence were received from Director Community Culture and Places, Manager Regional Experiences, J Coote (Community Representative), L Thomas (Community Representative) and V Clark (Community Representative) and who were absent due to personal reasons.

D Sidoti (Community Representative) and F Randell (Community Representative) attended via Audio-Visual Link.

SPARC24/3 CONFLICTS OF INTEREST (ID24/100)

There were no Conflicts of Interest declared.

SPARC24/4 REPORT OF THE SPARC COMMITTEE - MEETING 21 NOVEMBER 2023 (ID24/108)

The Committee had before it the report of the SPARC Committee meeting held 21 November 2023.

OUTCOME

That the report of the SPARC Committee meeting held on 21 November 2023, be adopted.

SPARC24/5 COMMITTEE FEEDBACK ON FORWARD ACTIONS FROM SPARC PLAN (ID24/307)

The Committee were addressed by the Cultural Development Coordinator regarding this matter.

OUTCOME

1. That the address from the Cultural Development Coordinator be noted.
2. That the feedback from J Randell (Community Representative) regarding the Public Art Audit be noted.
3. That the feedback from K Jennar (Community Representative) regarding DREAM Festival be noted.
4. That the Cultural Development Coordinator follow up with the Regional Events team regarding a briefing to the SPARC Committee regarding DREAM Festival.

SPARC24/6 SPARC SUPPORT GRANT PROGRAM 2023/2024 - ROUND 2 (ID24/308)

The Committee were addressed by the Cultural Development Coordinator regarding this matter.

OUTCOME

That the address from the Cultural Development Coordinator be noted.

SPARC24/7 VACANT POSITION - SPARC COMMITTEE (ID24/309)

The Committee were addressed by Councillor M Wright regarding this matter.

OUTCOME

That the Chair formally invite Justine Campbell (Community Representative) to fill the vacant position left by Kim Goldsmith (Community Representative) on the SPARC Committee.

The meeting closed at 7:02pm.

.....
CHAIRPERSON



DUBBO REGIONAL
COUNCIL

REPORT: Progress Toward a Community Safety and Crime Prevention Plan

DIVISION: Community, Culture and Places

REPORT DATE: 10 February 2024

TRIM REFERENCE: ID24/259

EXECUTIVE SUMMARY

Purpose	Seek endorsement	
Issue	<ul style="list-style-type: none"> Seeking endorsement from Council to commit to the preparation, implementation and management of a Community Safety and Crime Prevention Strategy 	
Reasoning	<ul style="list-style-type: none"> There is an expectation from the community for government and non-government social and crime prevention service providers to be seen to be active in our community. The services and the effort is in place, however a level of coordination between the various bodies can assist. 	
Financial Implications	Budget Area	Community Services
	Funding Source	No funding identified
	Proposed Cost	\$10,000
	Ongoing Costs	\$10,000
Policy Implications	Policy Title	Collective Impact for Social Change Policy
	Impact on Policy	No Impact
Consultation	Internal staff, Councillors, Community Committee, Non-government service providers, CBD businesses, State Government agencies, inter-state agencies and other Councils	Stakeholder workshops, face to face and TEAM meetings, phone calls, literature review and Councillor workshop.

STRATEGIC DIRECTION

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

Theme: 4 Leadership

CSP Objective:	4.1 Council provides transparent, fair and accountable leadership and governance
Delivery Program Strategy:	4.1.1 Council encourages and facilitates two-way communication with and between stakeholders and the community
Theme:	5 Liveability
CSP Objective:	5.1 The health and safety of the community is improved
Delivery Program Strategy:	5.1.3 There is an appropriate level of policing in our region
Theme:	5 Liveability
CSP Objective:	5.3 The lifestyle and social needs of the community are supported
Delivery Program Strategy:	5.3.1 The social service issues and requirements of our community are identified and met

RECOMMENDATION

- 1. That the progress report provided by Director Community, Culture and Places be noted.**
- 2. That it be noted that the Community Safety Plan will encompass 'Crime Prevention Priorities' and associated action plans.**
- 3. That the Chief Executive Officer develop a 'Youth Strategy' in collaboration with the Youth Council and other key stakeholders.**

Craig Arms
Director Community, Culture and Places

CA
Director Community,
Culture and Places

BACKGROUND

Previous Resolutions of Council

25 May 2023 CCL23/125	<i>That Council, through its Social Justice and Youth Committees, work with government agencies, non-government organisations and other stakeholders, to develop a Community Safety Strategy and associated Action Plan.</i>
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Over the past number of months, Council staff have conducted a review of how community safety is being managed in the local government context. There is a noticeable feeling within our community for Council to be seen to be ‘doing something’ to address actual and perceived community safety and law and order issues in our local government area.

The reality is Dubbo Regional Council, although being a significant community leader, has a limited role and capacity to influence the broad and complex area of social cohesion.

In isolation, the role of Council is centred around strategic management of its public spaces, compliance with legislation around strategic planning, traffic and animal management, well maintained and designed public open spaces with adequate lighting and graffiti control. Further, Council establishes smoke and alcohol-free zones, drives community engagement of key messages and strategies throughout our area and advocates for and assists with the design of strategies that contribute to public safety more broadly outside the scope of the *Local Government Act*.

The key role that Council can play in the broader issue of community safety and crime prevention is to facilitate the coming together of the numerous and diverse government, non-government service providers and advocacy groups within our region with the intent of sharing information and coordinating effort.

Several Councils throughout the state have moved into this space via the preparation of a Community Safety and Crime Prevention Plan. The titles of these documents vary but the overarching intent remains consistent.

REPORT

Over the second half of 2023 calendar year, Council staff conducted workshops with community stakeholders seeking to understand their values and desired outcomes from an improved community safety perspective. From that process, several issues were identified which are perceived to be preventing our community from reaching an accepted level of community safety. The tackling of these issues, where they fall within scope, is the focus of future work from Council.

Four workshop sessions were conducted between September and October 2023. These workshops involved Dubbo Regional Council elected representatives and Executive Leadership staff, combined sittings of Council’s Youth Council and Social Justice Committee

and non-government community service providers. The contributions from these stakeholders varied between them to an extent but much was held in common.

There is a clear desire for us to live in a safe community whereby the interests of all community members are appreciated, and that the law and public spaces are respected. This is offset by the identification of numerous issues that are either actually or perceived to be preventing us as a community reaching that desired outcome. Recurring themes centre around a disconnection of some elements of our society from the rest leading to crime activities, a perceived lack of services to support people in need, a perceived lack of policing and inconsistent judicial practices.

A significant theme to arise from the workshops, especially the one involving non-government service providers, was the need for coordination of effort within our area. Indeed, Council was identified as the key body that had the position in our society to be that coordinating influence.

The workshops were designed around a theme of 'Community Safety'. However, after meeting with representatives from the Dubbo Central Business District (CBD), it became apparent that the theme of 'Crime Prevention' intertwined with Community Safety more broadly. This is a theme reflected in the title of many other Council's strategic documents on this subject.

In December 2023, the Director Community, Culture and Places attended the Crime Prevention and Community Safety Conference in Gunnedah, NSW. This was the coming together of several government and non-government service providing stakeholders and experts to discuss the dilemma in our contemporary society. It demonstrated clearly that our Local Government Area is not alone in dealing with the issues around community safety and crime prevention. Indeed, the overall trends in general are nationwide. However, the two days also demonstrated, that with commitment, patience and cooperation, good things can be achieved.

During this time staff have conducted a literature review into what other local Councils are doing in this space. Many have taken on a collaboration role, bringing together other key service providing stakeholders and outlining the conditions of that commitment in a document titled Community Safety and Crime Prevention Plan (titles vary across Councils).

In November 2023, the Director Community, Culture and Places presented progress and future intent to a Councillor workshop. That presentation outlined the preparation work completed to that time and explained that a report to Council was forthcoming outlining Dubbo Regional Council's status in terms of existing programs, partnerships and resource realities.

Community Safety and Crime Prevention Plan

No one level of government or community service provider is responsible for, nor capable of achieving, crime prevention and community safety in general. It is a shared responsibility

placed upon all stakeholders and levels of government. There is no shortage of service providers in our local community. There are numerous services available to assist individuals and groups, there are established and effective government agencies and sophisticated law enforcement bodies. What is sometimes lacking is broad, higher-level coordination and information sharing of that effort.

When this is combined with an absence of evidence-based decision making, perceptions of crime and community disconnection can be misunderstood and misrepresented.

In broad terms, a Community Safety and Crime Prevention Plan would seek to improve community understanding in this space, assist with the prioritisation of resources and effort as well as give a focal point for interest from the community, stakeholders and media to be directed.

Part 4 of the *Children (Protection and Parental Responsibilities) Act 1997*, identifies councils as a lead organisation in the development of local Community and Crime Prevention Plans. Local government's involvement is achieved in collaboration with police, government and non-government organisations. This provides an opportunity for the different bodies to contribute within the scope of their responsibilities, share information and identify areas that are not being addressed.

Acknowledging that community safety and crime prevention are intertwined, the NSW Department of Communities and Justice provide guidelines for developing a crime prevention strategy.

In the Guidelines, it explains that a review of crime prevention projects implemented by NSW councils came to several conclusions regarding the approaches that councils were most effective at implementing. The report found that:

- Efficiently and effectively designed, managed and implemented programs are more likely to be successful than those that are not.
- Programs that have an employed program officer to oversee the program are more likely to be successful than those that do not.
- Programs that aimed to reduce theft crimes such as break enter and steal, steal from dwelling and steal from a retail store were most consistently successful.
- There was no evidence of community arts programs having successfully achieved a reduction in crime.
- Programs targeted at families and parents have generally been unsuccessful.
- No significant relationships were found between awareness raising strategies and changes in levels of crime reporting.

The review suggests that councils are most effective at implementing 'situational crime prevention activities'. Crime prevention strategies should be developed in close consultation with Police to ensure that the action plan compliments local police activity.

Until recently, the NSW Department of Communities and Justice provided 'Safer Community Compacts' for endorsed Crime Prevention Plans. These compacts pathed the way toward funding assistance for strategy implementation. However, on 16 January 2024 Council received notice that the Crime Prevention Fund and Graffiti Initiatives Fund have been discontinued under the NSW Government 2023-24 Budget. As a result, the Department of Communities and Justice will not be opening any further grant rounds from these Funds in the foreseeable future. This is disappointing in the short term, however the guidelines still represent a solid pathway forward. Work done now can place DRC in a stronger position to bid for new funding opportunities should they become available in the future.

Case Study: Tamworth Regional Council

In 2023, Tamworth Regional Council released its Community Safety and Crime Prevention Plan. It is a five-year plan (2023-2028) and follows the Department of Communities and Justice Guidelines as explained above. The document provides a 'roadmap outlining Council's goals regarding safety issues across the region for the next five years. It was built upon extensive consultation with residents and key stakeholders, drew on experience with partner agencies and networks whilst exploring approaches adopted by other Councils.

The Tamworth Regional Council plan explains what Community Safety is, how it is achieved, and is clear on the role of Council. It is 'intentionally evidence-based' drawing on NSW Bureau of Crime Statistics and Research (BOCSAR) along with consultation with the local police district 'to provide an understanding of crime issues across the region to identify key areas for engagement'. The plan demonstrates an understanding of the region's crime profile and responds to what the community told them during their consultation processes.

This preparation work allows the plan to identify the Council's focus moving forward and communicate that via the identification of four Priority Offences (Motor Vehicle Theft, Stealing from Motor Vehicle, Break and Enter – Dwelling and Malicious Damage) and two Community Safety Objectives (Safe Spaces and Safe People).

For each of the above Priority Offences, the Action Plan identifies the objective, expected outcome, actions description, lead agency, partnership opportunities, funding requirement and performance indicators.

A cornerstone of the plan is the establishment of a Community Safety Working Group bringing key stakeholders together that are 'committed to making a positive impact on the drivers of crime and public safety issues'. Closer ties with residents, police, local services and business community has resulted. Members include representatives from the following areas; Local District Police, NSW Department of Communities and Justice, Tamworth and District Liquor Accord, Business Chamber, Tamworth Taxi Industry, Domestic Violence Services Sector, Aboriginal Criminal Justice Services Sector, NSW Department of Education, Local Aboriginal Lands Council, Justice Advocacy Services, Councillors and selected community representatives.

The Working Group meets quarterly during working hours. The Terms of Reference are:

Purpose

The purpose of the Tamworth Regional Community Safety Working Group is to:

- (i) provide advice to the Council on key strategic priorities and issues in relation to community safety;
- (ii) share information that increases understanding of the issues and drivers across the Tamworth Region that influence community safety and perceptions of community safety, including crime, vandalism and anti-social behaviour;
- (iii) share knowledge and experience of successful programs and initiatives that may positively influence community safety and the perception of community safety;
- (iv) assist in the assessment and review of community safety plans;
- (v) promote shared community ownership of community safety issues;
- (vi) Investigate programs and partnerships that will positively influence community safety across the region, and reduce the social and financial cost of crime, vandalism and anti-social behaviour; and
- (vii) provide advice on community engagement in relation to community safety strategies.

Dubbo Regional Council

There has been a history of Dubbo City Council and Wellington Council being involved in this space to some extent.

Wellington Council first had a Crime Prevention Plan in 2011, then again from 2015-2017. Dubbo City Council had one from 2011-2014, with a draft plan on record from 2015-2018. After their amalgamation, in 2016 the respective plans for the former Dubbo City Council and Wellington Council were approved by the Attorney General as 'Safer Community Compacts' under Part 4 of the Act, remaining in force for three years.

In July 2008 Dubbo City Council created the position of Community Safety Officer within the Division of Community Services. This position was filled from November 2008 until September 2009. Later, Dubbo City Council applied for a \$50,000 grant to again employ a Community Safety Officer to implement the strategies within the 2011 – 2014 Crime Prevention Plan. The position was responsible for the monitoring, implementation and evaluation of strategies within the plan. The position was filled between January 2014 till December 2014.

In 2018, Dubbo Regional Council created a Social Justice Coordinator. The purpose of this role was to liaise and coordinate activity around the Youth Koori Court, Drug Court, Children and Prison Program, NSW Police, Cooperative Legal Service Delivery Program, CCTV planning, and manage the Collective Impact Policy. The position was removed from the Organisational Structure in July 2019.

The only policy currently in place for Dubbo Regional Council is the 'Collective Impact for Social Change Policy'. This policy came into being 10 September 2018. It was due for review in 2020, but that did not occur. The policy has no specific objective other than to develop a 'collective' approach to achieving broadly identified social justice outcomes. A Social Justice and Crime Prevention Working Party was established comprising the Mayor, five Councillors and relevant staff. A record search shows five meetings were held between January and

August 2018. The Policy is referenced in the current Terms of Reference for the Social Justice Advisory Committee.

Council staff remain very active in the delivery, support and collaboration of social services across the local government area. The absence of a Community Safety and Crime Prevention Plan does not prevent this work from continuing. For example:

Youth Services

- School holiday activities
- Wellbeing workshops
- Supporting existing programs
- Youth Week events (April)
- Facilitating Youth interagency and Youth Council
- Referrals of individuals to other services
- Coordinate services – often first port of call to new service to Dubbo

Community Development Officer for Seniors & People with Disabilities

- Providing information to community about services available
- Running community events: Senior's week
- Providing avenues for community education
- Chairs the Dubbo ages services interagency
- Refers individuals to needed services
- Coordination link for services to connect to our region. (New service providers or funded projects which are expanding to the Dubbo region connect with CDO who links them with existing networks and or possible participants)
- Facilitates and attends interagency/groups and advisory committees
- Co-facilitator of Dubbo Region Dementia alliance

Aboriginal Liaison

- Conduit between Council and local Aboriginal organisations and groups
- Advise of cultural protocol
- Being a support for cultural issues
- Raise cultural issues that need attention across the region to appropriate group/network or authority
- Attend and facilitate working parties and advisory groups, such as the Wellington Aboriginal Action Panel, Dubbo Aboriginal Community Working Party, Reconciliation Action Plan Working Group

Communities for Children Officer

- Works with vulnerable families in Wellington
- Provides mums group, play group, after school programs
- Multiple community events
- Provides parenting education programs
- Supports local services
- Refers families and individuals to support services

Community Services Manager

- 6 x direct staff
- Community safety focus
- Strategies and plans for law and order
- Manage alcohol free zones for the LGA
- Build constructive relations with police and other agencies
- Facilitate community and agency strategic meetings; Homelessness/health/youth/any community pressing issues
- Creating strong links and partnerships with state owned departments and organisations
- Community Collaborative; large mental health network focus on suicide prevention

Current Level of Inter-Agency Coordination

Each of the positions within Council's Community Services Branch are experienced in the roles and responsibilities of Local Government and their specific role within Dubbo Regional Council. The work and life experience of the Community Services team have created an environment where engagement with individuals, service providers, groups and major stakeholders provides a balanced and proportionate response. Depending on the type of issue, enquiry or planned project/program, information will be shared and/or an external referral sort. Council is not a lead agency or service provider.

Many of the roles and functions within Community Services already facilitate the connection and sharing of information with essential services to work towards meeting the current social needs and actions within Council's 'Towards 2040 Community Strategic Plan'.

In the case of Communities for Children for example, Council is a community partner with Catholic Care. This program is externally funded but Council holds the position via a sub-contract agreement. The Communities for Children Officer has a detailed 'Activity Work Plan' with identified targets to meet over the contract period and reports monthly to Catholic Care. Council also participates on the Communities for Childrens Committee.

There are several inter-agencies across the community services sector that Council either facilitate or attend. They are an opportunity for representatives from different organisations, non-government and government agencies to come together to share information. Some examples include the 'Youth Inter-agency' facilitated by Council's Youth Development Officer, 'Dubbo Aged Care Services Inter-agency' and the 'Dubbo Region Dementia Alliance' chaired by Council's Community Development Officer, 'Wellington Childrens Committee' facilitated by the Communities for Children Officer, the 'Wellington Aboriginal Action Panel' and the 'Dubbo Aboriginal Community Working Party' represented by Council's Aboriginal Liaison Officer,

Council staff also attend the 'Dubbo Inter-agency', 'Wellington Inter-agency', 'Dubbo Disability inter-agency', the 'Koori Inter-agency', the 'Community Collaborative', Dubbo and Wellington 'Domestic Violence Collectives', 'WALLAWAY' (Collaborative meeting between NSW Police, Justice and other related youth services), 'Dubbo Crisis Support Services Inter-agency' and also the Early Years Education Support Group which brings together childcare centres around Dubbo, TAFE, Mission Australia, Preschools, Department of Education and Orana Early Childhood Intervention.

Moving forward, Director Community, Culture and Places and Manager Community Services have reached out to become members of the Local Government Community Safety and Crime Prevention Network. This will allow for greater access to resources and networking with colleagues who may have solutions to similar issues experienced in their LGA.

Youth Strategy

The principles guiding improved community safety and crime prevention are intertwined. While both elements share common threads, they have elements that are specific to them. To this combination a third element has been added by several councils.

All communities value their youth, but the provision of services that meet the expectations of our youth is not always easy to determine. An effective Community Safety and Crime Prevention Plan needs to consider youth services.

To provide guidance in this area, several councils have developed Youth Strategic Plans. Similar in principle to the Community Safety and Crime Prevention Plans, these documents seek to understand the role council plays in the provision of youth services as well as the dynamics of that demographic in their local areas. The strategies seek to establish partnerships with government agencies and non-government bodies where appropriate and set clear achievable and measurable objectives to report on over a given period. These strategies are underpinned by direct representation by youth in a reference group, Youth Council or Youth Action Team.

Case Study: Forbes Shire Council

Forbes Shire Council have a concise, 10-year Youth Strategic Plan that provides clear direction for their staff and community through to 2031. The plan was built via extensive community consultation and embeds itself into the Integrated Planning and Reporting Framework required by the Local Government Act. It is tethered to the principle of evidence-based decision making and identifies four 'key directions': Belonging and Engagement, Leisure and Recreation, Health, Safety and Wellbeing, Education, Employment and Training. Each of the key directions is comprised of three key elements; Long Term Goal, Strategies to Achieve This Goal and Indicators of Our Progress.

Forbes Shire Council have established a 'Youth Action Team' comprised of a group of young people between 12-25 years who work in partnership with the council. Further, the council appoints year 5 students to be Council Ambassadors on an annual basis. The Council Ambassador Program is a pathway to becoming future members of the Youth Action Team.

Dubbo Regional Council

Dubbo Regional Council does not currently have a Youth Strategy. A Youth Development Officer has been employed by Council since 2010. The key purpose of the position is to coordinate and implement youth orientated activities and programs for Council, and to advocate and support the interests and needs of young people in the region. These include:

- To liaise with the Youth Council, other community committees, and external stakeholders on youth-related matters.

- To plan, deliver, and evaluate programs, events, and activities that engage and empower young people.
- To research and analyse data, trends, and best practices on youth issues and opportunities.
- To promote and communicate youth related outcomes to the public and the media.

This position receives partial external funding from the Department of Communities and Justice. As part of this funding agreement, there is a six-monthly reporting commitment, which include the following themes:

- Community Engagement
- Youth Week Celebrations
- Young People and Community
- Community Sector Coordination (Youth Interagency Secretariat involving eight organisations). Youth Council Secretariat (Eight Youth representatives).
- Indigenous Social Participation (School holiday events in Dubbo and Wellington in high density social housing areas).
- Social Participation (Youth Council Australia Day activity, Youth participation at Community events in both Wellington and Dubbo).

Council records show that nominations were first advertised back in 1992 for a Youth Council, with regular meetings held from 1994 to date. The aim of this group is to focus on capacity building by encouraging young people to make independent decisions and to negotiate priorities of their communities through participation.

Despite the noble intent, the Youth Council currently lacks strategic direction. A Youth Strategy can help Council provide a guiding document that through youth engagement, prioritises objectives and establishes strategies to achieve them with regular reporting obligations.

Summary

- Community and safety and crime prevention is the responsibility of all stakeholders and community members. Council, although a community leader, has a limited role to play.
- Community Safety and Crime Prevention strategies are intertwined, and best results are achieved by addressing both in an overarching document. A Youth Strategy is key supporting document.
- As the Department of Communities and Justice revealed in their review of effective Crime Prevention Strategies, those that are well designed with employed Project Officers had the most success.
- There is already a lot of work being done in the community safety and crime prevention space by Council staff now, either directly through the services it provides or indirectly through its collaboration with inter-agency groups. The presence or absence of a formal Community Safety and Crime Prevention Plan will not adversely impact that work. It is important to design that plan well to set it up for success.

- A Community Safety and Crime Prevention Plan can facilitate the sharing of knowledge to assist Council direct its attention and resources to areas of most impact within its scope of influence, as well as contribute to coordination of effort across the sector and be a point of reference for the community and media.

Consultation

- Four workshop sessions involving Dubbo Regional Council elected representatives.
- Executive Leadership staff, Youth Council and Social Justice Committee.
- Meetings with Dubbo CBD business representatives.
- Attendance at the Crime Prevention and Community Safety Conference Gunnedah.
- Contact with other Councils including interstate contributions.
- Literature review of local council established strategies.

Resourcing Implications

- Programs with an employed Project Officer tend to be the most successful. However, a new position for Council is not yet considered. Work done in this space for the foreseeable future will need to be done within existing staff levels. The 2024/2025 Operational Plan commitments will subsequently need to be adjusted to allow the time for this work to occur.
- The Community Safety and Crime Prevention Reference Group will need to have a budget to facilitate and cater for meetings. There is no current allocation in the forward budgets. This can be considered as part of the 2024/2025 budget process.
- Further budget changes can be considered in future years.

Total Financial Implications	Current year (\$)	Current year + 1 (\$)	Current year + 2 (\$)	Current year + 3 (\$)	Current year + 4 (\$)	Ongoing (\$)
a. Operating revenue	0	0	0	0	0	0
b. Operating expenses	0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
c. Operating budget impact (a – b)	0	-\$10,000	-\$10,000	-\$10,000	-\$10,000	-\$10,000
d. Capital Expenditure	0	0	0	0	0	0
e. Total net impact (c – d)	0	-\$10,000	-\$10,000	-\$10,000	-\$10,000	-\$10,000
Does the proposal require ongoing funding?	Yes					
What is the source of this funding?	Recurrent allocation					

Table 1. Ongoing Financial Implications

Recommendation

Development of a Community Safety and Crime Prevention Plan and Youth Strategy

Council's resolution from May 2023 was centred on a 'Community Safety Strategy'. The contents of such a document are not standardised and other regional councils across NSW title their respective documents across a range of iterations and the content is equally varied, but the intent is clear.

It is believed the intent of the May resolution was to avoid moving into the 'crime prevention' space. However, as explained above, the principles for improving 'community safety' intertwine with the principles of 'crime prevention'. Indeed, by openly supporting efforts around community safety with carefully constructed crime prevention priorities, Council is more likely to be effective, and should it become available again, access external funding to assist with corresponding actions.

The coupling of 'community safety' with 'crime prevention' is further supported by the development of a 'Youth Strategy'. This will also provide much needed direction for DRC's existing 'Youth Council' as well as giving local youth a direct opportunity to contribute to Council's youth services design.

It is important to understand that the development and implementation of these strategic documents is a considerable commitment. Under current structure there is no employed Project Officer, therefore actions identified in the 2024/2025 Operational Plan, as part of the Delivery Program will need to be reallocated to enable staff to apply the necessary time to undertake the work.

As identified in the Department of Communities and Justice review of crime prevention projects implemented by NSW councils, key conclusions were identified, namely:

- Efficiently and effectively designed, managed and implemented programs are more likely to be successful than those that are not.
- Programs that have an employed program officer to oversee the program are more likely to be successful than those that do not.

To rush forward into this space without necessary preparation and resources will almost certainly set the initiative up to fail. It requires careful planning, construction, and liaison with partnership bodies. Further, the building of such a program is a significant commitment and not one that Dubbo Regional Council is currently structured for. It cannot be absorbed into current workload, instead it requires specific resource commitment.



Next Steps

- Build a Community Safety and Crime Prevention Plan and Youth Strategy via a process of community engagement through Council's Community Engagement Strategy.
- Establish a Community Safety and Crime Prevention Reference Group.



REPORT: Macquarie Regional Library Performance Report October to December 2023

DIVISION: Community, Culture and Places
REPORT DATE: 19 February 2024
TRIM REFERENCE: ID24/139

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none"> Provide a quarterly report on the regional library service performance and activities to Member Councils. 	
Issue	<ul style="list-style-type: none"> Performance and Activity Review 	
Reasoning	<ul style="list-style-type: none"> <i>Local Government Act 1993</i> <i>Library Act 1939</i> Library Regulations 2018 NSW Standards and Guidelines for NSW public libraries 	
Financial Implications	Budget Area	Community, Culture and Places – Library Services
	Funding Source	Dubbo Regional Council Warrumbungle Shire Council Narromine Shire Council NSW Government Subsidies and Grants Other Income (Fees and Charges)
	Annual Income	\$3,655,871 (Revised Annual Estimate)
	YTD Expenditure	\$1,951,125
Policy Implications	Policy Title	Macquarie Regional Library Strategic Plan 2021-2024
	Impact on Policy	Operational oversight
Consultation	MRL Regional Library Service	Council Community Needs Survey 2021 Library Customer Survey 2021 Annual public exhibition MRL planning documents

STRATEGIC DIRECTION

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

Theme: 5 Liveability

CSP Objective: 5.3 The lifestyle and social needs of the community are

	supported
Delivery Program Strategy:	5.3.2 A variety of youth activities and entertainment is available
Theme:	5 Liveability
CSP Objective:	5.4 Our community has access to a full range of educational opportunities
Delivery Program Strategy:	5.4.3 Access to a high standard of library services and facilities is available
Theme:	5 Liveability
CSP Objective:	5.4 Our community has access to a full range of educational opportunities
Delivery Program Strategy:	5.4.1 Access to a variety of high quality education facilities, opportunities and choice is available

RECOMMENDATION

That the Macquarie Regional Library Performance Report for October to December 2023 be noted.

Craig Arms
Director Community, Culture and Places

KM
Manager Macquarie
Regional Library

BACKGROUND

The Macquarie Regional Library (MRL) performance report provides a quarterly update on the library's delivery and operational plans drawn from the Member Councils' Community Strategic Plans and the MRL 2021-2024 Delivery and Operational Plans. The update report provides quarterly results for various indicators, including a financial snapshot, memberships, loans, visitations and regional initiatives.

Early Literacy Programs

MRL's early literacy program, 1,000 Books Before School, continues to be popular with children aged 0-5 and their parents/carers. More than 40 children registered for the reading rewards program from September to December 2023, with over 250 reading logs completed, and 15 children completed the program. A total of 703 children registered for 1,000 Books Before School, with positive feedback regularly received from parents regarding the program's quality.

Dolly Parton Imagination Library – early literacy

From October to December 2023, 18 children registered for the *Dolly Parton Imagination Library*, a reading program for children aged 0-5 available to Narromine and Warrumbungle Local Government Area residents. The program provides literacy tips for parents, with children receiving a complimentary book every month.

HSC Students

Across the region, libraries reported an increased number of students using library spaces and resources in the lead-up to the HSC exams, with up to 30 students at a time utilising Dubbo Library meeting rooms and study spaces. All branches took the opportunity to promote resources available to support studies and the benefits of library membership. Narromine Library hosted a visit of incoming 2024 Narromine High School Year 12 Standard English students to learn about the MRL HSC Collection, e-resources and databases.



Students studying at Dubbo Library

Community Outreach

The Wellington Branch Librarian met with staff from *Made With Marrumbang*, a safe Aboriginal cultural weaving and artistic workshop space for women. Discussion topics included library outreach visits, literacy needs within the Aboriginal community, and welcoming workshop participants to the library for a tour. The meeting facilitated a new membership and subsequent loans.

Home Library Service

The Home Library Service is a free delivery service available to community members who cannot access the library. Currently, 95 library members access this vital service, which provides equitable access to the library's collections and resources. More than three 3,700 items were borrowed by Home Library clients during the October to December quarter.

Brain Training

More than a 100 participants challenged themselves to Dubbo Library's *Brain Training* program this quarter, enjoying word and picture puzzles and interactive games designed to improve memory, concentration and problem-solving skills. Participants provided positive feedback regarding the design of the program and the opportunity it offers to keep their brains active, learn new skills, and socialise in a friendly and welcoming environment.

Library Website and Social Media

Improvements made to the website indexing have increased visitation to the MRL website. Monitoring of the library's audience performance through Facebook has shown an increase of 200% this quarter compared to the previous quarter. Over 25,000 people visited the MRL website from social media, with 1,500 spending a significant time engaging with the website.

Dubbo and Wellington – building improvements

Wellington Library underwent a facelift with painting of the building exterior completed by local painters using locally sourced paint. Community members engaged with the painters and library staff and provided positive feedback on the improved aesthetic of the building. The Dubbo branch library was closed for four days in October 2023 for retiling of the front entrance as part of maintenance work to improve safety access to the library.



Wellington Library entrance



Dubbo Library entrance retiling

MRL Improvement Plan (Service Review)

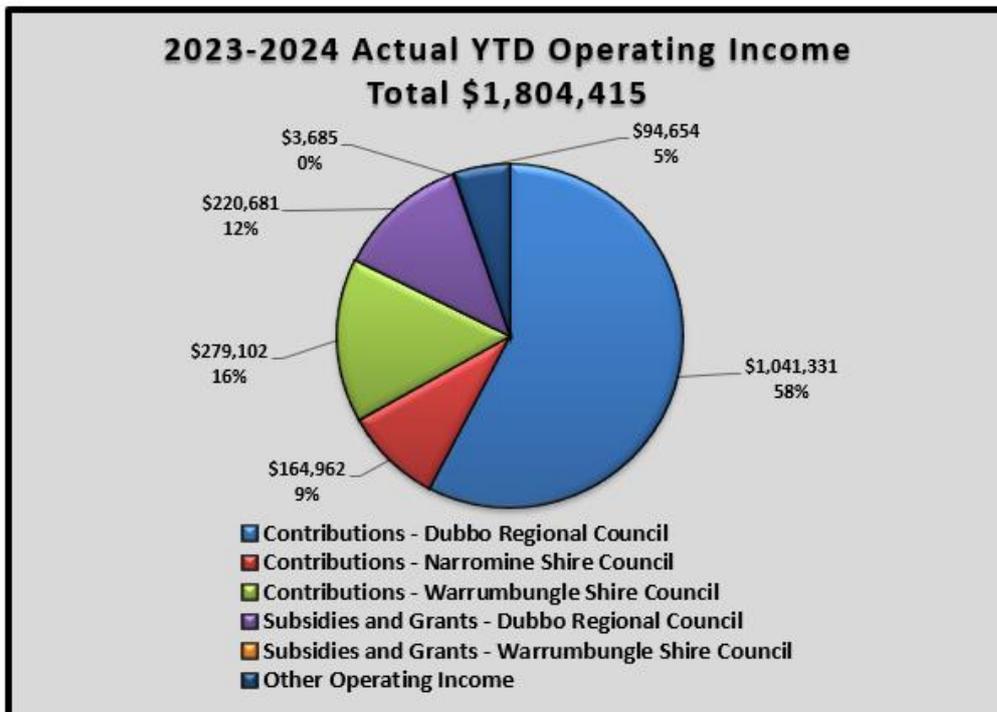
Dubbo Regional Council's Macquarie Regional Library (MRL) Service Review in 2023 resulted in the development of a Library Improvement Plan. This Plan outlines the timeframes for implementing a range of improvement actions. The Council's continuous improvement culture underpins these actions, providing cost efficiencies while defining and balancing the library services and programs to support community needs. The Plan is priority-based, focusing on governance, planning, reporting and evaluation, people management, IT, cyber security and marketing.

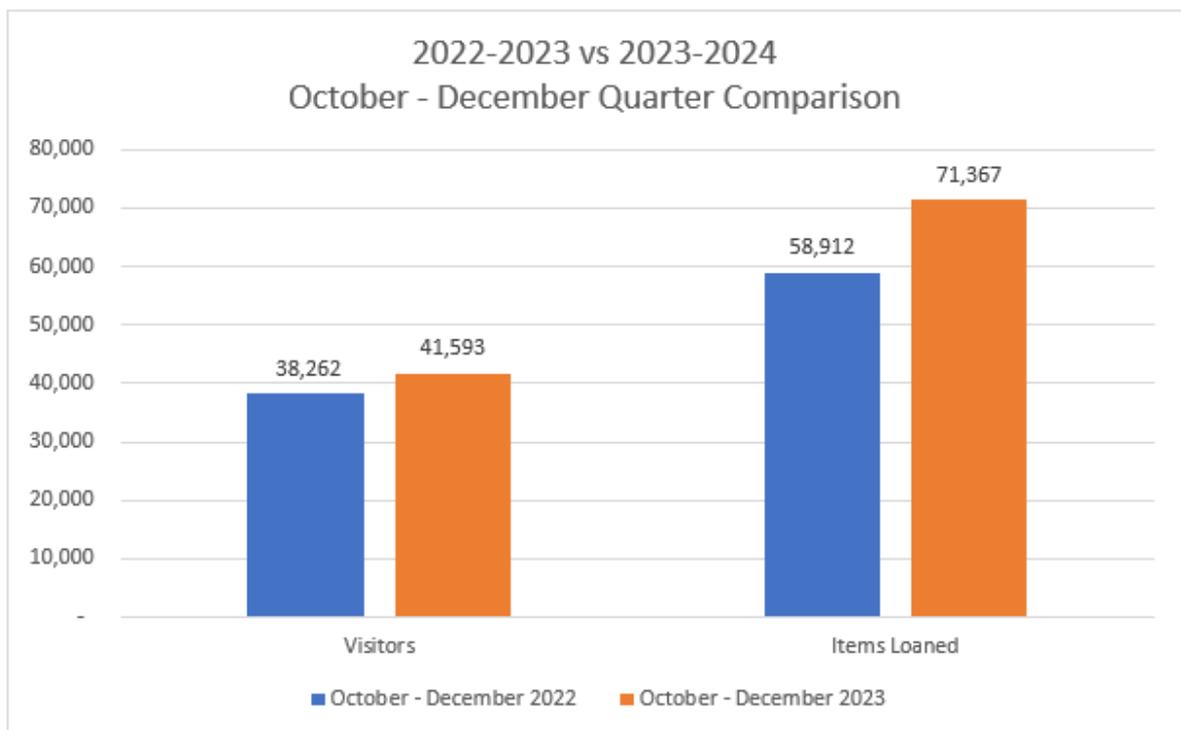
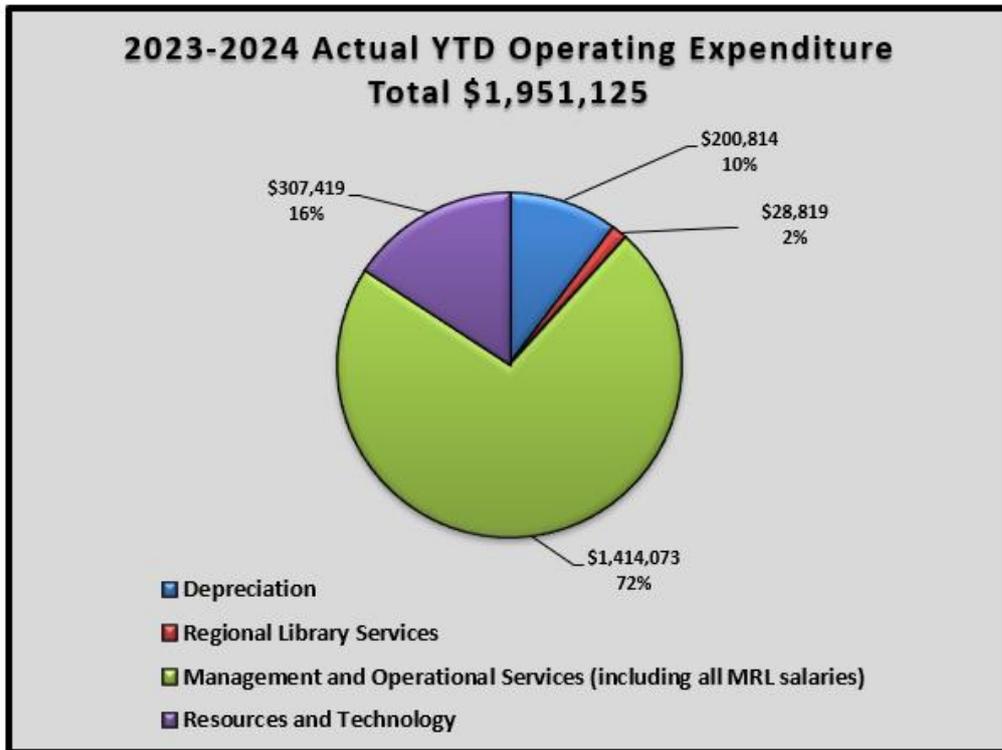
Central West Zone Libraries Meeting

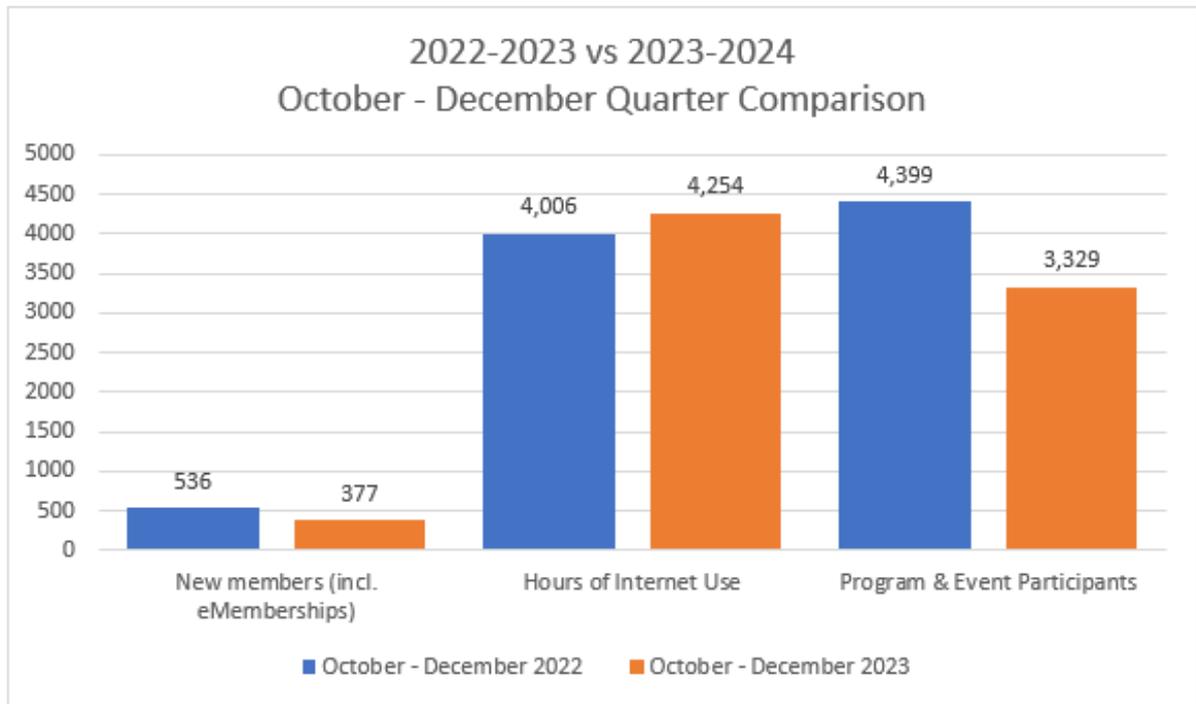
The Central West Zone Councils and Libraries meeting was held at the Cabonne Council (Council Chambers) in Molong in September 2023. Central West Council Councillors and library staff meet twice a year to discuss issues, collaborative efforts of councils, and their advocacy on behalf of public libraries. The Central West Zone libraries provide reports on library activities and matters of council interest. Councillors from Bathurst (Clr Jess Jennings), Narromine (Clr Les Lambert – Central West Zone Chairperson), Parkes (Clr Bill Jayet), Cabonne (Clr Libby Oldham) and Bogan (Clr Greg Deacon) were in attendance.

Financial Reporting

Member council contributions fund MRL on a per capita basis (population). The 2023/2024 budget expenditure is within budget expectations for the 2023/2024 December quarter. Expenditure is slightly above income as MRL awaits income from member councils' State Government Subsidies and Subsidy Adjustment contributions in the amount of \$176,085. This income will be received before the end of the financial year.





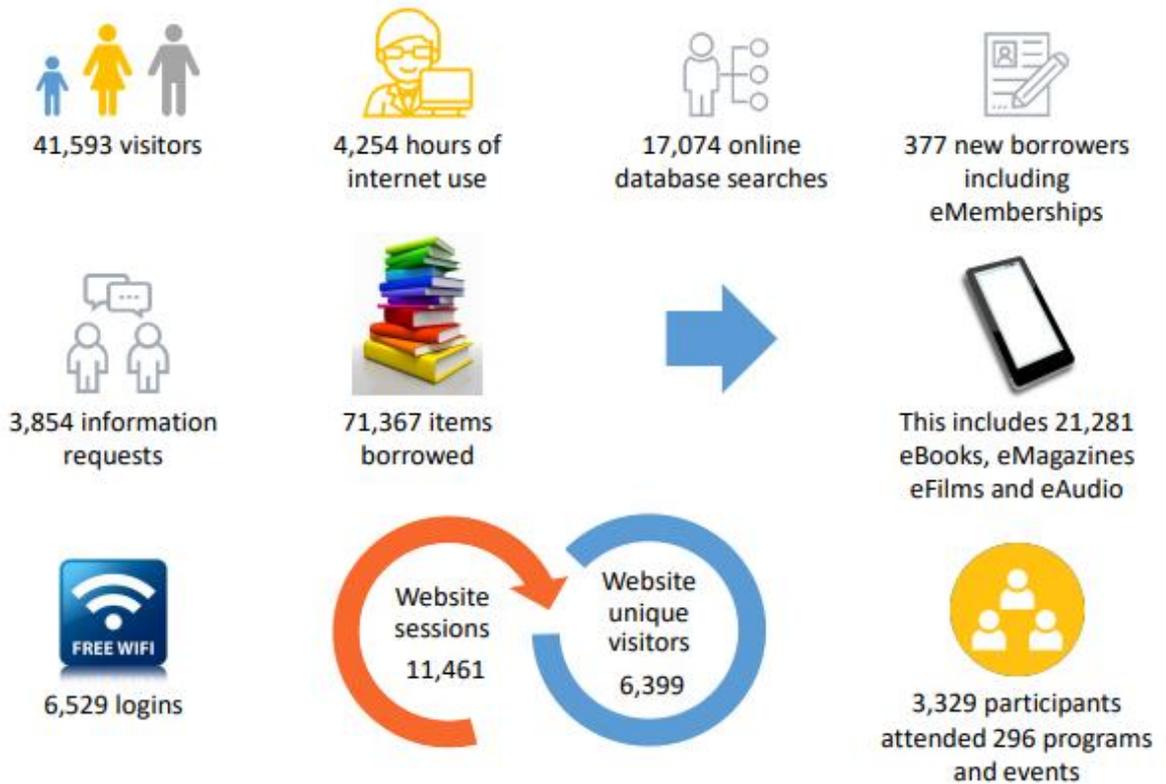


Note:

Macquarie Regional Library’s focus in 2023/2024 is improving customer service, reference and information services, and other core library offerings. Between 2020-2023, the library had an external focus on community outreach programs and events. The renewed emphasis on core library services ensures the library does not duplicate programs, events, and activities offered by other council sections, community groups and organisations. Importantly, this will assist the library service to retain long-term sustainability and cost effectiveness.

MRL Loans, Membership and Visitation Statistics

OCTOBER – DECEMBER 2023



RESOURCES



148 posts
2,764 followers
5,597 engagements



62 tweets
997 followers
2,272 impressions



148 posts
1,126 followers
864 engagements

Macquarie Regional Library 2023-2024 Operational Plan – July 2023 to December 2023

Objective - Provide quality services to Macquarie Regional Library communities		
Key Measures of Success		
<ul style="list-style-type: none"> 95% of customers view their library as satisfactory Percentage of registered users to the total population 	<ul style="list-style-type: none"> Visits to the library per capita Number of transactions (loans and reference enquiries) Operating expense per transaction (loans and reference enquiries) 	
Legend:	Completed On Track Delays Not yet Commenced No progress	
Action	Date	Status
Strategy		
1. MANAGEMENT SERVICES		
1.1 Governance procedures for provision of professional and effective services are appropriate		
1.1.4 Produce an MRL Annual Report including the audited statement of accounts	September 2023	
1.2 Financial resources for provision of professional and effective services are sufficient		
1.2.1 Submit draft budget to MRL member councils	April 2024	
1.2.2 Undertake quarterly budget reviews	Quarterly	
1.2.3 Seek grant and subsidy opportunities to obtain full benefits for the Library Service	Ongoing	
1.2.4 Review MRL Revenue Policy [Fees and Charges]	March 2024	
1.3 Evaluation and planning for strategically managed services		
1.3.1 Review the MRL 2021 – 2024 Strategic Plan and Delivery Program	March 2024	
1.3.2 Develop MRL Annual Operational Plan	March 2024	
1.3.3 Complete annual SLNSW Public Libraries Statistical Return	September 2023	
1.3.5 Review MRL policies for consistency with policy, legislative, and best practice	March 2024	
2. PEOPLE MANAGEMENT		
2.1 Professional and effective services delivered by skilled and informed staff		
2.1.1 Develop annual staff training program	September 2023	
2.1.2 Conduct an all staff development and training day	November 2023	
2.1.4 Review and report biennially on the Operational Capability [staff numbers and staff hours]	October 2023	
3. SERVICES & PROGRAMS		
3.1 Customers have access to a full range of high-quality programs and services		
3.1.1 Review the opening hours of all branches/service points biennially	October 2023	
3.1.2 Review member database annually	July 2023	
3.1.3 Collate visitation and attendance at programs and events at each branch and service point	Monthly	
3.1.4 Review provision of services, programs, and collections, particularly for target and diversity groups	September 2023	
3.1.6 Review biennially Local and Family History Services	May 2024	
3.1.7 Review MRL website and branding	December 2023	
3.1.8 Produce comprehensive quarterly statistical reports on library activities at branches and service points	Quarterly	
3.1.9 Compile a quarterly overview report on programs, services, and special events	Quarterly	
4. COLLECTIONS		
4.1 Customers have access to current and relevant library collections		
4.1.1 Undertake analysis and report on annual statistics, collection profiles and usage	August 2023	
4.1.3 Review shelf-ready services biennially	March 2024	
4.1.5 Complete collection stocktake	April 2024	
5. MARKETING		
5.1 Customers have access to current services, programs and resources		
5.1.1 Review and develop an annual Marketing Plan	December 2023	
6. INFORMATION TECHNOLOGY		
6.1 Information technology enables staff and customers to access required information and library processes		
6.1.2 Report annually on current and future information technology needs	November 2023	
6.1.3 Undertake biennial review of the Information Technology Plan	November 2023	
6.1.4 Review business continuity, technology plans and strategies	April 2024	
7. LIBRARY SPACES		
7.1 Branches are welcoming, safe, accessible and responsive to community needs and building standards & guidelines		
7.1.1 Undertake annual inspection of buildings to ensure compliance with Work Health Safety (WHS) requirements	October 2023	
7.1.2 Review equipment requirements for branches and service points	October 2023	
7.1.3 Undertake a comprehensive review of MRL buildings against SLNSW building standards and guidelines	October 2023	
7.2.1 Undertake a biennial review of the MRL Emergency & Disaster Response Plans	April 2024	
8. SUSTAINABILITY		
8.1 Library services meet sustainability needs of the community		
8.1.1 The Library supports sustainability	Ongoing	

Note: Delayed Items

- 1.1.4. MRL Annual Report completion - January to March 2024
- 2.1.2. All staff development day scheduled for 29 February 2024
- 3.1.7. Action rescheduled to 2024-2028 MRL Delivery Plan



DUBBO REGIONAL
COUNCIL

REPORT: Delroy Parklands Master Plan - Results of Public Exhibition

DIVISION: Community, Culture and Places
REPORT DATE: 11 November 2023
TRIM REFERENCE: ID23/2689

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none"> Seek endorsement 	
Issue	<ul style="list-style-type: none"> Adoption of Delroy Parklands (off Joira Road, West Dubbo) to provide future direction for the development of public open space for the Southwest Urban Release Area. 	
Reasoning	<ul style="list-style-type: none"> The Southwest Urban Release Area is continuing to be developed through several sub-divisions. Under the adopted Open Space Master Plan 2018 the Delroy Parklands play a critical role in public open space provision to cater for the growing residential population to help ensure equitable public open space provision. The Playground Strategy for Dubbo Regional Council report (CCL22/51) identified that a playground was identified to be included within this site. 	
Financial Implications	Budget Area	Community, Culture and Places – Recreation and Open Space.
	Funding Source	S94/S7.11 Developer Contributions and potential external grant funding for construction. Future maintenance and renewals – rate revenue and potential external grant funding.
	Proposed Cost	Construction cost - \$3.2 million (based on other recent works of similar nature).
	Ongoing Costs	Playground area – approximately \$10,000 p.a. Costs will increase as the plan is implemented (\$123,000 p.a. (2024) once fully constructed).
Policy Implications	Policy Title	No Policy, but consistent with Open Space Master Plan 2018.
	Impact on Policy	No impact.

STRATEGIC DIRECTION

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

Theme: 5 Liveability
CSP Objective: 5.5 Our community has access to a diverse range of recreational opportunities
Delivery Program Strategy: 5.5.1 Passive and active open space is located to maximise access and use by the community

Theme: 5 Liveability
CSP Objective: 5.5 Our community has access to a diverse range of recreational opportunities
Delivery Program Strategy: 5.5.2 Unique recreation and open space facilities are available

Theme: 5 Liveability
CSP Objective: 5.5 Our community has access to a diverse range of recreational opportunities
Delivery Program Strategy: 5.5.3 Our sporting facilities cater for a wide range of events and opportunities

RECOMMENDATION

- 1. That the Delroy Parklands Master Plan – Results of Public Exhibition report be noted.**
- 2. That the Delroy Parklands Master Plan 2023 be adopted and implemented as funding becomes available through Developer Contributions and external funding opportunities.**
- 3. That as the Delroy Parklands Master Plan 2023 is progressively implemented the identified funds required (increased by CPI from 2024) to maintain the area/s are considered for inclusion in the budget formulation process.**

Craig Arms
Director Community, Culture and Places

IM
Manager Recreation and Open Space

BACKGROUND

Previous Resolutions of Council

<p>7 December 2020 CCL20/226</p>	<ol style="list-style-type: none"> 1. <i>That the report of the Open Space Coordinator, dated 7 December 2020, be noted.</i> 2. <i>That the draft Joira Oval Playspace – Draft Plan, be placed on public exhibition for 28 days, enabling community feedback and input.</i> 3. <i>That following the public exhibition period, a further report be submitted to Council for consideration.</i>
<p>15 June 2021 ILC21/16</p>	<ol style="list-style-type: none"> 1. <i>That the matter be deferred to allow for further consideration.</i> 2. <i>That the CEO request Council staff to undertake master planning for the wider Joira Road open space precinct that includes</i> <ol style="list-style-type: none"> a. <i>Staged delivery</i> b. <i>Full life cycle costs</i> c. <i>Community consultation plan.</i>
<p>13 July 2023 CCC23/62</p>	<ol style="list-style-type: none"> 1. <i>That the Delroy Parklands Recreational Precinct be endorsed for the purpose of public exhibition for a minimum of 28 days to seek community feedback on the proposal.</i> 2. <i>That a report be provided to Council following the conclusion of the public exhibition period.</i>

In 2009 Council entered into an agreement with the Catholic Diocese of Bathurst who provided the site on the basis that they intended to build a future school on the remaining northern portion of their land. As part of this agreement Council would develop the ovals and the school would have a ‘first right’ access for their utilisation. The Church has since altered their plans and are no longer intending to build the school and have, instead, developed a residential subdivision.

Currently, the site identified for the Delroy Parklands is a 4.69-hectare undeveloped open grassland area, managed by Recreation and Open Space and maintained by Greenspace Operations, in accordance with a Local Park asset under the draft Maintenance Service Levels.

The undeveloped grassland area, as outlined within the Dubbo Open Space Masterplan 2018, is identified within a high growth area situated in the Southwestern sector of Dubbo and is classified as a prioritised “future supply” asset.

To meet the demand of the population growth of Dubbo, especially within this area, further provision for recreational facilities and increasing of service levels will positively attribute to fulfilling the plan.

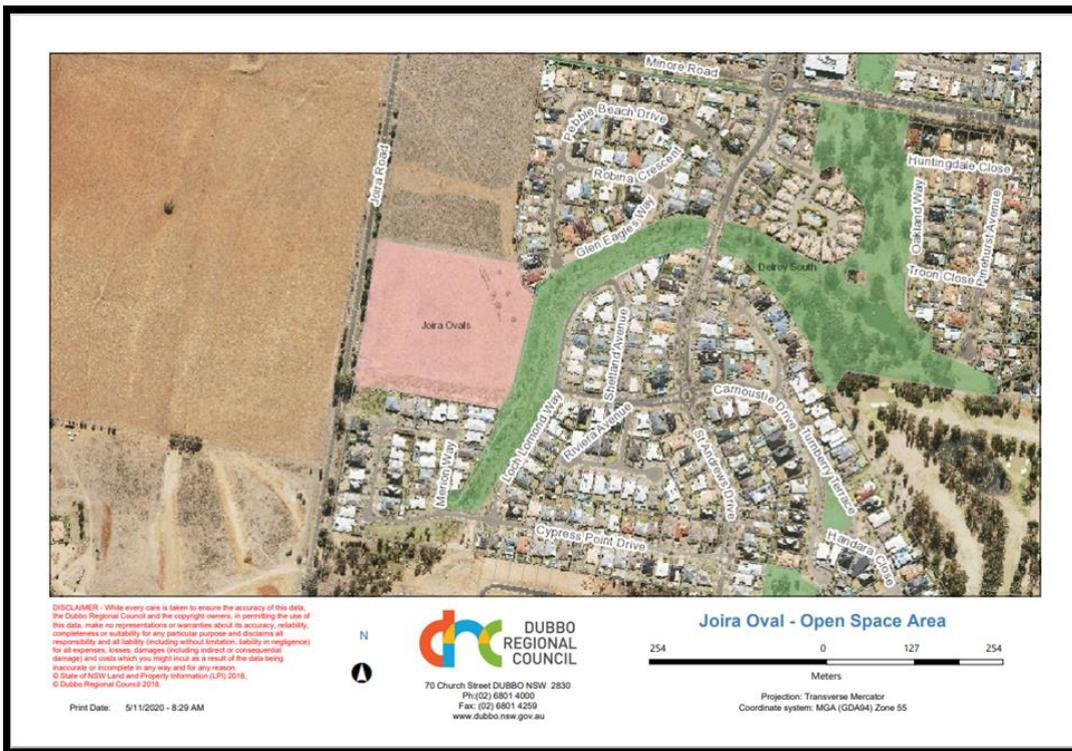


Figure 1. Location of “Delroy Parklands.”

The Catholic Diocese of Bathurst subdivision is immediately to the north of the site, and further urban expansion is identified for the land to the west.

The draft Delroy Parkland Master Plan is shown below, identifying proposed staging of the area.



Figure 2. Delroy Parkland Recreational Precinct, showing proposed staging.



Figure 3. Artist's impression of playground

The Delroy Parklands Master Plan identifies the following facilities:

- two ovals with training lights,
- car parking and amenities (both for the playground and ovals),
- outdoor gym,
- skate park,
- multi-courts, and
- connection to the Delroy Park estate (bridge over the stormwater channel).

The staged implementation plan enables the recreational precinct to be developed as funding (such external grants or Developer contributions) is secured. This staged plan can be adjusted to suit grant opportunities as they arise.

At the time of this report there are no specific funds identified for the development of the broader recreational space. Funds had been previously approved for the playground component from the Developer Contribution (S94 – Old Plan) 1998. As the original proposed playground for this area did not proceed these funds were returned to the Restricted Asset. An application can again be made for these funds, at the appropriate time, if the Delroy Parklands Master Plan is adopted.

REPORT

Following the Council Resolution to go to Community Consultation a YourSay page was developed to support and promote the 28-day public exhibition period, as identified by the Council Resolution. Two community information sessions were held at the Delroy Park Shopping Centre to target residents of the area.

The results of the public exhibition are shown below:

How we reached you



32 Days of engagement
22 September - 23 October 2023



429 Visits to YourSay page

- 2 followers
- 4 formal contributions
- **221 downloads** of document library



Print advertisement and media release

- 1 Media Release on DRC website
- 4 advertisement in Dubbo Photo News and Daily Liberal



Digital engagement

- **5,333** social media impressions (the number of times a post appears)
- **197** social media engagements (the number of times a post was interacted with - which can be likes, shares, comments etc)



Direct Mail

- 1 Email Campaign
- 209 Recipients
- 107 recipients opened the email



Community engagement activities

- 2 drop in information stands at Delroy Park Shopping Centre
- Flyers available for further information
- **62** flyers distributed

Figure 4. Results from Public Engagement.

Through the community consultation process Council received a total of 4 responses. All four responses opposed the master plan. The concerns identified can be summarised as follows:

1. Scale of the development within a residential estate.
2. Council is not currently able to maintain public areas to a suitable standard.
3. Concerns about having carparking in the development.
4. Concerns about public amenities and drug use.
5. Negative impacts to a quiet neighbourhood.

In response to the comments:

The scale of the development is appropriate on the basis that it will service (directly or indirectly) the residential estates of Delroy, Grangewood, Kintyre, Huntingdale and Outlook. In addition, the area to the west of Joira Road is identified for future residential development. The Delroy Parkland is a 4.69-hectare site within a large residential area, and it is appropriate to provide playgrounds, fields and supporting infrastructure to meet the recreational needs of this community. Figure 5 reproduced from the Playground Strategy for Dubbo Regional Council report (CCL22/51) identifies that the playground at Delroy Parklands is a Local level playground (400 metre radius) that largely covers the estates identified.

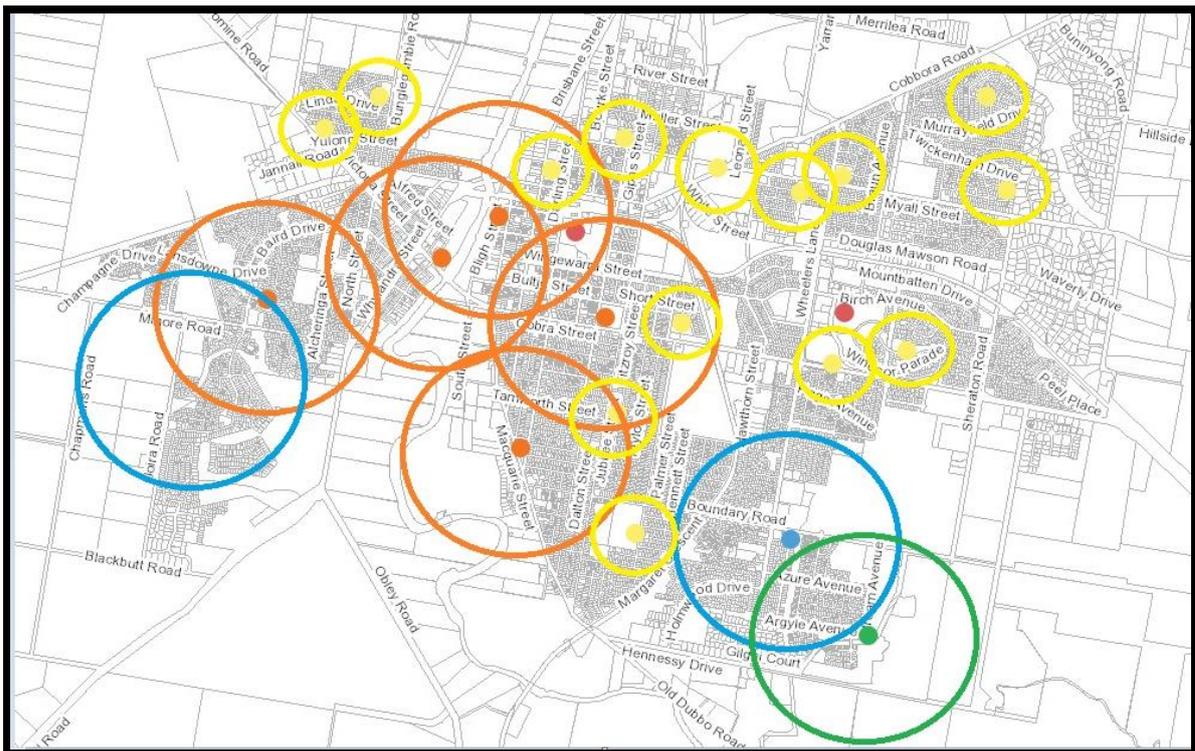


Figure 5. Playground hierarchy for Dubbo. Red = Regional (see above). Orange = District (2km radius) and Local (400m radius). Blue = proposed playgrounds. Green = Developer.

Council maintains a large estate of public open space (>1,100 hectares). Where Council acquires or develops new public open space the costs of maintaining these assets are identified and a funding strategy identified.

It has been estimated that to maintain the site once it is fully development will cost \$123,000/yr (2024). However, as a staged development this is unlikely to be achieved for several years, and increased maintenance costs are likely to be at modest increments. As development proceeds future reports will be provided to Council seeking increases in the Greenspace Operations maintenance budget to cover the costs of maintaining the area.

The positioning of carparking for the development of the Delroy Parklands has been considered in the context of the location of the overall master plan and existing residential housing. To be highly accessible to the existing residential estates of Grangewood and Delroy the playground is best situated on the eastern side of the parkland. This makes it accessible via the existing pathways. However, there is also a need for carparking for other members of the community to access the playground by vehicles. The size of the carpark has been kept to the minimum number to reduce the risk of antisocial behaviour. The access road to the playground along the northern side of the site was determined to be the best solution to address traffic management issues associated with the future expansion of the Southwest Urban Release Area. To help shield the residential area, planting screens are proposed.

Public amenities, both for the playground and the sports fields, are required to ensure that people can use the recreational facilities in comfort. Council maintains public facilities on a schedule and these facilities are locked at dusk and re-opened in the morning. The use of

drugs is a significantly broader issue than being related to public amenities, and with higher public use of areas comes the benefit of increased passive surveillance and reporting.

Impacts to a quiet neighbourhood will largely be positive through increased recreational activity. While there may be an increase in background noise, this will largely be contained through daylight/early evening hours.

It should be considered that this parcel of land was acquired by Dubbo Council for the express purpose of helping to meeting the future public open space demands for this area of Dubbo. In this Council staff was proactive in identifying and securing this land to for the future benefit of the broader community. At present the only other reasonably sized space for more active pursuits in West Dubbo is Pioneer Park, and the next nearest playground is at Delroy North, 400 metres away (figure 5).

Consultation

Internal

Internal consultation to prepare the draft Delroy Master Plan included:

- Building and Development Services who are assessing a Development Application for a 60 development in the immediate vicinity. Advice has been provided from Recreation and Open Space to ensure connectivity of the new sub-division with the recreational precinct.
- Growth Planning – discussions held surrounding future sub-divisions in the South West growth area to ensure adequate facilities are provided to cater for future population expansion in this area of Dubbo.
- Greenspace Operations – ascertain estimates for the future maintenance of the Delroy Parklands Recreational Precinct. A monetary value is attributed to this, however the additional time required to maintain this area will result in reductions in service elsewhere without additional resources allocated.
- Infrastructure Strategy and Design – it was identified that as part of the proposed sub-division immediately to north of the Delroy Parklands that it would be strategically beneficial for both Council and the Developer to create one access point from Joira Road. As a result of these discussions the layout of the Delroy Parklands have been modified to accommodate this request.

Resourcing Implications

A cost estimate of \$123,000 p.a. to maintain the recreational precinct has been obtained from Greenspace Operations. This cost estimate is based on a District level park/sporting facility (increased from Local level). Additional funding and resources will be required within Greenspace Operations to prevent a fall in maintenance service level standards elsewhere in the open space estate.

The construction of the Delroy Parklands Recreational Precinct is anticipated to occur as a stage development, with the playground area being stage 1. Further development of the

recreational precinct will occur in conjunction with the identified South West growth area, and funded through the Developer Contribution Plan for the area.

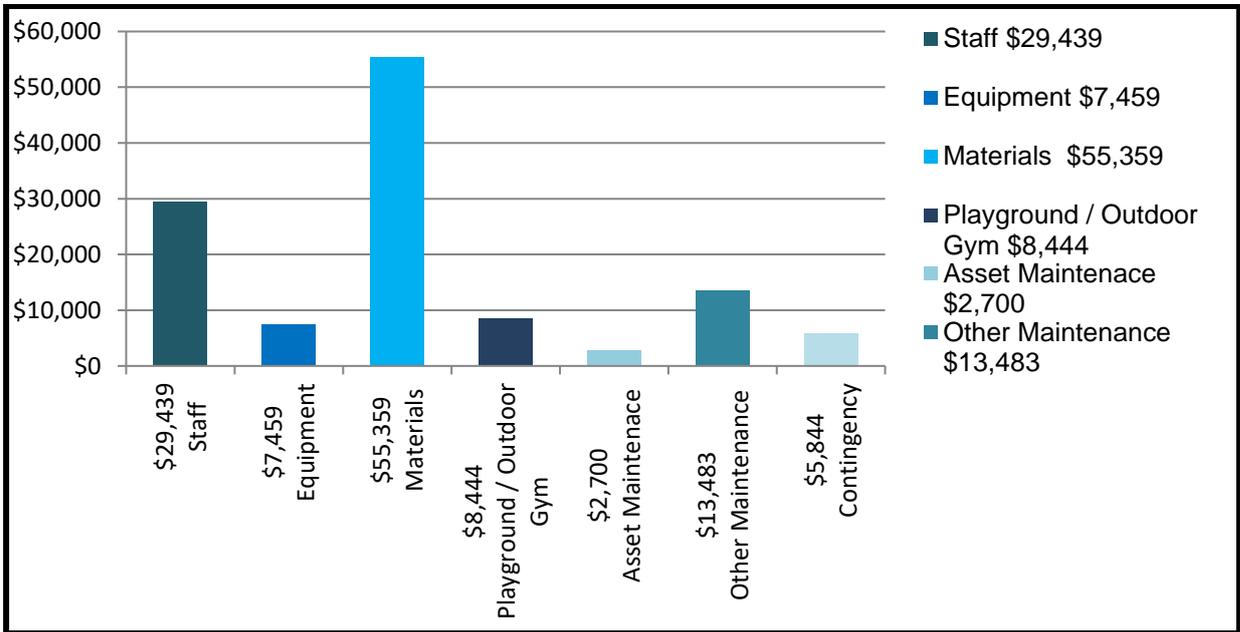


Figure 5. Summary of Cost estimates for future maintenance of Delroy Parklands Recreational Precinct.

Future Asset Renewal

The construction of any new assets creates a future financial burden on the Organisation both in asset maintenance and renewal. As identified in the Asset Management Plan the life expectancy for key assets are shown in the table below. These costs would need to be calculated and incorporated into future budgets.

Asset (Sub)Category	Useful life
Grounds - irrigation	50 years
Furniture and fittings (various)	10 – 25 years
Playgrounds	15 – 20 years
Amenities	50 years

Table 1. Useful Lives of key assets.

Total Financial Implications	Current year (\$)	Current year + 1 (\$)	Current year + 2 (\$)	Current year + 3 (\$)	Current year + 4 (\$)	Ongoing (\$)
a. Operating revenue	0	0	0	0	0	0
b. Operating expenses	0	0	-13,144	-13,144	-13,144	-13,144
c. Operating budget impact (a – b)	0	0	-13,144	-13,144	-13,144	-13,144
d. Capital Expenditure	0	-280,000	0	0	0	0
e. Total net impact (c – d)	0	-280,000	-13,144	-13,144	-13,144	-13,144
Does the proposal require ongoing funding?	Yes					
What is the source of this funding?	<ul style="list-style-type: none"> • S94 (Old Plan) 1998 \$280,000 for playground construction – confirmed. • Grant funds would be sought to offset cost of construction of ovals and facilities. • Rate funded contribution for construction. • Rate funded for ongoing maintenance and asset renewal. 					

Table 2. Ongoing Financial Implications

- \$280,000 approved by the CEO (9 January 2019) to come from Section 94 (Old Plan) 1998.
- The above figures for maintenance are subject to CPI.
- \$13,144 is comprised of Playground/Outdoor Gym, Asset Maintenance, and a component of staff time.
- Further development of the ovals and supporting infrastructure will occur as external grant funding occurs. Maintenance and asset maintenance costs will then be required.
- Additional maintenance costs will be incurred with ongoing capital works in the development of the precinct.
- External (non-rate) funding would be sought to help construct the playing fields, amenities, and other supporting infrastructure.

Timeframe

Key Date	Explanation
15 February 2024	Adoption of the Delroy Parklands
ongoing	Seek funding opportunities to progressively implement the master plan.

APPENDICES:

- 1 [1846 MP Rev H 20220726 Delroy Parklands](#)
- 2 [Delroy Parkland Public Submissions](#)

Dubbo Regional Council | Delroy Parklands Recreational Precinct

Moir Landscape Architecture

REV H 26.07.22

Delroy Parklands Recreational Precinct - Master Plan



Dubbo Regional Council - Delroy Parklands Recreational Precinct 2

Delroy Parklands Playground - Stage 1 Playground



Legend

1. Stepping Stones
2. Mulch Play Area
3. Toddler Play Area / Shade Sail
4. Sandstone Logs
5. Sand Play Area
6. Nature Play Adventure Space
(log balance beams, climbing boulders, log steppers).
7. Structured Play elements. (slide, climbing frame, swing set).
8. Concrete Footpath
9. Shaded Bench Seating
10. Mass Planting
11. Shaded Picnic Table
12. Open Turf Area
13. Amenities

Artistic Representation

View from existing footpath

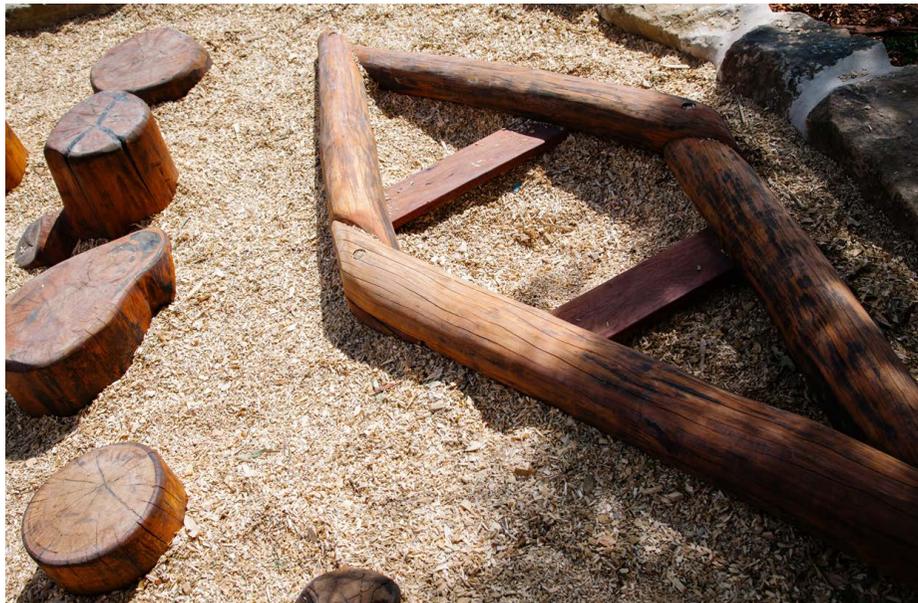


Nature Play

Nature play elements consist of elements, textures and objects direct from nature. This may be in the form of wooden logs, tree stumps, boulders, drainage paths, intermingled with traditional manufactured play elements.

Nature play promotes interaction with the natural environment, and is said to increase essential skills such as balance, problem solving, reduction in stress and aggression and improves self-confidence and risk mitigation.





Shelter

Simple shade structures will provide instant shade to the playspace, before the vegetation matures and casts ample shade. Shade structures offer a great meeting point, rest area or viewing location that increases passive surveillance and provides much needed amenity to the local community.



Trails

Simple, legible, nature trails are a great way to reduce the number of hard surfaces needed in a play space. They are cost effective and develop a sense of adventure and intrigue amongst children. Nature trails are also a great way to promote biodiversity and filter storm water runoff.



Amenities Building

An amenities building will be constructed near the playground as part of Stage 1 which will contain 1 x male, 1 x female, 1 x unisex disabled and baby change. A secondary amenities building to be constructed as part of Stage 4 and will include change facilities.

A simple palette of materials such as steel, concrete and timber will ensure the building does not dominate within the natural park setting. The building acts as a landmark within the park where people can gather and use the facilities.



Fitness Area

The sports courts, skate park and gym circuit offer options for more structured outdoor fitness activity. A variety of elements ensure the needs of visitors, with different fitness levels and interests, are accommodated for. The provision of sports facilities are a great way to encourage social activities and an active, healthy lifestyle within the community.



Delroy Parklands Recreational Precinct - Master Plan Stages



Stages

Stage 1

- Playground
- Carpark (19 spaces)
- Amenities (One male/1 female/1 unisex disabled)
- Pedestrian footbridge

Stage 2

- Playing fields with lighting
- Additional carpark (30 spaces)

Stage 3

- Multi-court
- Skate park
- Outdoor Gym

Stage 4

- Additional amenities and change rooms

Ian McAlister

From: Your Say Dubbo <noreply-yoursay@dubbo.nsw.gov.au>
Sent: Sunday, 22 October 2023 10:34 PM
To: Dubbo Regional Council
Subject: SUBMISSION - Delroy Parklands Recreation Precinct Master Plan CD23/4021 Form Submission

⚠ CAUTION: This email came from outside the organisation. Be cautious clicking links and do not open attachments unless they are expected.



SUBMISSION - Delroy Parklands Recreation Precinct Master Plan CD23/4021 Form Submission

There has been a submission of the form SUBMISSION - Delroy Parklands Recreation Precinct Master Plan CD23/4021 through your Your Say website.

First Name

[REDACTED]

Last Name

[REDACTED]

Written Submission

I strongly object to the Delroy Development Plan. As a resident in the area, this proposal is very concerning. This scale of development and the proposed structures are not appropriate to be situated within a residential estate. Council already struggle to maintain the public areas within Delroy Park and the community, I don't believe they have the resources to adequately maintain the area and I believe funds would be better spent elsewhere in the community.

58 car spaces for public parking will only encourage loitering and bring trouble to the

Estate which is not needing to be encouraged with the ever increasing crime rate and trouble in Dubbo.

A public amenities block will also encourage drug use on the site and lead to issues of discarded syringes which is concerning for residents in the area, particularly families who use the walking tracks in the Estate.

To view all of this form's submissions, visit

https://yoursay.dubbo.nsw.gov.au/index.php/dashboard/reports/forms_new/data/170

This is not SPAM. You are receiving this message because you have submitted feedback or signed up to Your Say.

Ian McAlister

From: Your Say Dubbo <noreply-yoursay@dubbo.nsw.gov.au>
Sent: Sunday, 22 October 2023 10:54 PM
To: Dubbo Regional Council
Subject: SUBMISSION - Delroy Parklands Recreation Precinct Master Plan CD23/4021 Form Submission

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SUBMISSION - Delroy Parklands Recreation Precinct Master Plan CD23/4021 Form Submission

There has been a submission of the form SUBMISSION - Delroy Parklands Recreation Precinct Master Plan CD23/4021 through your Your Say website.

First Name

████████

Last Name

████████

Written Submission

I strongly object to the proposal. The development will bring unwanted riff-raff to an otherwise peaceful residential area. The scale of this development is not appropriate to be situated so closely to residential houses and will cause an uproar in the neighbourhood considering Council have not provided any written notice to their adjoining neighbours. This development will cause long term issues for the adjoining houses and potentially see a decrease in property value as it is extremely undesirable to be situated behind 58 car parks, amenities blocks and a skate park.

The area would be better suited as a nature reserve. Council struggle to have the resources to maintain the footpaths within the estate to an acceptable level at present.

To view all of this form's submissions, visit

https://yoursay.dubbo.nsw.gov.au/index.php/dashboard/reports/forms_new/data/170

This is not SPAM. You are receiving this message because you have submitted feedback or signed up to Your Say.

Ian McAlister

From: Your Say Dubbo <noreply-yoursay@dubbo.nsw.gov.au>
Sent: Thursday, 5 October 2023 4:29 PM
To: Dubbo Regional Council
Subject: SUBMISSION - Delroy Parklands Recreation Precinct Master Plan CD23/4021 Form Submission

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SUBMISSION - Delroy Parklands Recreation Precinct Master Plan CD23/4021 Form Submission

There has been a submission of the form SUBMISSION - Delroy Parklands Recreation Precinct Master Plan CD23/4021 through your Your Say website.

First Name

[REDACTED]

Last Name

[REDACTED]

Contact Number

[REDACTED]

Email

[REDACTED]

Written Submission

I strongly object to the new proposed development. \$3.2 million could be far better

spent on improving the current infrastructure. Council does not presently have the resources to satisfactorily maintain the park and grassed areas around the walkways in Delroy Park, so the addition of more areas that need to be maintained will prove to be more detrimental than beneficial to the residents. The positioning of a 18 vehicle car park and playground and amenities so close to the Delroy park path is a major concern for discarded syringes, which is an ever increasing problem in our community. Council will not have the manpower to monitor this and as a resident who regularly walks that path I will definitely not be impressed with that risk being brought in to our neighbourhood. The positioning of the car park so close to the backs of the houses is a going to be problematic and create an area for undesirables to gather and drink and create a nuisance. Enough of this already goes on in the area late at night and as a concerned resident do not want more opportunity for this type of problem to be made worse. The play area near Woolworths Delroy was a big fail and I can see that this proposal is full of issues for the surrounding residents.

File Upload

- [Delroy Park - Cypress Point Drive.jpg](#)
- [Creek bed.jpg](#)

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Ian McAlister

From: Your Say Dubbo <noreply-yoursay@dubbo.nsw.gov.au>
Sent: Sunday, 22 October 2023 10:36 PM
To: Dubbo Regional Council
Subject: SUBMISSION - Delroy Parklands Recreation Precinct Master Plan CD23/4021 Form Submission

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SUBMISSION - Delroy Parklands Recreation Precinct Master Plan CD23/4021 Form Submission

There has been a submission of the form SUBMISSION - Delroy Parklands Recreation Precinct Master Plan CD23/4021 through your Your Say website.

First Name

[REDACTED]

Last Name

[REDACTED]

Contact Number

[REDACTED]

Written Submission

I object for the construction of Delroy parklands. Feel it will attract the undesirable and believe it would not be looked after.

Have lived in Delroy park since a teenager and since council have taken over the

grassland areas it has been disgusting. The grass areas around the houses and along the path ways is all dead and is embarrassing to visitors to town when you tell them our local council looks after it. Should have been left in the contract of the previous keeper.

From my above statement I believe council would not have the facilities to keep it good. And the sand area would be an area for people to hide syringes in and for a poor kid to possibly tread on. The park would wreck the quiet house areas around Delroy.

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