

AGENDA ORDINARY COUNCIL MEETING 28 AUGUST 2017

MEMBERSHIP: Mr M Kneipp (Administrator).

The meeting is scheduled to commence at 5.30pm.

PRAYER:

O God, Grant that by the knowledge of thy will, all we may resolve shall work together for good, we pray through Jesus Christ our Lord. Amen!

ACKNOWLEDGEMENT OF COUNTRY:

"I would like to acknowledge the Wiradjuri People who are the Traditional Custodians of the Land. I would also like to pay respect to the Elders both past and present of the Wiradjuri Nation and extend that respect to other Aboriginal peoples from other nations who are present".

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CCL17/110 CONFIRMATION OF MINUTES (ID17/1516)

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Confirmation of the minutes of the proceedings of the Ordinary Meeting of Council held on 24 July 2017, the Extraordinary Council meeting held on 9 August 2017 and the Extraordinary Council meeting held on 24 August 2017.

CCL17/111 LEAVE OF ABSENCE (ID17/1519)

CCL17/112 PUBLIC FORUM (ID17/1520)

ADMINISTRATOR MINUTES:

CCL17/113 ADMINISTRATOR APPOINTMENTS (ID17/1240)

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The Council had before it the Administrator Minute regarding Administrator Appointments

CCL17/114 ADMINISTRATOR'S REPORT TO THE COMMUNITY: DUBBO REGIONAL COUNCIL (ID17/1548)

The Council had before it the Administrator Minute regarding Administrator's Report to the Community: Dubbo Regional Council

MATTERS CONSIDERED BY COMMITTEES:				
CCL17/115	REPORT OF THE WORKS AND SERVICES COMMITTEE - MEETING 21 AUGUST 2017 (ID17/1521) The Council had before it the report of the Works and Services Committee meeting held 21 August 2017.	63		
CCL17/116	REPORT OF THE FINANCE AND POLICY COMMITTEE - MEETING 21 AUGUST 2017 (ID17/1522) The Council had before it the report of the Finance and Policy Committee meeting held 21 August 2017.	78		
REPORTS FR	OM STAFF:			
CCL17/117	DUBBO REGIONAL COUNCIL DELIVERY PROGRAM JUNE 2017 - ANNUAL REVIEW (ID17/1450) The Council had before it the report dated 10 August 2017 from the General Manager regarding Dubbo Regional Council Delivery Program June 2017 - Annual Review.	86		
CCL17/118	AUDIT AND RISK MANAGEMENT COMMITTEE (ARMC) (ID17/1542) The Council had before it the report dated 22 August 2017 from the General Manager regarding Audit and Risk Management Committee (ARMC).	240		
CCL17/119	ON-BOARDING OF COUNCILLORS (ID17/1435) The Council had before it the report dated 23 August 2017 from the Director Corporate Services regarding On-boarding of Councillors.	319		
CCL17/120	DEFINED ASSET MANAGEMENT POLICY (DAMP) (ID17/1530) The Council had before it the report dated 21 August 2017 from the Director Corporate Services regarding Defined Asset Management Policy (DAMP). Please note, the Draft DAMP Policy has been provided under separate cover.	325		
CCL17/121	PAYMENT OF EXPENSES AND PROVISION OF FACILITIES FOR THE MAYOR AND COUNCILLORS (ID17/1538) The Council had before it the report dated 22 August 2017 from the Director Corporate Services regarding Payment of Expenses and Provision of Facilities for the Mayor and Councillors.	364		

CCL17/122	COMMUNITY ENGAGEMENT AND COMMUNICATIONS POLICY (ID17/1494) The Council had before it the report dated 22 August 2017 from the Director Economic Development and Business regarding Community Engagement and Communications Policy.	395
CCL17/123	WELLINGTON CAVES CONCEPT MASTER PLAN (ID17/1533) The Council had before it the report dated 21 August 2017 from the Director Economic Development and Business regarding Wellington Caves Concept Master Plan.	404
CCL17/124	ECONOMIC VALUE OF THE FREE CAMPER IN GREAT WESTERN PLAINS (ID17/1534) The Council had before it the report dated 21 August 2017 from the Director Economic Development and Business regarding Economic Value of the Free Camper in Great Western Plains.	463
CCL17/125	WELLINGTON DESTINATION BRAND PROJECT (ID17/1535) The Council had before it the report dated 21 August 2017 from the Director Economic Development and Business regarding Wellington Destination Brand Project.	520
CCL17/126	NSW GOVERNMENT FUNDING FOR VICTORIA OVAL'S REDEVELOPMENT (ID17/1514) The Council had before it the report dated 18 August 2017 from the Director Community and Recreation regarding NSW Government Funding for Victoria Oval's Redevelopment.	537
CCL17/127	PROJECTS PROPOSED FOR NSW REGIONAL GRANT FUNDING OPPORTUNITIES (ID17/1524) The Council had before it the report dated 21 August 2017 from the Director Community and Recreation regarding Projects Proposed for NSW Regional Grant Funding Opportunities .	554
CCL17/128	COMMENTS AND MATTERS OF URGENCY (ID17/1523)	
CCL17/129	COMMITTEE OF THE WHOLE (ID17/1545)	



Confirmation of Minutes

Confirmation of the minutes of the proceedings of the Ordinary Council meeting held on 24 July 2017, the Extraordinary Council meeting held on 9 August 2017 and the Extraordinary Council meeting held on 24 August 2017.

RECOMMENDATION

That the minutes of the proceedings of the Dubbo Regional Council at the Ordinary Council meeting held on 24 July 2017 comprising pages 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24 and 25 of the series and the Extraordinary Council meeting held on 9 August 2017 comprising pages 26, 27, 28, 29, 30, 31, 32, 33 and 34 of the series and the Extraordinary Council meeting held on 24 August 2017 comprising pages 35, 36 and 37 be taken as read, confirmed as correct minutes and signed by the Administrator and the General Manager.

Appendices:

- **1** Minutes Ordinary Council Meeting 24 July 2017
- 2. Minutes Committee of the Whole 24 July 2017
- 3. Minutes Ordinary Council Meeting 9 August 2017
- 4. Minutes Committee of the Whole 9 August 2017
- 5. Minutes Ordinary Council Meeting 24/08/2017 Special



REPORT ORDINARY COUNCIL MEETING 24 JULY 2017

PRESENT:

Mr M Kneipp (Administrator).

ALSO IN ATTENDANCE:

The General Manager, the Director Corporate Services, the Manager Governance and Risk, the Supervisor Governance, the Director Economic Development and Business, the Transition Project Communications Supervisor, the Media and Public Relations Coordinator, the Director Infrastructure and Operations, the Manager Civil Infrastructure and Solid Waste, the Asset Systems Engineer, the Manager Fleet Management Services, the Director Planning and Environment, the Manager City Strategy Services, and the Director Community and Recreation.

Mr M Kneipp (Administrator) assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 5.30pm with a prayer for Divine Guidance to the Council in its deliberations and activities. The acknowledgement of country was also read by the Administrator, Mr M Kneipp.

CCL17/83 CONFIRMATION OF MINUTES (ID17/1238)

Confirmation of the minutes of the proceedings of the Ordinary Council meeting held on 26 June 2017.

Moved by Mr M Kneipp (Administrator)

MOTION

That the minutes of the proceedings of the Dubbo Regional Council at the Ordinary Council meeting held on 26 June 2017 comprising pages 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25 and 26 of the series be taken as read, confirmed as correct minutes and signed by the Administrator and the General Manager.

CCL17/84 LEAVE OF ABSENCE (ID17/1234)

There were no requests for leave of absence recorded.

CCL17/85 PUBLIC FORUM (ID17/1235)

The Council reports having met with the following during Public Forum:

Mr Vince Gordon from the Dubbo Turf Club regarding an Application for an Interest Free Deferred Contribution for the Dubbo City Turf Club.

Mr Adam Willner from Dubbo Junior Rugby Club regarding the upgrade for the sports field lighting for Victoria Park No. 2 Oval.

Mr Josh Black regarding a ring road, rates and the third bin proposal.

Mr Ben Shields regarding the Tender for Netwaste Regional Waste Services.

Miss Shirley Colless regarding the Tender for Netwaste Regional Waste Services.

Mrs Julie Webber regarding Licence Agreement for Pioneer Park Hockey Facility.

ADMINISTRATOR MINUTES:

CCL17/86 ADMINISTRATOR APPOINTMENTS (ID17/1232)

The Council had before it the Administrator Minute regarding Administrator Appointments.

Moved by Mr M Kneipp (Administrator)

MOTION

That the information contained within the Administrator Minute dated 17 July 2017 be noted.

CCL17/87 RURAL FIRE SERVICE REGIONAL TRAINING FACILITY (ID17/1233)

The Council had before it the Administrator Minute regarding Rural Fire Service Regional Training Facility

Moved by Mr M Kneipp (Administrator)

MOTION

- That the General Manager, in consultation with the Administrator, be requested and authorised to take the necessary action to negotiate and finalise a Heads of Agreement document with the Commissioner of the NSW Rural Fire Service in respect of articulating the roles of Council and the NSW Rural Fire Service in relation to the provision of the proposed NSW Rural Fire Service Regional Training Facility.
- 2. That at the appropriate time, and as part of the Heads of Agreement in respect of the proposed NSW Rural Fire Service Regional Training Facility, Council provides the land to the NSW Rural Fire Service comprising an initial term of thirty (30) years and two option periods of ten (10) years in respect of land for the construction of the Regional Training Facility on the northern side of Arthur Butler Drive, Dubbo Airport, as per the general area as identified in this Minute, along with land on the southern side of Arthur Butler Drive, Dubbo Airport, for the purposes of the construction of a car park, as also identified in this Minute.
- 3. That in addition to the various roles of Council and the NSW Rural Fire Service to be articulated in the Heads of Agreement document, it be noted that in respect of the delivery of this project, Council will take responsibility for the detailed planning and construction of the Training Facility and car park on the basis of all costs being reimbursed to Council by the NSW Rural Fire Service, such that the project is cost neutral to Council.
- 4. That any necessary documents be executed under the Common Seal of Council.

CCL17/88 313 SQUADRON (CITY OF DUBBO) AUSTRALIAN AIR FORCE CADETS - EXERCISING THEIR RIGHT TO THE FREEDOM OF THE CITY (ID17/1242)

The Council had before it the Administrator Minute regarding 313 Squadron (City of Dubbo) Australian Air Force Cadets - Exercising their right to the Freedom of the City

Moved by Mr M Kneipp (Administrator)

MOTION

- That the 313 (City of Dubbo) Squadron Australian Airforce Cadets be permitted to exercise their right on the Freedom on the City of Dubbo on Saturday 18 November 2017.
- 2. That Council take the necessary actions to facilitate such Freedom of the City.
- 3. That any necessary documents be executed under the Seal of Council.

CARRIED

CCL17/88(a) ACCEPTANCE OF NETWASTE WASTE SERVICES TENDERS

The Council had before it the Administrator Minute regarding Acceptance of Netwaste Waste Services Tenders.

Moved by Mr M Kneipp (Administrator)

MOTION

- 1. That the letter dated 19 July 2017 from Mr Ben Shields, as attached to the Administrator Minute dated 21 July 2017 as Appendix 1 be noted.
- 2. That Council not accede to the proposal that the terms of the contract T16-036 incorporate a 'cooling off' period of three months.
- 3. That Council proceed to determine item WSC17/55 Tender for NetWaste Regional Waste Services as recommended in the report of the Works and Services Committee meeting held on 17 July 2017.
 - CARRIED

MATTERS CONSIDERED BY COMMITTEES:

CCL17/89 REPORT OF THE PLANNING AND DEVELOPMENT COMMITTEE - MEETING 17 JULY 2017 (ID17/1248)

The Council had before it the report of the Planning and Development Committee meeting held 17 July 2017.

Moved by Mr M Kneipp (Administrator)

MOTION

That the report of the Planning and Development Committee meeting held on 17 July 2017, be adopted save and except PDC17/24 which is to be dealt with separately.

CARRIED

PDC17/24 PLANNING PROPOSAL (R15-3) - PROPOSED ALTERATION TO MINIMUM LOT SIZES - LOT 172 DP 753233, 20R PEAK HILL ROAD, DUBBO (ID17/1223)

The Council had before it the report dated 12 July 2017 from the Manager City Strategy Services regarding Planning Proposal (R15-3) - Proposed Alteration to Minimum Lot Sizes - Lot 172 DP 753233, 20R Peak Hill Road, Dubbo.

Moved by Mr M Kneipp (Administrator)

MOTION

- 1. That Council endorse the Planning Proposal with respect to Lot 172 DP 753233, 20R Peak Hill Road Dubbo, including the further information provided by the Proponent, to amend the minimum allotment size for subdivision of the land from 10 hectares to a range between 2,000 m² and 4,000 m² and including the following amendments:
 - The residue area of the land maintain the current minimum allotment size for subdivision of 10 hectares under the provisions of the Dubbo Local Environmental Plan 2011.
 - The Natural Resource Biodiversity Map (Sheet NRB_008) not be amended as intended in the Planning Proposal as it is considered that removal of the land from the Natural Resource – Biodiversity Map would be premature prior to any development application for residential subdivision being considered by Council.
- 2. That Council support a minimum 28 day public exhibition period for the Planning Proposal.
- 3. That Council not use its delegation under Section 59 of the Environmental Planning and Assessment Act, 1979 to draft the amendments to the Dubbo Local Environmental Plan 2011 as the caretaker period associated with the next Local Government Election on 9 September 2017 may impact progression of the Planning Proposal.
- 4. That Council request the Department of Planning and Environment to provide the Director General's requirements for the provision of State Public Infrastructure for the

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subject land only in accordance with Clause 6.1 of the Dubbo Local Environmental Plan 2011.

 That following completion of the public exhibition period, a further report be provided to Council detailing the results of the public exhibition for further consideration of the Planning Proposal.

CARRIED

In accordance with s375A(2) of the Local Government Act 1993, a division was duly called, the following votes on the motion were recorded:

FOR	AGAINST
Mr M Kneipp (Administrator)	
Total (1)	Total (0)

CCL17/90 REPORT OF THE WORKS AND SERVICES COMMITTEE - MEETING 17 JULY 2017 (ID17/1249)

The Council had before it the report of the Works and Services Committee meeting held 17 July 2017.

Moved by Mr M Kneipp (Administrator)

MOTION

That the report of the Works and Services Committee meeting held on 17 July 2017, be adopted save and except clauses WSC17/50, WSC17/51, WSC17/55 and WSC17/57 which are to be dealt with separately.

WSC17/50 PROPOSED EXPANSION OF DOMESTIC WASTE MANAGEMENT SERVICE LEVELS TO DUBBO AND WELLINGTON (ID17/1210)

The Council had before it the report dated 13 July 2017 from the Manager Civil Infrastructure and Solid Waste regarding Proposed Expansion of Domestic Waste Management Service Levels to Dubbo and Wellington.

Moved by Mr M Kneipp (Administrator)

MOTION

1. That subject to the acceptance by Council of a tender in respect of Request for Tender T16-036 for the Regional Waste Services contract (including Waste Collection Services, Recycling Processing Services and Organics Processing Services), Council commence an expanded level of waste collection and processing services to the Dubbo Regional Council Local Government Area from 1 July 2018 incorporating both "two bin" (fortnightly Recycling and weekly Mixed Solid Waste) and "three bin" (fortnightly Recycling, weekly Organics and fortnightly Mixed Solid Waste) service levels to be delivered to the following areas (as shown in Appendix 1 of the report of the Manager Civil Infrastructure and Solid Waste dated 13 July 2017) by way of a combination of in-house resources and services provided under Contract T16-036 as follows:

Two Bin Area

- 1. The villages of Eumungerie, Ballimore, Mogriguy, Bodangora, Dripstone, Mumbil, Stuart Town, Cadonia Estate and North Yeoval.
- 2. The other rural and urban fringe areas of the Dubbo and Wellington Collection Districts currently with a Council provided kerbside collection service.
- 3. Multiple Unit Dwellings within Dubbo and Wellington.

Three Bin Area

The urban areas of Dubbo, Wellington, Geurie, Brocklehurst and Wongarbon (excluding Multiple Unit Dwellings such as retirement villages, gated estates and apartment blocks).

- 2. That a community education programme be undertaken prior to the commencement of the new services with specific attention given to the collection areas recommended to receive the "three bin" service including Dubbo, Brocklehurst, Wongarbon, Wellington and Geurie, and to all other areas within the current Wellington kerbside collection district, recommended to receive a "two bin" service for the first time.
- 3. That the draft 2018/2019 Revenue Policy include a Domestic Waste Management Charge for the "two bin" service of \$308 and for the "three bin" service of \$378 with such charges to apply uniformly to the whole of the Local Government Area receiving these respective service levels.
- 4. That the draft 2018/2019 and ongoing budgets for Domestic Waste Management Services provide for a \$50 per year rebate for all eligible pensioner occupied households receiving the "three bin" service.

- 5. That the proposed Mixed Solid Waste collection frequency to apply from 1 July 2018 be "fortnightly" (as the default level of service in respect of the "three bin" service) and include an upgrade option to "weekly" collection at an additional cost of \$40 per annum, as requested by the customer.
- 6. That negotiations be entered into with the current Recycling Services Contractor to provide a fortnightly recycling service to all properties within the Wellington Waste Collection District commencing 1 July 2018, as a variation to the current contract due to expire 30 June 2020.
- 7. That Council offer to enter into agreements with the Narromine Shire Council and Mid- Western Regional Council for the acceptance of uncontaminated green waste that is supplementary to the quantity collected in the Food and Garden Organics kerbside collection contract, at a 10% discount to the standard tipping fee for this class of material.

CARRIED

WSC17/51 LICENCE AGREEMENT FOR THE PIONEER PARK HOCKEY COMPLEX (ID17/324) The Council had before it the report dated 1 May 2017 from the Manager Horticultural

Services regarding Licence Agreement for the Pioneer Park Hockey Complex.

Moved by Mr M Kneipp (Administrator)

MOTION

- 1. That the report from the Manager Horticultural Services dated 1 May 2017 be noted.
- That Council enter into a licence agreement with the Dubbo Hockey Association Inc. for the use of the Pioneer Park Hockey Complex commencing 1 July 2017 with the term of the licence agreement being for a period of ten (10) years.
- 3. That the annual licence fee for the first 2 years shall be fixed at \$5,000 ex GST, increasing to \$10,000 ex GST for Year 3 increasing annually by CPI Sydney All Groups for the remainder of the 10 year licence agreement.
- 4. That any necessary documentation be executed under the Common Seal of the Council.

CARRIED

Council's Director Community and Recreation, Mr Murray Wood, declared a non-pecuniary, less than significant interest in the matter now before the Council and left the room and was out of sight during the Council's consideration, the reason being that Mr Wood is a registered player of the Dubbo Hockey Association and the immediate past president of the Dubbo Hockey Association.

WSC17/55 TENDER FOR NETWASTE REGIONAL WASTE SERVICES (ID17/1209)

The Council had before it the report dated 13 July 2017 from the Manager Civil Infrastructure and Solid Waste regarding Tender for Netwaste Regional Waste Services.

Moved by Mr M Kneipp (Administrator)

MOTION

That the matter be referred to the Committee of the Whole for determination.

CARRIED

WSC17/57 TENDER FOR THE REPLACEMENT OF THE PIONEER PARK HOCKEY COMPLEX - SYNTHETIC PLAYING SURFACE (ID17/1003)

The Council had before it the report dated 15 June 2017 from the Manager Horticultural Services regarding Tender for the Replacement of the Pioneer Park Hockey Complex - Synthetic Playing Surface.

Moved by Mr M Kneipp (Administrator)

MOTION

- That the tender of Tuff Turf N Co Pty Ltd be selected for the Replacement of the Pioneer Park Hockey Complex Synthetic Playing Surface at a cost of \$349,558.80 (ex GST).
- 2. That any necessary documents be executed under the Common Seal of Council.
- 3. That the documents and considerations in regard to this matter remain confidential to Council.

CARRIED

Council's Director Community and Recreation, Mr Murray Wood, declared a non-pecuniary, less than significant interest in the matter now before the Council and left the room and was out of sight during the Council's consideration, the reason being that Mr Wood is a registered player of the Dubbo Hockey Association and the immediate past president of the Dubbo Hockey Association.

CCL17/91 REPORT OF THE FINANCE AND POLICY COMMITTEE - MEETING 17 JULY 2017 (ID17/1247)

The Council had before it the report of the Finance and Policy Committee meeting held 17 July 2017.

Moved by Mr M Kneipp (Administrator)

MOTION

That the report of the Finance and Policy Committee meeting held on 17 July 2017, be adopted.

CARRIED

REPORTS FROM STAFF:

CCL17/92 PROGRESS ON MERGER PROJECTS (ID17/1241)

The Council had before it the report dated 18 July 2017 from the General Manager regarding Progress on Merger Projects.

Moved by Mr M Kneipp (Administrator)

MOTION

That the information contained within the report of the General Manager dated 18 July 2017 be noted.

CCL17/93 STRONGER COMMUNITIES FUND - COMMUNITY GRANTS PROGRAMME ROUND TWO (ID17/1225)

The Council had before it the report dated 13 July 2017 from the Transition Project Officer regarding Stronger Communities Fund - Community Grants Programme Round Two.

Moved by Mr M Kneipp (Administrator)

MOTION

That \$332,939.31 funding under the Stronger Communities Fund Community Grants Programme be allocated as follows for 2017/2018:

Stuart Town Advancement Association	\$17,650
Mt Arthur Reserve Trust	\$2,217.60
Binjang Community Radio	\$14,822.50
Dubbo Australian Football Club	\$3,000
Dubbo Kangaroos Rugby Club	\$3,000
Dubbo City Softball Association	\$3,000
Wellington Connect Inc	\$20,778.45
Police Citizens Youth Clubs Ltd	\$44,562
Dubbo Junior Rugby Union Club	\$7,985
Wellington Rugby Union Club Inc/Wellington Rugby League	\$14,000
Club Inc	
Wellington Rugby Union Club Inc/Wellington Rugby League	\$8,600
Club Inc	
Wellington Uniting Church	\$5,000
Westside Panthers Football Club	\$3,000
Dubbo Running Festival Inc	\$5,005
Paramount Tennis Club Inc	\$2,340
Talbragar CWA	\$3,119
Wellington Junior Soccer Club Inc	\$5,017.76
Dubbo & District Parent Support Group for Deaf/Hearing	\$50,000
Impaired Inc	
Wongarbon CWA	\$5,850
Dubbo Netball Association	\$18,713
Dubbo Touch Association	\$10,252
Dubbo Touch Association	\$6,105
Dubbo & District Kindergarten Inc	\$28,922
Mumbil District Progress Assn Inc	\$50,000

CCL17/94 ANNUAL RISK MANAGEMENT PROGRAM AND INSURANCE MATTERS (ID17/1217)

The Council had before it the report dated 11 July 2017 from the Manager Governance and Risk Services regarding Annual Risk Management Program and Insurance Matters.

Moved by Mr M Kneipp (Administrator)

MOTION

That the Risk Management Program review and the classes of insurance acquired for 2017/2018 be endorsed.

CARRIED

CCL17/95 REGIONAL ECONOMIC DEVELOPMENT STRATEGY (ID17/1246)

The Council had before it the report dated 18 July 2017 from the Director Economic Development and Business regarding Regional Economic Development Strategy.

Moved by Mr M Kneipp (Administrator)

MOTION

- That Dubbo Regional Council supports the development of a Regional Economic Development Strategy for Dubbo, Wellington and Narromine with the intention that if appropriate it be implemented as Council's long term economic development strategy.
- That input gathered from initial community engagement for the development of the draft 2040 Community Strategic Plan be provided as input to the drafting of the Regional Economic Development Strategy.
- 3. That the draft Regional Economic Development Strategy be presented by the Balmoral Group to a future Councillor Workshop prior to its finalisation.
- 4. That reporting of Council's Economic Development Services to the community be provided in appropriate detail to Council through a monthly Informal Report, quarterly Operational Plans and six (6) monthly Economic Development Services Reports.

CCL17/96 WELLINGTON DESTINATION BRAND PROJECT (ID17/1245)

The Council had before it the report dated 17 July 2017 from the Economic Development Officer regarding Wellington Destination Brand Project.

Moved by Mr M Kneipp (Administrator)

MOTION

- 1. That the Economic Development and Marketing Branch progress with the implementation of the Wellington Destination Brand Project including consultation and stakeholder engagement as identified in the report of the Economic Development officer, dated 17 July 2017.
- That a report be provided to the August 2017 meeting of Council on a refined community led brand concept for consideration for a second phase of public consultation.
- 3. That a report be provided to the October 2017 meeting of Council on the two phase community consultation process and the proposed Wellington Destination Brand.

CARRIED

CCL17/97 APPLICATION FOR AN INTEREST FREE DEFERRED CONTRIBUTION FOR THE DUBBO CITY TURF CLUB (ID17/1218)

The Council had before it the report dated 11 July 2017 from the Director Community and Recreation regarding Application for an Interest Free Deferred Contribution for the Dubbo City Turf Club.

Moved by Mr M Kneipp (Administrator)

MOTION

- 1. That Council provide an interest free deferred contribution of \$190,550 (excluding GST) to the City of Dubbo Turf Club to be repaid over a period of five (5) years at an amount of \$41,921 (inclusive of GST) per annum.
- 2. That any necessary documents be executed under the Common Seal of Council.

CCL17/98 RENEWAL OF THE MACQUARIE REGIONAL LIBRARY AGREEMENT (ID17/1243)

The Council had before it the report dated 17 July 2017 from the Director Community and Recreation regarding Renewal of the Macquarie Regional Library Agreement.

Moved by Mr M Kneipp (Administrator)

MOTION

- 1. That Council commence negotiations with Narromine Shire Council and Warrumbungle Shire Council in regards to entering a Macquarie Regional Library agreement for the period 1 July 2018 to 30 June 2021.
- 2. That a further report be presented to Council following the negotiations for consideration.

CARRIED

CCL17/99 KENNARD PARK MASTER PLAN (ID17/1244)

The Council had before it the report dated 17 July 2017 from the Manager Horticultural Services regarding Kennard Park Master Plan.

Moved by Mr M Kneipp (Administrator)

MOTION

- 1. That the report from Manager Horticultural Services dated 17 July 2017 be noted.
- 2. That the draft Kennard Park Master Plan be placed on public exhibition for 28 days and the community invited to make submissions.
- 3. That following public exhibition a further report be presented to Council for consideration.
- 4. That Council write to the Federal Member of Calare, Mr Andrew Gee MP in regards to Council being allocated the \$200,000 that was an election commitment to the community of Wellington for the improvement of the Kennard Park Complex.

CARRIED

CCL17/100 COMMENTS AND MATTERS OF URGENCY (ID17/1236)

There were no matters recorded under this clause.

At this junction it was moved by Mr M Kneipp (Administrator) that the Council resolves into the Committee of the Whole Council, the time being 6.33pm.

The meeting resumed at 6.41pm.

ADDENIDIV NO. 1	- MINITES - ORDINARY COLINCII MEETING - 24 ILII Y 2017	

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CCL17/101 COMMITTEE OF THE WHOLE (ID17/1237)

The Director Corporate Services read to the meeting of the Report of Committee of the Whole held on 24 July 2017.

Moved by Mr M Kneipp (Administrator)

MOTION

That the report of the meeting of the Committee of the Whole held on 24 July 2017 be adopted.

The meeting closed at 6.49pm.
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CHAIRMAN



REPORT COMMITTEE OF THE WHOLE COUNCIL 24 JULY 2017

PRESENT:

Mr M Kneipp (Administrator).

ALSO IN ATTENDANCE:

The General Manager, the Director Corporate Services, the Manager Governance and Risk, the Supervisor Governance, the Director Economic Development and Business, the Transition Project Communications Supervisor, the Media and Public Relations Coordinator, the Director Infrastructure and Operations, the Manager Civil Infrastructure and Solid Waste, the Asset Systems Engineer, the Manager Fleet Management Services, the Director Planning and Environment, the Manager City Strategy Services, and the Director Community and Recreation.

Mr M Kneipp (Administrator) assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 6.33pm.

CW17/13 TENDER FOR THE RELINING OF STORMWATER DRAINAGE PIPES (ID17/1239)

The Committee had before it the report dated 17 July 2017 from the Director Infrastructure and Operations regarding Tender for the Relining of Stormwater Drainage Pipes.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That in accordance with Clause 178 (1)(b) of the Local Government (General) Regulation 2005, Council decline to accept any tenders received for the Q17-026 Relining of Stormwater Drainage Pipes as the tenders received exceed the funds allocation in the project budget.
- 2. That in accordance with Clause 178 (3)(e) of the Local Government (General) Regulation 2005, Council enter into negotiations with Pipe Lining Pty Ltd and ITS Pipe Tech Pty Ltd noting that these companies have been selected for further negotiations on the basis that they achieved the highest evaluations scores for "Spiral Wound" and "Cured in Place Pipe Liners" technology respectively.
- 3. That Council not invite fresh tenders for the Relining of Stormwater Drainage Pipes as a fresh tender process is unlikely to provide a better result for Council.
- 4. That in accordance with Section 377 (1)(i) of the Local Government Act 1993 Council delegate to the General Manager the acceptance of tenders in relation to the Q17-026 Relining of Stormwater Drainage Pipes.
- 5. That a further report be presented to Council in due course detailing the outcomes of this tender process.
- 6. That the documents and considerations in regard to this matter remain confidential to Council

CARRIED

CW17/14 TENDER FOR THE REPLACEMENT OF PLANT 55801, A CCF CLASS 4 WHEELED LOADER (ID17/1143)

The Committee had before it the report dated 12 July 2017 from the Manager Fleet Management Services regarding Tender for the Replacement of Plant 55801, a CCF Class 4 Wheeled Loader.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).

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Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That the tender from Tracserv to supply a Doosan DL250-3, wheeled loader for the purchase price of \$199,703.64, be accepted.
- 2. That plant 55801, a Volvo L70F wheeled loader, be sent to Pickles Auction for disposal with a reserve price of \$30,000.00 GST exclusive, be approved.
- 3. That the documents and considerations in regard to this matter remain confidential to Council.

CARRIED

CW17/15 SALE OF LOT 27 DP 1131385 MCGUINN CRESCENT, MOFFATT ESTATE (ID17/1251)

The Committee had before it the report dated 19 July 2017 from the Manager Commercial Facilities regarding Sale of Lot 27 DP 1131385 McGuinn Crescent, Moffatt Estate.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned commercial information of a confidential nature that would, if disclosed, confer a commercial advantage on a competitor of the Council (Section 10A(2)(d)(ii)).

CARRIED

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- That Council sell Lot 27 DP 1131385 McGuinn Crescent, having an area of 4,113 m², to Dubbo Powder Coating for \$192,000 ex GST.
- 2. That the sale include a three month contract settlement period.
- 3. That all necessary documentation relating to the matter be executed under the Common Seal of the Council.
- 4. That the documents and considerations in regard to this matter remain confidential to Council.

WSC17/55 TENDER FOR NETWASTE REGIONAL WASTE SERVICES (ID17/1209)

The Committee had before it the report dated 13 July 2017 from the Manager Civil Infrastructure and Solid Waste regarding Tender for Netwaste Regional Waste Services.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That subject to the successful tenderer confirming that they will be able to meet the proposed service commencement date of 1 July 2018 for the collection of Food and Garden organics, Council accept the Schedule of Rates Tender (Tender T16-036 for the Regional Waste Services contract including Waste Collection Services, Recycling Processing Services and Organics Processing Services) from JR & EG Richards (NSW) Pty Ltd with a total notional contract value of \$36,204,552 (ex GST) being for Separable Parts A, B and C for the respective terms as included in the contract, as follows:
 - Separable Part A Waste Collection Services (\$18,708,228 ex GST)
 - Fortnightly Recycling to the Wellington and Dubbo Waste Collection Districts.
 - Fortnightly Mixed Waste collection to Dubbo urban/built up area, Brocklehurst, Wongarbon, Wellington and Geurie.
 - Weekly Mixed Waste collection to other rural villages and rural estates in the Dubbo Collection Districts and Multiple Unit Dwellings servicing (and properties taking up the upgrade option in the three bin service area).
 - Annual Bulky Rubbish Clean Up in Dubbo collection district, Wellington and Geurie.
 - Litter Bin Servicing in Dubbo.
 - Transfer Station Servicing.
 - Separable Part B Recycling Processing Services (\$3,802,864 ex GST).
 - Separable Part C Organics Processing Services, including the design and construction of the Dubbo Regional Organics Processing Plant and supply of new FOGO bins (\$13,693,460 ex GST);
- 2. That it be noted that Council's acceptance of the Tender of JR & EG Richards (NSW) Pty Ltd in item 1 as above, includes:
 - Alternative Tender A Reduced rates for combining Separable Parts A and B.
 - Alternative Tender B Reduced rates for litter bin collection being carried out with refurbished vehicles in lieu of new vehicles.
- 3. That negotiations be entered into with JR & EG Richards (NSW) Pty Ltd for a bridging servicing arrangement for the fortnightly collection of Recyclables in the Wellington Waste Collection District, including processing services, commencing 1 July 2018, as a variation to the current contract that Council has with this contractor, expiring 30 June 2020.
- 4. That the resolution of Council be advised in writing to the General Managers of Narromine Shire Council and Mid-Western Regional Council prior to their respective meetings to consider the Regional Waste Services Request for Tender.
- 5. That any necessary documents be executed under the Common Seal of the Council.

6. That the documents and considerations in regard to this tender remain confidential to Council.

Moved by Mr M Kneipp (Administrator)

AMENDMENT

The Committee recommends:

- 1. That subject to the successful tenderer confirming that they will be able to meet the proposed service commencement date of 1 July 2018 for the collection of Food and Garden organics, Council accept the Schedule of Rates Tender (Tender T16-036 for the Regional Waste Services contract including Waste Collection Services, Recycling Processing Services and Organics Processing Services) from JR & EG Richards (NSW) Pty Ltd with a total notional contract value of \$36,204,552 (ex GST) being for Separable Parts A, B and C for the respective terms as included in the contract, as follows:
 - Separable Part A Waste Collection Services (\$18,708,228 ex GST)
 - Fortnightly Recycling to the Wellington and Dubbo Waste Collection Districts.
 - Fortnightly Mixed Waste collection to Dubbo urban/built up area, Brocklehurst, Wongarbon, Wellington and Geurie.
 - Weekly Mixed Waste collection to other rural villages and rural estates in the Dubbo Collection Districts and Multiple Unit Dwellings servicing (and properties taking up the upgrade option in the three bin service area).
 - Annual Bulky Rubbish Clean Up in Dubbo collection district, Wellington and Geurie.
 - Litter Bin Servicing in Dubbo.
 - Transfer Station Servicing.
 - Separable Part B Recycling Processing Services (\$3,802,864 ex GST).
 - Separable Part C Organics Processing Services, including the design and construction of the Dubbo Regional Organics Processing Plant and supply of new FOGO bins (\$13,693,460 ex GST);
- 2. That it be noted that Council's acceptance of the Tender of JR & EG Richards (NSW) Pty Ltd in item 1 as above, includes:
 - Alternative Tender A Reduced rates for combining Separable Parts A and B.
 - Alternative Tender B Reduced rates for litter bin collection being carried out with refurbished vehicles in lieu of new vehicles.
- 3. That negotiations be entered into with JR & EG Richards (NSW) Pty Ltd for a bridging servicing arrangement for the fortnightly collection of Recyclables in the Wellington Waste Collection District, including processing services, commencing 1 July 2018, as a variation to the current contract that Council has with this contractor, expiring 30 June 2020.
- 4. That the resolution of Council be advised in writing to the General Managers of Narromine Shire Council and Mid-Western Regional Council prior to their respective meetings to consider the Regional Waste Services Request for Tender.
- 5. That having regard to Clause 178(1A) of the Local Government (General) Regulation 2005, it be noted that in considering tenders submitted for Contract T16-036, Council has taken into account its existing Domestic Waste Management and Other Waste

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Management employees, such that all such employees will continue to be employed by Council on at least the same terms and conditions to those applicable immediately before the tender was submitted with Council staff undertaking the weekly collection of the Food and Organic Waste Bins in Dubbo and Wellington and the operation of the Whylandra and Wellington waste facilities.

- 6. That any necessary documents be executed under the Common Seal of the Council.
- 7. That the documents and considerations in regard to this tender remain confidential to Council.

The amendment on being put to the meeting was carried.

The amendment then became the motion and on being put to the meeting was CARRIED.

The meeting closed at 6.41pm.
CHAIRMAN



REPORT EXTRAORDINARY COUNCIL MEETING 9 AUGUST 2017

PRESENT:

Mr M Kneipp (Administrator).

ALSO IN ATTENDANCE:

The General Manager, the Director Corporate Services, the Manager Governance and Risk, the Supervisor Governance, the Manager Information Management, the Director Economic Development and Business, the Corporate Communications Supervisor, the Director Infrastructure and Operations, the Manager Fleet Management Services and the Director Community and Recreation.

Mr M Kneipp (Administrator) assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 12:00 noon with a prayer for Divine Guidance to the Council in its deliberations and activities. The acknowledgment of country was also read by the Administrator, Mr M Kneipp.

CCL17/103 LEAVE OF ABSENCE (ID17/1404)

There were no requests for leave of absence recorded.

CCL17/104 PUBLIC FORUM (ID17/1405)

There were no speakers during Public Forum.

ADMINISTRATOR MINUTE:

CCL17/104(a) FUNDING ANNOUNCEMENT FROM STATE GOVERNMENT (ID17/1434)

The Council had before it the Administrator Minute regarding Funding Announcement from State Government.

Moved by Mr M Kneipp (Administrator)

MOTION

- That the letter dated 7 August 2017 from Troy Grant MP, Member for Dubbo, regarding the funding announcement be noted.
- 2. That Troy Grant MP be thanked for his efforts in securing this significant funding for the Dubbo Regional Council Local Government Area.
- 3. That the Premier, the Hon Gladys Berejiklian MP, and Deputy Premier, the Hon John Barilaro MP, be thanked for their support to the Dubbo Regional Council Local Government area in the provision of the substantial funding as announced by the Member for Dubbo, Troy Grant MP, herewith.
- 4. That the General Manager be requested to liaise with the Member for Dubbo in regard to the formal funding arrangements to progress the various projects.
- 5. That any necessary documents be executed under the Common Seal of Council.

CARRIED

REPORTS FROM STAFF:

CCL17/105 WELLINGTON POOL COMPLEX MASTER PLAN (ID17/1263)

The Council had before it the report dated 28 July 2017 from the Manager Horticultural Services regarding Wellington Pool Complex Master Plan.

Moved by Mr M Kneipp (Administrator)

MOTION

- 1. That the information contained within the report of the Manager Horticultural Services dated 28 July 2017 be noted.
- 2. That following feedback received from the public exhibition of the three Wellington Pool Complex Options, and the subsequent revision of the plan, that the Wellington Pool Complex Master Plan based on Option 1 now be adopted on the basis that Option 1 received 72% of the community feedback.
- 3. That residents who provided a written submission be formally thanked by letter for their contribution towards the redevelopment of the Wellington Pool Complex.
- 4. That Facility Design Group be engaged to progress the Wellington Pool Complex Master Plan to DA standard following the receipt of their quote of \$113,100 (ex gst) on the basis that of a preferred supplier and that they were initially selected following an Expression of Interest and their performance to date.

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At this junction it was moved by Mr M Kneipp (Administrator) that the Council resolves into the Committee of the Whole Council, the time being 12.08pm.

The meeting resumed at 12.15pm.

CCL17/106 COMMITTEE OF THE WHOLE (ID17/1406)

The Director Corporate Services read to the meeting of the Report of Committee of the Whole held on 9 August 2017.

Moved by Mr M Kneipp (Administrator)

MOTION

That the report of the meeting of the Committee of the Whole held on 9 August 2017 be adopted.

The meeting closed at 12.22pm.	
CHAIRMAN	



REPORT CONFIDENTIAL COMMITTEE OF THE WHOLE MEETING 9 AUGUST 2017

PRESENT:

Mr M Kneipp (Administrator).

ALSO IN ATTENDANCE:

The General Manager, the Director Corporate Services, the Manager Governance and Risk, the Supervisor Governance, the Manager Information Management, the Director Economic Development and Business, the Corporate Communications Supervisor, the Director Infrastructure and Operations, the Manager Fleet Management Services and the Director Community and Recreation.

Mr M Kneipp (Administrator) assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 12.08pm.

CW17/16 SOFTWARE LICENCING - MICROSOFT ENTERPRISE AGREEMENT (ID17/1402)

The Committee had before it the report dated 1 August 2017 from the IT Project Coordinator regarding Software Licencing - Microsoft Enterprise Agreement.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That the quotation from Data#3 Limited for \$551,240 (ex GST) with a Year 1 contract payment of \$181,080 be accepted.
- 2. That any necessary documents be executed under the Common Seal of the Council.
- 3. That the documents and considerations in regard to this matter remain confidential to Council.

CARRIED

CW17/17 CONSTRUCTION OF ELIZABETH PARK CARPARK AND DETENTION BASIN (ID17/1389)

The Committee had before it the report dated 31 July 2017 from the Director Infrastructure and Operations regarding Construction of Elizabeth Park Carpark and Detention Basin.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).

CARRIED

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- That in accordance with Clause 178 (1)(b) of the Local Government (General)
 Regulation 2005, Council decline to accept any tenders received for the Construction
 of Elizabeth Park Carpark and Detention Basin as the tenders received exceed the
 funds allocated in the project budget.
- 2. That in accordance with Clause 178 (3)(f) of the Local Government (General) Regulation 2005, Council not invite fresh tenders for the Construction of Elizabeth Park Carpark and Detention Basin and that Council undertake construction of this project itself.
- 3. That the documents and considerations in regard to this matter remain confidential to Council.

CW17/18 DESIGN AND CONSTRUCTION OF DUBBO CITY REGIONAL AIRPORT RUNWAY ASPHALT SURFACE UPGRADE (ID17/1390)

The Committee had before it the report dated 31 July 2017 from the Director Infrastructure and Operations regarding Design and Construction of Dubbo City Regional Airport Runway Asphalt Surface Upgrade.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).

CARRIED

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That the tender of Fulton Hogan Industries Pty Ltd in the amount of \$6,146,045.00 (ex GST) be accepted.
- 2. That funding of \$400,000 to complete this project be sourced by way of reallocating funding provided in the 2017/2018 Airport Function Budget for the proposed extension of the security carpark (\$280,911) noting that such carpark extension will not now be proceeding in 2017/2018, and from Council's Airport Internally Restricted Asset (\$120,000).
- 3. That any necessary documentation be executed under the Common Seal of the Council.
- 4. That the documents and considerations in regard to this matter remain confidential to Council.

CW17/19 REPLACEMENT OF PLANT NUMBER 2284, A CCF CLASS 15 MOTOR GRADER (ID17/1267)

The Committee had before it the report dated 24 July 2017 from the Manager Fleet Management Services regarding Replacement of Plant Number 2284, a CCF Class 15 Motor Grader.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).

CARRIED

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- That the 2017/2018 replacement funds for plant number 2283, a 2007 Caterpillar 12H motor grader, be used to replace plant number 2284.
- 2. That plant number 2283, a 2007 Caterpillar 12H motor grader be rescheduled for replacement in the 2018/2019 financial year.
- 3. That the tender from Komatsu to supply a GD655-5 Class 15, motor grader for the purchase price of \$367,727.27 (ex GST), less the trade in value of \$86,363.64 (ex GST) for a change over figure of \$281,363.64 (ex GST) be approved.
- 4. That any necessary documents be executed under the Common Seal of the Council.
- 5. That the documents and considerations in regard to this matter remain confidential to Council.

CARRIED

CW17/20 MOWING OF SEALED RURAL ROAD VERGES (AND ASSOCIATED TASKS) (ID17/1403)

The Committee had before it the report dated 1 August 2017 from the Manager Landcare Services regarding Mowing of Sealed Rural Road Verges (and Associated Tasks).

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That the tender of Centrogen Vegetation Management Solutions in the amount of \$76,300 (ex GST) annually for the two year period 2017-2019 be accepted.
- 2. That any necessary documents be executed under the Common Seal of the Council.
- 3. That the documents and considerations in regard to this matter remain confidential to Council.

CARRIED

CW17/21 CONSTRUCTION OF NATURE-BASED PLAYGROUND AT DUBBO REGIONAL BOTANIC GARDEN (ID17/1275)

The Committee had before it the report dated 26 July 2017 from the Manager Horticultural Services regarding Construction of Nature-based Playground at Dubbo Regional Botanic Garden.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).

CARRIED

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- That the information contained within the report of the Manager Horticultural Services dated 26 July 2017 be noted.
- 2. That in accordance with Clause 178 (1)(b) of the Local Government (General) Regulation 2005, Council decline to accept any tenders received for the Construction for the Nature-based Playground at Dubbo Regional Botanic Garden as the tenders received exceed the funds allocated in the project budget and that the tenderers be thanked for the submission of their tender.
- 3. That in accordance with Clause 178 (3)(f) of the Local Government (General) Regulation 2005, Council not invite fresh tenders for the Construction of the Nature-based Playground at the Dubbo Regional Botanic Garden and that Council undertake management of this project itself.
- 4. That a staged program for the construction of the Nature-based Playground be investigated to take advantage of other external funding opportunities.
- 5. That any necessary documents be executed under the Common Seal of the Council.

APPENDIX NO: 4 - MINUTES - COMMITTEE OF THE WHOLE - 9 AUGUST 2017	ITEM NO

: CCL17/110 That the documents and considerations in regard to this matter remain confidential 6. to Council.

The meeting closed at 12.15pm.
CHAIRMAN



REPORT EXTRAORDINARY COUNCIL MEETING 24 AUGUST 2017

PRESENT:

Councillors Mr M Kneipp (Administrator).

ALSO IN ATTENDANCE:

The General Manager (C Giffin), the Manager Governance and Risk, the Corporate Communications Supervisor, the Director Infrastructure and Operations, the Director Planning and Environment and the Director Community and Recreation.

Mr M Kneipp (Administrator) assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 1.30pm with a prayer for Divine Guidance to the Council in its deliberations and activities.

CCL17/107 LEAVE OF ABSENCE (ID17/1526)

There were no requests for leave of absence recorded.

CCL17/108 PUBLIC FORUM (ID17/1528)

There were no speakers during Public Forum.

ITEM NO: CCL17/110

REPORTS FROM STAFF:

CCL17/109 DUBBO STAMPEDE RUNNING FESTIVAL 2017 - TEMPORARY ROAD CLOSURE OBLEY ROAD (ID17/1527)

The Council had before it the report dated 21 August 2017 from the Director Infrastructure and Operations regarding Dubbo Stampede Running Festival 2017 - Temporary Road Closure Obley Road.

Moved by Mr M Kneipp (Administrator)

MOTION

- That the application of the Dubbo Running Festival Committee Incorporated be approved for the undertaking of the Dubbo Stampede Running Event on Sunday 27 August 2017, between 6.15 am and 1.00 pm, on condition of the NSW Police Service and subject to the following conditions of Dubbo Regional Council:
 - a. A temporary road closure will be implemented between 6.15 am and 10.15 am in Obley Road commencing on the southern side of Taronga Western Plains Zoo access south to the intersection of Camp Road including the implementation of a Traffic Control Plan and detour via the Newell Highway and Camp Road Intersection. "Zoo local traffic" access only will be available at the intersection of Newell Highway and Obley Road.
 - b. That temporary road closures be implemented between 6.15 am and 12.00 pm in Tamworth Street west from the intersection of South Street to its conclusion.
 - c. The submissions of a Traffic Management and Traffic Control Plan to Council for approval in accordance with Australian Standard 1742.3 and the Roads and Maritime Services Guide to Traffic Control at Worksites and prepared by an accredited person. Council's Traffic Control Plan TM 7052 is to be implemented for the event.
 - d. Traffic Controllers and trained course marshals are to be provided at all road closure points and other locations as identified in the Event Management Plan with restricted access only to emergency and authorised vehicles. All Traffic Controllers are to be specifically authorised for the event with current Roads and Maritime Services certification.
 - e. Council's Administration Officer must sight a copy of the current Public Liability Insurance Policy for a minimum amount of \$20 million on which Dubbo Regional Council and NSW Police are specifically noted to be indemnified against any action resulting from the event.
 - f. The applicant is responsible for the provision of all traffic control required for the event in accordance with the traffic control plan.
 - g. The applicant is responsible for all costs associated with the placement of a public notification and advice to the residents within the closed and affected roads prior to the event advising of the Dubbo Stampede Running Festival.
 - h. All traffic advisory signs shall be placed in accordance with the approved Traffic Control Plan and the Traffic and Event Management Plan.

APPENDIX NO: 5 - MINUTES - ORDINARY COUNCIL MEETING - 24/08/2017 - SPECIAL

ITEM NO: CCL17/110

- i. The NSW Police Service consent and conditions for the running of the event as considered necessary.
- j. The applicant is to provide Council with a signed/dated copy of the Traffic and Event Management Plan.
- k. The applicant is to submit to Council all the appropriate documentation required accepting the above terms and conditions before final approval will be granted.
- I. All costs associated with implementing these event conditions are to be met by the Event Organiser.
- m. That in the event of the Tamworth Street footbridge being closed to flooding the "Contingency Plan" as detailed in the Event and Traffic Management Plan shall be invoked requiring the closure of Tamworth and South Streets, and the use of Huckel Street in accordance with Appendix 7, 8 and 9 and the Traffic Control Plan TM 7052, sheet 3.

e meeting closed at 1.32pm.	
IAIRMAN	



ADMINISTRATOR MINUTE: Administrator Appointments

AUTHOR: Administrator REPORT DATE: 17 July 2017 TRIM REFERENCE: ID17/1240

To the Council Ladies and Gentlemen

Office of the Administrator Civic Administration Building Church Street, Dubbo

Monday 17 July 2017

- Attended a workshop on the FOGO/Dubbo Regional Organic Processing Plant Tender.
- Attended briefing for Council's Committee meetings.
- Attended the Planning and Development Committee, Works and Services Committee and the Finance and Policy Committee meetings.

Tuesday 18 July 2017

- Media Interview 2DU.
- Media Interview ABC Western.
- Media Interview Prime News.
- Media Interview WIN Television.
- Media Interview Southern Cross Ten.
- Participated in interviews along with Council's General Manager, Mark Riley and Local Government Employment Management Solutions, Christian Morris, for the recruitment of the Director Infrastructure and Operations position.

Wednesday 19 July 2017

Media Interview – ABC Orange.

Thursday 20 July 2017

- Media Interview Prime News.
- Media Interview WIN Television.
- Meeting with two Dubbo residents with regard to the Third Bin Proposal.
- Met with Office of Local Government's Ms G Cole.

Friday 21 July 2017

- Attended along with Council's General Manager, Mark Riley, State Member for Dubbo, Troy Grant MP, NSW Rural Fire Service Commissioner Shane Fitzsimmons, and Deputy Commissioner Rob Rogers, the announcement for the \$9 million training facility for NSW Rural Fire Service volunteers and staff to be located at the Dubbo City Regional Airport.
- Attended the Wellington Bicentenary Committee meeting.

Saturday 22 July 2017

Attended the Geurie Lions changeover dinner.

Sunday 23 July 2017

Attended the Wujiang Student Exchange welcome dinner.

Monday 24 July 2017

- Attended along with Council's General Manager, Mark Riley, the regular meeting with State Member for Dubbo, Mr Troy Grant, MP.
- Attended along with Council's General Manager, Mark Riley and Director Planning and Environment, Melissa Watkins a meeting with developers and a resident regarding a planning matter.
- Attended a meeting with a representative of a local organisation to discuss a project.
- Attended the Council meeting briefing.
- Attended the Ordinary Meeting of Council.

Tuesday 25 July 2017

- Media Interview 2DU.
- Media Interview DCFM.
- Media Interview HitFM.
- Attended along with Council's General Manager, Mark Riley and various staff a meeting with Service NSW, regarding the redevelopment of the Wellington Motor Registry.

Wednesday 26 July 2017

- Attended a meeting along with Council's Tourism, Promotions and Media Officer, Shannon Starr and representatives of the Wiradjuri Wellington Town Common Aboriginal Corporation to discuss the Bicentenary celebrations in Wellington.
- Attended the Charles Sturt University dinner.

Thursday 27 July 2017

- Attended along with Council's General Manager, Mark Riley and Director Community and Recreation, Murray Wood a meeting at Charles Sturt University to discuss a proposed development.
- Attended the Dubbo Health Council board meeting.
- Attended along with Council's General Manager, Mark Riley and Director Planning and Environment, Melissa Watkins a meeting with Mr J Wiseman from Department Premier and Cabinet to discuss Faster Housing Approvals.
- Hosted the Administrator's Developers Forum.

Friday 28 July 2017

 Attended along with, Federal Member for Parkes, Mark Coulton and Dubbo Stock and Station Agents Association president, Matt Weber the official opening of the Dubbo Regional Livestock Markets Cattle Sale Facilities.

Tuesday 1 August 2017

- Attended the opening ceremony of the New South Wales Girls' Academy Showcase.
- Media interview ABC Orange.
- Media interview Daily Liberal.
- Attended the regular Dubbo Zirconia Project meeting.

Thursday 3 August 2017

- Attended along with Council's General Manager, Mark Riley, the Great Business Program event at Lazy River.
- Attended the CWA Dubbo Day Branch cheque presentation event.
- Attended along with Council's General Manager Mark Riley the Orana Regional Organisation of Councils' dinner in Mudgee.

Friday 4 August 2017

• Attended along with Council's General Manager, Mark Riley, the Orana Regional Organisation of Councils' board meeting in Mudgee.

Saturday 5 August 2017

Attended the Minokamo Student Exchange Farewell Dinner.

Monday 7 August 2017

- Attended along with Council's General Manager, Mark Riley and staff, a funding announcement made by State Member for Dubbo Troy Grant at Victoria Park, No. 1 Oval.
- Attended the Rural Consultative Working Party meeting.

Tuesday 8 August 2017

- Participated, along with Council's General Manager, Mark Riley, in a Department of Premier and Cabinet teleconference.
- Media interview DCFM.
- Attended the Royal Flying Doctor Service to attend a board meeting.

Wednesday 9 August 2017

- Attended along with Council's General Manager, Mark Riley, and Director Community and Recreation, Murray Wood, a meeting with Department of Premier and Cabinet's Ms C Scales and Ms G Ganguly to discuss a recreation issue in Wellington.
- Attended the Extraordinary Meeting of Council.
- Attended the Wellington Caves Complex Masterplan workshop.
- Attended the final Local Representation Committee meeting.

Thursday 10 August 2017

 Travelled to Sydney to attend the Inland Forum, along with Council's General Manager Mark Riley.

Friday 11 August 2017

Attended the Country Mayors' meeting.

Monday 14 August 2017

• Attended along with Council's General Manager, Mark Riley, a funding announcement made by Deputy Premier John Barilaro at the Dubbo Train Station.

Wednesday 16 August 2017

• Attended the 50th anniversary of the Lake Burrendong project completion at Macquarie Regional Library, Wellington branch.

Thursday 17 August 2017

- Attended the Wellington Bicentenary Committee meeting.
- Media Interview Prime News.

Friday 18 August 2017

- Attended the John Oxley talk and display at the Macquarie Regional Library, Wellington branch.
- Attended along with Council's General Manager, Mark Riley, and the Executive Leadership Team the Wellington Bicentenary welcome dinner.

Saturday 19 August 2017

 Attended along with Council's General Manger, Mark Riley, State Member for Dubbo, Mr Troy Grant MP and Federal Member for Calare, Andrew Gee, the Wellington Bicentenary celebrations.

Sunday 20 August 2017

 Attended the 100th anniversary celebrations for St Patrick's Catholic Church in Wellington.

RECOMMENDATION

That the information contained within the Administrator Minute dated 17 July 2017 be noted.

Michael Kneipp Administrator



ADMINISTRATOR MINUTE:

Administrator's Report to the

Community: Dubbo Regional Council

AUTHOR: Administrator REPORT DATE: 23 August 2017 TRIM REFERENCE: ID17/1548

To the Council Ladies and Gentlemen Office of the Administrator Civic Administration Building Church Street, Dubbo

A new Council was Proclaimed by the NSW State Government on 12 May 2016 as a result of a merger of the former Dubbo City and Wellington Councils. Initially Proclaimed Western Plains Regional Council a new Proclamation was made on 7 September 2016 changing the name to Dubbo Regional Council.

The new Council became effective upon Proclamation and commenced operating under Administration from 12 May 2016 with Mr Michael Kneipp appointed the Administrator and Mr Mark Riley appointed the Interim General Manager. The Administration period ends immediately before the first Council meeting after Local Government elections held on 9 September 2017.

During the Administration period the new Council has successfully progressed the integration of the businesses and operations of the former councils, overseen a significant injection of infrastructure funding through the Stronger Communities Fund, progressed major capital works and delivered services to the community with improvements which make effective use of Council's scale and capacity.

This report details the achievements of Dubbo Regional Council and implementation of major organisational projects commenced as required by the merger.

The increased scale and capacity of the new Council has enabled the timely completion of projects commenced by the previous councils and new capital infrastructure projects have been fast tracked with injections of new grant funding and careful allocation of Council resources.

This report provides updates in regards to:

- 1. Dubbo Regional Council profile
- 2. Merger implementation
- 3. Stronger Communities Fund
- 4. Services to the Community
- 5. Transition to elected Councillors

Funding of Council's merger implementation projects was made available from the \$5 million Merger Implementation fund made available to the new Council by the NSW Government.

Council has allocated \$682,510 from the Stronger Communities Fund to not-for-profit organisations across two Rounds of Community Grants Round 3 applications will be advertised in April/May 2018 with the available funding for the 2018/2019 year expected in include unallocated funds from the 2017/2018 financial year plus accumulated interest. \$8.73M from the Stronger Communities Fund has been allocated to ten major infrastructure projects with further details contained in the body of this report.

The regional economy continues to prosper with new infrastructure investment supporting jobs and growth. A large number of major projects are in progress which have direct economic, social and community benefits for the region. The expansion of the Wellington Correctional Facility, commencement of Bodangora (Wellington) Wind Farm, the completion and opening of Stage 2 of the Dubbo Hospital development and ongoing construction of Stage 3, confirmation of a preferred route for a new bridge crossing the Macquarie River at River Street Dubbo, the announcement of a new \$9 million Rural Fire Service Regional Training Facility to be built at the Dubbo City Regional Airport, funding approaching \$28 million for capital projects in the LGA and the future development of a major Rail Maintenance Facility are planning commitments which develop further economic confidence and will allow the region to grow as a key economic centre for NSW.

Record winter rainfall in 2016 and flooding affecting Dubbo and Wellington causing significant damage to the regional road network. As a result Council's resources were redirected from various projects as priority was given to repairs and maintenance across the road network. This affected progress on the Mitchell Highway/Capstan Road roundabout delaying the project. However, through traffic was maintained throughout the project and the roundabout was opened in July 2017.

High river flows also forced the postponement of construction of the rock ramp and fishway at the South Dubbo Weir. Construction recommenced in March 2017 with the project completed in August 2017.

Dubbo Regional Council has also completed or progressed many significant projects as part of an ongoing capital works program. Projects completed or significantly progressed during the Administration period include: Dripstone Bridge Replacement, Eumungerie Water Supply Scheme, Wellington CBD Beautification, Wellington Caves Caravan Park upgrades, Playmates Cottage construction, Golden Highway upgrades and intersection improvement and the Erskine Street Pump Station upgrade.

Further details on the achievements of Dubbo Regional Council and delivery of Council services is included in the body of this report.

Post the Local Government Elections to be held on 9 September 2017 strategic planning will continue to be a key priority for the new Council. In this regard consultation has started on the development of a draft 2040 Community Strategic Plan. Dubbo Regional Council is also supporting the development of a regional Economic Development Strategy in partnership with the NSW Office of Regional Development.

Dubbo Regional Council is in a sound financial position and is well placed to deliver the priority infrastructure projects and services for the long-term benefit of the ratepayers, residents, businesses and the diverse communities of the Dubbo Regional Local Government Area.

1 DUBBO REGIONAL COUNCIL PROFILE

A new Council was Proclaimed by the Governor of NSW on 12 May 2016 as a result of a merger of the former Dubbo City and Wellington councils.

Mr Michael Kneipp was appointed the Administrator of the new Council until immediately prior to the Mayoral Election following the elections for Councillors are held on 9 September 2017.

During the Administration period the Administrator has acted on behalf of the community and determined matters consistent with the NSW Local Government Act 1993 (Local Government Act) with the legislated authority of a Mayor and Council.

The Administration period has also enabled the necessary structures of a new organisation to be established and for the preparation for election of Councillors.

The collection of census data in August 2016 has provided a community profile with a new baseline of demographic information for the Dubbo Regional LGA. This will assist with future strategic planning with comparable demographic data and characteristics now available for the whole LGA.

Based on the 2016 Census the community profile of Dubbo Regional Council includes:

• Population: 50,077 (2011: 47,297)

Median age: 37 (2011: 37)

Median weekly household income: \$1,272 (2011: \$1,018)

Aboriginal and Torres Strait Islander population 7,739 (2011: 6.683)

The Dubbo Region Economic Profile (September 2016) shows the regional economy is strong with low unemployment and strong growth in the housing market.

The Economic Profile includes the following:

Unemployment: 3.7% (March 2017)

Employment: 19,217 jobs

Gross Regional Product: \$3.11 billion

Number of businesses: 4,615

- Main industries: Health Care and Social Assistance (16%), Retail trade (12.8%), Education and Training (9.7%), Public Administration and Safety (8.9%), Accommodation and Food Services (7.3%), Manufacturing (6.6%), Construction (5.7%), Agriculture, Forestry and Fishing (5%)
- Median house price: \$355,000 (April 2017)
- Median unit price: \$255,000 (April 2017)
- Median weekly rent (3 bedroom): \$290 (December 2016)
- Annual domestic overnight visitors to Dubbo: 477,000 (12 months up to March 2017)
- Annual domestic day visitors to Dubbo: 458,000 (12 months up to March 2017)

Annual planned expenditure for Dubbo Regional Council as quantified in the 2017/2018 Annual Operational Plan and Budget is some \$214 million.

As per the Proclamation, Dubbo Regional Council has been divided into five wards with two Councillors to be elected from each ward. The Mayor will be elected by Councillors and appointed for a two year term in accordance with amendments made to the NSW Local Government Act.

2. MERGER IMPLEMENTATION

2.1 Organisational implementation of merger

The organisational implementation of the merger has been successfully and professionally managed by Dubbo Regional Council's Executive Leadership Team and a small dedicated Transition team including a Transition Project Lead and project officers with expertise in management, human resources and communications. **Figure 1** illustrates the implementation process and the major bodies of work required in each phase.

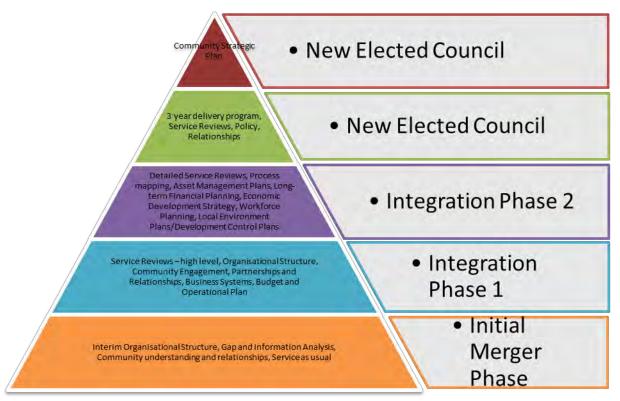


Figure 1: Transition phases for Dubbo Regional Council

Implementation costs have been funded by the NSW Government New Council Implementation Fund. To date \$2.22M of the \$5M available has been committed for merger projects.

Remaining funds have been allocated to finalise the merger projects including development of a new Integrated Planning and Reporting Framework (2040 Community Strategic Plan, 2018-2020 Delivery Program and Annual Operational Plan 2018/2019), standardised operating environment and asset management planning.

2.2 Integrated Business Systems

From 3 July 2017 Dubbo Regional Council commenced operating a single integrated Corporate Business System which provides a unified interface for staff operating across all Council offices. This successful outcome was the result of over 9 months of detailed planning, review of existing systems in both former councils and months of software development, migration of data and testing.

A formal Project Team involving Council Directors and Managers led this complex project with additional Project Management provided on contract by iPLATINUM Pty Limited. Software provider Civica was awarded a contract for integration of Dubbo Regional Council's Corporate Business System.

A unified Corporate Business System is integral to the operating functions of Council. The solutions integrated included:

- Financial Management System
- Land Information System Core Property, Revenue and Services
- Human Resources and Payroll System
- Asset Management System
- Electronic Document and Records Management System
- Customer Request Management

In addition, Council is implementing additional software modules which improve security and governance in managing financial services and reduces processing. This includes:

- Role based secure, online requisitions
- Contracts module expanded to manage external contractors
- Accounts payable invoice workflow
- Payroll online leave and work patterns
- Online certificates
- Upgraded electronic document record management system

The new Corporate Business System was enabled by the construction of a communications link commissioned in January 2016 which provides 1-gigabit per second connectivity between Dubbo and Wellington via relay points at Rifle Range Road and Twelve Mile Road north of Wellington.

Construction of the communications link included new communications towers at both the Rifle Range Road and Twelve Mile Road sites and ancillary equipment such as microwave radios, antennas, cabling and other network devices.

The importance of robust information management and financial systems can not be underestimated and the integration of these functions has been a critical part of the merger process.

2.3 Service Review

One of the challenges for Dubbo Regional Council was to assess how the organisation should be reorganised to meet the future needs of the community. In this regard the services of the Institute of Public Policy and Governance, University of Technology Sydney (UTS) were engaged to undertake the development of a Service Review framework.

The recommendations from UTS were to fully investigate those services which were likely to have significant impact on the organisation structure.

High level service reviews focussed on areas of Council's operations which had a high net cost in delivering the service, provided opportunities to test alternative ways of delivering the service or had potential impact on the organisation structure.

As a result of this review, Council has implemented organisational changes to achieve economies of scope and scale under a merged structure. This includes centralising responsibility for corporate asset management policy and capability, building asset management, centralising procurement and combining commercial operations to create synergies and efficiencies.

As illustrated in **Figure 1** detailed service reviews, process mapping and improvements will be an important component of integration going forward to continue to improve services to the community and to deliver these services in a cost effective way.

2.4 Vision, mission and values

Creating a vision, mission and values for the organisation was an important project led by Council's Executive Leadership Team.

This project focused on defining and shaping the new organisation, developing Council's purpose and the values of the organisation.

To assist with this project, Strategy to Performance Consulting Group were engaged to conduct interviews with staff as well as group meetings. Four half-day workshops were conducted with a mixture of 65 staff from the former Dubbo and Wellington councils to collect ideas on their vision for a new Dubbo Regional Council.

Information was collated from these workshops as well as interviews with staff conducted independently by consultants and reviews of employee surveys were collated and reported to Council's Executive Leadership Team. The Executive conducted two full day workshops to review the information and prepare a new organisational vision, purpose and values.

In December 2016, Council's Transition Plan on a Page was launched by the General Manager with a new Vision, Purpose and Values statement.

The resulting Plan on the Page and Vision, Purpose and Values as illustrated in **Figure 2** is a strategy which has guided the organisation through the Administration period.

At a point after September 2017 it will be time to reflect on the success measures included in this Plan, set new strategies for continuous improvement and ensure Council's Vision, Purpose and Values align with the community strategies enacted by the new Council.



VALUES VISION **PURPOSE** · Customer-focused - we are passionate about serving our community and Great To make our creating a great place to live community, community a . Integrity - we act with integrity and great great place to professionalism and we are accountable council live, work and to deliver the results we promise play . One team - we work as one team and partner with others to deliver more than we can achieve alone STRATEGY . To be customer-focused in everything we do · Build effective alliances and partnerships across sectors to support growth and prosperity in our region · Streamline and modernise our organisation and processes to create an agile customer-focused organisation that delivers solutions and outcomes • To improve our people leadership capabilities to support us working as one team

DELIVERY

- Pilot new approaches to community and staff engagement to assist quality decision making and service delivery
- Utilise alliances to ensure the amalgamation process delivers exceptional value to the community
- Reshape the organisation and rework selected processes to support these strategies
- Utilise staff feedback to improve staff engagement and involvement in the change process



Figure 2: Dubbo Regional Council, Plan on a Page

2.5 New Council Brand

Between June and July 2016 Council undertook independent research to address the community concern regarding the name issued to the organisation as part of the initial merger Proclamation.

The research conducted, which included random telephone and face to face surveys plus an online survey and the feedback collected by the Member for Dubbo the Hon. Troy Grant MP, revealed low satisfaction overall with the name, Western Plains Regional Council. As a consequence, the Minister for Local Government was requested to change the Council name to Dubbo Regional Council.

This request was acceded to and the name, Dubbo Regional Council, was Proclaimed on 7 September 2016.

Aligned with the Council name, Council delivered a new Brand to represent the preferred name of Dubbo Regional Council and initiated a replacement program of former Council brands on hard and soft assets throughout the new LGA.

The logo for the new Council, a contemporary letter-based design making use of the initials of the Council name, *D R and C*, was officially launched on 8 September 2016.

The logo and brand were created in-house with all design development costs within Council's existing budgets. The cost in staff wages, including time spent on consultation and finalising design and concepts, was \$4,400.

Replacement of the former brands of the Dubbo City and Wellington councils was undertaken in line with a Branding Project Location and Prioritisation list established by facility owners and managers across Council. This process identified the critical and high priority replacements of logos and signage for Dubbo Regional Council required as a result of the merger of the Dubbo City and Wellington councils.

The high priority replacements were completed by July 2017.

Low priority brand replacements outside the scope of priority branding projects are the ongoing responsibility of the respective Division. This responsibility includes identifying material and signage to be replaced and funding the cost of replacement.

Costs of rebranding assets has totalled \$68,800 funded from the merger implementation fund.

2.6 New Organisational Structure

The two former councils had very different organisation structures — one being hierarchical with various specialised roles; the other being quite flat with many generalist roles largely due to the scale of services. The Proclamation of the new Council stated the initial organisational structure was, as far as practicable, to be a composite of the organisation structures of each of the former councils.

Following the merger of Dubbo City and Wellington councils an interim structure was first established by the then Western Plains Regional Council at its Ordinary meeting held on 25 May 2016 comprising a Wellington Branch as well as the six Divisions of the former Dubbo City Council. This was amended in September 2016 such that the Interim Organisational Structure was based on the six (6) Divisional Structure that had served the former Dubbo City Council.

The interim structure was a short term solution which enabled the organisation to continue to provide services to the community, deliver some new services to areas of the former Wellington LGA that were standard for Dubbo City such as ranger services, planning advice and economic development and coordinate the large number of merger projects through the Transition Project Office.

Dubbo Regional Council assessed how the organisation should be reorganised to meet the future needs of the community through the Service Review discussed earlier in this report and UTS were further engaged to assist in an organisation structure review.

Council's new organisation structure was adopted by Council at an Extraordinary Council Meeting on 20 March 2017. The adopted structure is shown in **Figure 3.**

Local Government NSW Management Solutions were engaged to conduct a recruitment process for the positions of Directors. The following people have subsequently been appointed as Council's Senior staff as defined by the NSW Local Government Act.

The five Directors are:

- Corporate Services Mr Craig Giffin
- Community and Recreation Mr Murray Wood
- Economic Development and Business Ms Natasha Comber
- Infrastructure and Operations Mr Chris Devitt (effective 4 September 2017)
- Planning and Environment Ms Melissa Watkins

Mr Mark Riley, the former General Manager of Dubbo City Council and Interim General Manager of Dubbo Regional Council was appointed by Council as General Manager for a three year term effective 3 July 2017.

As per the Local Government Act the Council must review, and may re-determine, the organisation structure within 12 months after the ordinary election of the new Council.

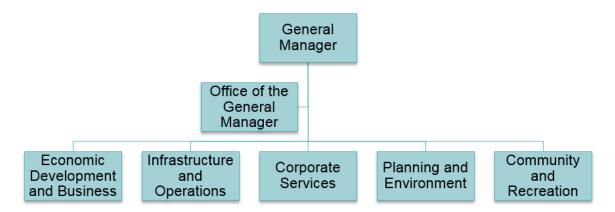


Figure 3: Dubbo Regional Council Organisational Structure

In July 2017 the General Manager, after extensive consultation with staff and the Council, determined the positions (other than the senior staff positions) that form the remainder of Dubbo Regional Council's organisational structure.

Included in this structure is an Office of the General Manager with new areas of responsibility including ongoing transition implementation and continuous improvement and internal auditing as Council pursues new efficiencies identified through service reviews, develops more efficient processes for service delivery and maintains focus on organisational performance.

Council staff are currently being appointed to positions in the new organisational structure in accordance with an adopted Employee Vacancy Management Procedure and with consideration to conditions in the NSW Local Government Award and Local Government Act.

2.7 Integrated Planning and Reporting Framework (IP&R)

Dubbo Regional Council is required to adopt a new suite of IP and R documents by 30 June 2018. This includes the Community Strategic Plan, Delivery Program to cover the period from 1 July 2018 to 30 June 2021 and Annual Operational Plan 2018/2019.

As a key first step in the development of a new Community Strategic Plan, consultation with the community on a draft 2040 Community Strategic Plan commenced in June 2017. The community engagement program has reached a broad cross section of the community across the merged Local Government Area including stakeholders, industry and government agencies.

Community summits were conducted in Dubbo and Wellington to generate new ideas and priorities. Additional community meetings were held in Eumungerie, Ballimore, Geurie and Stuart Town as well as stakeholder workshops to cover issues such as education and childcare, senior's services, youth services, development, transport and logistics, accommodation, sporting and recreation and tourist attraction. Consultation staff also conducted an 'Ideas Parklet' in Wellington and hosted stands at the Dubbo Farmers Markets and conducted intercept surveys in shopping centres and location around Dubbo and Wellington. Over 700 short questionnaires have also been completed.

Community feedback has raised a range of ideas including the desire for improved town entry signage/statements for Wellington, the availability and flexibility of childcare, 24 hour police services in Wellington, the need for improvements to the Central Business Districts, the desire to utilise the Macquarie River corridor more, provision of tourist lookouts, the importance of long term infrastructure planning, the need for further specialist medical services and facilities and the need for affordable housing.

Issues such as the condition and maintenance of village and rural roads, the maintenance of Council facilities, weed and pest management, flooding and stormwater management and destination marketing and promotion attractions have also been raised.

A workshop with Councillors is expected to be undertaken following the Council elections in September in order for a draft 2040 Community Strategic Plan to be considered further by Council.

3. STRONGER COMMUNITIES FUND

The Stronger Communities Fund is an initiative of the NSW Government to fund community infrastructure in new Council areas. Dubbo Regional Council was provided \$10 million which Council allocated \$1 million towards community grants to incorporated not-for-profit community groups over three financial years. \$9 million was allocated to major infrastructure and capital improvement projects which improve Council's assets and facilities.

3.1 Community Grants

The first round of the Stronger Communities Fund – Community Grants program, opened on 11 July 2016 and closed on 19 August 2016.

106 applications were received with requests having a total value of \$2.8 million. The Assessment Panel comprising Administrator Michael Kneipp, Darren Borger representing the Member for Dubbo the Hon Troy Grant MP, Alison Morgan representing NSW Department of Premier and Cabinet, with probity advice from Michael McKenna from Luka Group Accounting, recommended \$349,580 worth of grants to 26 separate projects (23 community groups). The Assessment panel recommendations were endorsed at an Extraordinary Council meeting on Monday 17 October 2016.

Grants awarded in round 1 are listed in Table 1.

APPLICANT	PROJECT	FUNDING
Geurie Memorial Hall	Installation of reverse cycle air –	\$12,250.00
	conditioning	
Dubbo City Croquet Club	Purchase of six new croquet mallets	\$2,002.00
Dubbo Running Festival Inc.	Erect 12 light poles along the Tracker	\$16,400.00
	Riley Cycleway	
Orana Broadcasters	Purchase equipment for Community	\$10,000.00
	Radio Station DC-FM 88.9	
Wellington Westhaven	Replacement of the Westhaven Bus	\$29,105.00
Contact Group Inc.		

Table 1: Successful Stronger Communities Fund – Community Grants Round 1 (continued page 54)

Wellington Junior Soccer Club Inc.	Upgrade toilet facilities at Pioneer Park, purchase portable goal posts to facilitate expansion of summer competition	\$16,200.00
Emmanuel Care Inc.	Buninyong Conversational English Playgroup	\$7,500.00
Wellington Amateur Theatrical Society Inc.	Upgrade wireless audio equipment to comply with ACMA standards	\$8,900.00
Wellington Amateur Theatrical Society Inc.	Purchase and install 6 Metal clothing racks	\$1,680.00
Stuart Town Advancement Association Inc.	Moxon Park beautification (open air stage)	\$22,328.00
Dubbo Rescue Squad Inc.	Replace existing tools and equipment	\$6,500.00
Wellington Amateur Swimming Club	Purchase and installation of new electronic timing equipment	\$15,293.00
Dubbo Show Society	Purchase of transportable ablution blocks each with toilet, shower and vanity	\$25,000.00
Euchareena Village Progress Association Inc.	Replacement of water pipes for a village water supply project	\$38,400.00
Mount Arthur Reserve Trust	Upgrade of the Trig/Waterloo Trails	\$3,586.00
Uniting NSW	120 Countdown Learner Driver Program	\$29,392.00
South Dubbo Cricket Club	Construct two cricket nets at Lady Cutler East Park	\$21,000.00
Dubbo and District Parent Support Group for Deaf/Hearing Impaired Inc.	Purchase of audiology equipment	\$4,000.00
Orana Support Service Inc.	Expansion of the West Dubbo Project to operate on five nights a week, develop a wider range of activities and support	\$23,500.00
Eumungerie and District Recreation Association Inc.	Upgrade kitchen/canteen facilities at the Recreation Ground Clubhouse	\$15,235.00
Eumungerie and District Recreation Association Inc.	Extend storage facilities and covered seating area and purchase rainwater tanks	\$4,500.00
Eumungerie and District Recreation Association Inc.	Construct new practice cricket nets	\$3,000.00
Binjang Community Radio	Replacement of studio computer network equipment	\$10,050.00
Dubbo Westside Rugby League Football Club	Access to free training/learning opportunities in sports trainer and league safe courses	\$7,700.00
Wongarbon Branch of CWA NSW	Upgrade perimeter fence and painting of building	\$10,215.00
Talbragar Branch of CWA NSW	Maintenance and repairs to building; upgrade front fence and painting gates; replacement of sensor lights	\$5,844.00

Table 1 continued: Successful Stronger Communities Fund – Community Grants Round 1

The second round of the Stronger Communities Fund – Community Grants, opened on 3 April 2017 and closed on 26 May 2017.

44 applications were received with requests having a total value of \$873,000. The Assessment Panel made up of Administrator Michael Kneipp, Member for Dubbo The Hon Troy Grant MP, Ashley Albury, NSW Department of Premier and Cabinet, with probity advice from Edward Thompson, Luka Group Accounting, recommended \$332,939 worth of grants to 24 community groups. The Assessment panel recommendations were endorsed at an Ordinary Council meeting on 24 July 2017. Grants awarded in round 2 are listed in Table 2.

APPLICANT	PROJECT	FUNDING
Stuart Town Advancement	School of Arts Hall Upgrade	\$17,650
Association		
Mt Arthur Reserve Trust	Installation of New Signage	\$2,217.60
Binjang Community Radio	Upgrade of wiring and housing of computer	\$14,822.50
	network and Uninterruptible Power Supply	
Dubbo Australian Football	Line marking machine, sports paint and	\$3,000
Club	measuring tape	
Dubbo Kangaroos Rugby	Purchase of a new 2-door commercial	\$3,000
Club	refrigerator, advanced first aid course for	
	selected members and RSA course for selected	
	club members	
Dubbo City Softball	Purchase of line marking equipment	\$3,000
Association		
Wellington Connect Inc	Completion of commercial kitchen fit out in	\$20,778.45
	new mens shed	
Police Citizens Youth Clubs	Replacement of old unsafe bus to transport	\$44,562
Ltd	young people to attend PCYC programs	
Dubbo Junior Rugby Union	Installation of a PA System and new BBQ	\$7,985
Club	facilities at Victoria Park Ovals 2 and 3	
Wellington Rugby Union	Kennard Park - Internal Fencing around field	\$14,000
Club Inc/Wellington Rugby		
League Club Inc		
Wellington Rugby Union	Kennard Park scoreboard	\$8,600
Club Inc/Wellington Rugby		
League Club Inc		
Wellington Uniting Church	Noah's Ark Community Hall Air Conditioning	\$5,000
Westside Panthers Football	Line marking equipment	\$3,000
Club		
Dubbo Running Festival Inc	Purchase of 150 Crowd Control Barriers	\$5,005
Paramount Tennis Club Inc	Purchase of six new clubhouse tables	\$2,340

Table 2: Successful Stronger Communities Fund – Community Grants Round 1 (continued page 56)

Talbragar CWA	Hall Air Conditioning	\$3,119
Wellington Junior Soccer Club Inc	Pioneer Park - Interim Training Lights	\$5,017.76
Dubbo and District Parent Support	The Hear our Heart Ear Bus Project	\$50,000
Group for Deaf/Hearing Impaired	(HoHEBP) is a project of the Dubbo	
Inc	Deaf Club. The HOHEBP works in	
	partnership with schools and	
	childcare centres to combine a free	
	ear health prevention and education	
	program with diagnosis and	
	supported pathways to treatment.	
Wongarbon CWA	Paint the interior of the CWA	\$5,850
	Building ad install air conditioning	
Dubbo Netball Association	Relocate the entrance to the ladies	\$18,713
	toilet to the western side of the	
	building with ramp access and	
	increased safety and lighting	
Dubbo Touch Association	Two four-tiered 4m wide portable	\$10,252
	grandstands for the southern end of	
	the John McGrath ovals. These	
	portable grandstands would be able	
	to be used by both Dubbo Netball	
	and Dubbo and District Cricket	
	throughout the year.	
Dubbo Touch Association	Install a water bottle refill station and	\$6,105
	replace the current tap just adjacent	
	to the Dubbo Touch Clubhouse	
Dubbo and District Kindergarten Inc	Outdoor Learning and Skills Space	\$28,922
Mumbil District Progress Assn Inc	Upgrades to amenities at Mumbil	\$50,000
	Community Hall.	

Table 2 (continued): Successful Stronger Communities Fund – Community Grants Round 1

Round 3 applications will be advertised in April/May 2018 with the available funding for the 2018/2019 financial year expected to include un-allocated funds from the 2017/2018 financial year plus accumulated interest.

3.2 Major Projects

An extensive list of potential projects eligible for Stronger Communities Funding was prepared based on proposals that the former Dubbo City and Wellington councils had developed through strategic planning and/or community consultation. 33 eligible projects were identified and following a review against Council's capital prioritisation framework and public consultation, the Assessment panel recommended 10 projects for funding.

The funding allocations were decided by an assessment panel made up of the Member for Dubbo the Hon Troy Grant MP, Council Administrator Michael Kneipp, Department of Premier and Cabinet, Director Greater Western NSW, Alison Morgan and overseen by Michael McKenna from Luka Group Accounting as a probity adviser.

An amount of \$266,760 was reserved for contingency or future allocation. Progress updates on the major projects and the amounts allocated from the Stronger Communities Fund have been provided below.

Wellington Caves Visitor Experience Centre

Funding allocated \$2,500,000

The Visitor Experience Centre has been incorporated into a new Wellington Caves Master Plan. The Wellington Caves Master Plan will be placed on Public Exhibition for community feedback prior to being adopted by the new Council. An adopted Master Plan will enable the Visitor Experience Centre to be developed in harmony with broader future development of the Wellington Caves complex which includes accommodation and tourism development of a unique cultural asset.

Dubbo Regional Botanic Garden - Adventure Playground Funding allocated \$1,300,000 Dubbo Regional Council will undertake the project management of the nature based playground in-house to reduce the cost of construction of the playground to be within the allocated budget. Staged construction is expected to commence in late 2017.

Dubbo Regional Botanic Garden - Carpark

Funding allocated \$240,000

Council will undertake the development of a sealed carpark including 88 spaces and provision for 4 tourist bus spaces using internal resources in order to meet allocated budgets. Construction is expected to commence in late 2017.

Wellington Pool reconstruction

Funding allocated \$3,000,000

A Master Plan was developed for the reconstruction of the Wellington Pool in consultation with the Wellington community including swimming clubs and users of the pool. The preferred Master Plan was adopted by Council at an Extraordinary meeting on 9 August 2017. This has allowed the project to progress to detailed design in order to obtain Development Approval.

Dubbo Aquatic and Leisure Centre Aquatic Playground Funding allocated \$800,000 Following Council's adoption in August 2017 the preferred location for a Water Play/Splash Pad within the Dubbo Aquatic Leisure Centre is between the existing kiosk and children's leisure pool. Detailed designs and installation will be progressed so the facility can be ready for use for the 2018/2019 swim season.

Cameron Park Regional Playground

Funding allocated \$280,000

The relocation and renewal of the existing playground to develop a regional quality playground has been included in a draft Cameron Park Master Plan on Public Exhibition until 13 September 2017. The new playground position will enhance the visibility and profile of the playground and assist in attracting travellers to stop in the town. Following endorsement of the new location playground design and installation will be undertaken.

Geurie Multi Court Facility and Playground Equipment Funding allocated \$245.000 Community consultation and a review of project designs was undertaken prior to starting reconstruction works on the currently unusable tennis courts. The announcement of additional funding provides an opportunity to develop this project in a more holistic manner that meets community needs.

Gross Pollutant Trap, West Dubbo outfall Funding allocated \$198,540 Council staff have been undertaking priority reviews of gross pollutant trap (GPT) locations and the installation of a new GPT at the West Dubbo Main Drain outfall into the Macquarie River has been included in Council's capital works program for 2017/2018.

Moxon Park Improvements, Stuart Town **Funding allocated** \$85,000 Improvements in Moxon Park are underway with a new granite path between Moxon Park and Boehme's Hall under construction and an extension of the existing Ironbark fencing to follow.

Euchareena Local Projects

Funding allocated \$84,700 Community consultation has been undertaken and projects will start with installation of a granite path between school and the hall through the recreational reserve. A preferred playground design has also been selected in consultation with the community and further consultation on cemetery fencing is being undertaken.

3.3 Additional funding delivered for Stronger Communities Projects

On 7 August 2017, the Member for Dubbo the Hon Troy Grant MP announced new funding towards projects initially identified during the Stronger Communities Fund process. Review of this announcement and potential impact on project plans is currently being assessed by Council staff. The new funding included:

- \$8 million for the re-development of Victoria Park No. 1 Oval including relocation of the velodrome to a purpose built site
- An additional \$4.5 million for the Wellington Pool reconstruction which will now be fully funded through grant funding
- \$1.5 million for a Wiradjuri Tourism Experience in Wellington and Dubbo
- An additional \$1.3 million towards the Wellington Caves redevelopment
- \$10 million for an upgrade to the intersection of Fitzroy and Cobra Streets
- \$1.5 million upgrade and relocation of the NSW SES Dubbo unit
- \$750,000 for the upgrade and relocation of the NSW VRA unit
- \$565,000 for Stage 2 of the redevelopment of Wellington's Rygate Park
- An additional \$245,000 towards the Geurie multi-court and recreation complex
- \$250,000 for the Wellington Justice Museum

SERVICES TO THE COMMUNITY

Since being Proclaimed, Dubbo Regional Council has made service improvements that have filled gaps in the service delivery of former councils, completed or significantly progressed major capital works commenced or planned by the former councils and sought to engage the community in developing a shared direction for the new Local Government Area.

This commitment to the Dubbo Regional Council Local Government Area has fostered renewed enthusiasm for the region which continues to enjoy a surge in economic prosperity fuelled by major capital investment from government and industry. Examples of major achievements with economic and social benefits for the region include:

- \$150M expansion of the Wellington Correctional Centre underway creating 220 extra jobs
- Stage 2 of the Dubbo Hospital redevelopment officially opened and construction underway on Stage 3 and 4 valued at \$150M
- NSW Premier announced River Street as preferred option for new bridge to cross Macquarie River with a funding commitment of \$140M
- \$35M Integrated Cancer Centre to be incorporated in Dubbo Hospital redevelopment
- Infigen Energy commence construction of the Bodangora Wind Farm
- Neone Australia commenced construction of South Keswick Solar Farm (Dubbo Solar Hub)
- Fly Pelican commence Dubbo to Newcastle and Dubbo to Canberra air services.
- Announcement of \$9M Rural Fire Service Regional Training Facility to be constructed at Dubbo City Regional Airport
- Hosted 2016 National Junior Indoor Cricket Championships (Dubbo), NSW Swimming Country Regional meet (Wellington) Boys State Water Polo Championships (Dubbo) and Little Athletics NSW Region Three Championships (Dubbo) Junior
- Hosted biennial Artlands Conference and Festival in October 2016
- Dubbo and Wellington included in the 2018 Commonwealth Games Queen's baton relay route
- Australia Post recorded 632 households relocated to Dubbo/Wellington in 2016/2017

The following major projects were completed or commenced by Dubbo Regional Council consistent with the Delivery Programs of the former councils and the integrated Annual Operational Plan 2016/2017.

- Reconstruction of Dripstone Bridge completed and officially opened benefiting primary producers
- Mitchell Highway/Capstan Drive Roundabout opened to provide access to Royal Freemasons Benevolent Institution Dubbo Masonic Village and the future expansion of Keswick Estate
- Completed construction and commissioned Eumungerie Water Supply Scheme providing potable water to residents of Eumungerie and Mogriguy
- All weather site access constructed at Dubbo City Regional Airport in preparation of Runway Strengthening Project to be undertaken January to March 2018
- Awarded tender for construction of Dubbo Regional Organics Processing Plant and expanded domestic waste management service including a three bin service (Food and Organics, dry recyclables and mixed waste) in urban areas of Dubbo and Wellington and two bin service (dry recyclables and mixed waste) in urban fringe areas and unit complexes
- Continued construction of South Dubbo Weir Rock Ramp and Fishway
- Significantly progressed Wellington CBD Beatification works including renewing kerb and guttering, footpaths and tree planting

- Development and roll out of the Great Business Program involving 130 businesses from across the LGA
- Secured \$4.1M funding from Housing Acceleration Fund for Boundary Road extension
- Coordinated support for the Wellington Bicentenary community celebrations
- Launched new suite of visitor, new resident and event attraction guides for Dubbo and Wellington
- Today Show broadcasted We Love Australia Tour from Taronga Western Plains Zoo with live crosses and feature items incorporating Wellington Caves and Old Dubbo Gaol to an audience of 1.2M people
- Attraction of \$120,000 in funding to support Ignite (Dubbo CBD) projects
- Tenders Awarded for reconstruction of Gundy Creek Bridge
- Managed boil water notice incident in line with NSW Health guidelines with no reported impact on public health
- Re-opened Westview Drive-In for Youth Week which catered for 6,000 people over four days
- 35 events shared \$89,512 in funding and support under the Event Development Fund and the Major Event Sponsor Program
- Completed wood block entrance restoration at Old Dubbo Gaol
- Completed and officially opened expansion and upgrades of the cattle selling facility at the Dubbo Regional Livestock Markets
- Official opening of refurbished Dubbo branch library in the company of President of Library Council of NSW and State Librarian
- Completed and reopened to traffic Wheelers Lane upgrade including upgrade of level crossing and four lane divided carriageway over the crossing
- Hosted 50 year anniversary of Dubbo being proclaimed a City
- Installed a series of 13 signs in the Dubbo CBD depicting the history of the area to form a Heritage walking trail
- Completed rejuvenation of front garden beds in Cameron Park including a new irrigation system and refurbished Cameron Park rotunda
- Significantly progressed major upgrade of Erskine Street Sewage Pump Station with project approximately 90% complete
- Official opening of Wellington Caves and Holiday Park accommodation upgrades
- Completed playground renewals at Lunar Park, Daphne Park and Spears Drive
- Conducted Christmas shop local campaigns (Smile its Christmas and Jingle on the Bell) across Dubbo and Wellington
- Launched new Wellington visitor guide and installed Rhino sculpture in Wellington CBD as part of the Rhino Adventure visitor campaign
- Conducted Regional Platters industry development program collaborating with regional producers to define and develop farm experiences
- Commenced installation of new irrigation system in Victoria Park

Dubbo Regional Council has continued to support a full range of services across Council's key responsibilities. For the 2016/2017 financial year these services have included:

Infrastructure and Operations

•	Kilometres of unsealed roads graded	888.5km
•	Kilometres of road upgrades (resurfacing/widening)	86km
•	Tonnes of waste landfilled:	46,125
•	Tonnes of recycling diverted from landfill	3,406
•	Average water consumption per customer	526.49kl

Planning and Environment

•	Developm	ent and cor	nply	ing c	levelo	pment ap	plications	s approved	854
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Total value of approved development applications \$193,206,934

Requests for amendments to LEP received in 2016/2017

Economic and Business Development

	• • • • • • • • • • • • • • • • • • •	
•	Passengers through Dubbo City Regional Airport	217,518 (2016: 203,294)
•	Throughput at Dubbo Regional Livestock Markets	
	Cattle:	199,431 (2016: 236,651)
	Sheep:	1,437,030 (2016: 1,382,335)
	Goats:	9,462 (2016: 12,181
	Total throughput	1,645,923 (2016: 1,631,167)
•	Visitors to Old Dubbo Gaol	47,984 (2016: 46,829)
•	Visitors to Wellington Caves	28,797 (2016: no data)
•	Households receiving relocation information	1,628 (2016: 944)

[•] Visitor Information Centre visitors (Dubbo and Wellington*) 89,728 (2016: 91,293) *An automatic door count was installed in Wellington in November 2016 replacing previous manual counts)

Community and Recreation

•	Visitors to Western Plains Cultural Centre	97,278 (2016: 92,471)
•	Attendance at ticketed performances at DRTCC	25,614 (2016: 32,656)
•	Visitors to Macquarie Regional Library	
	Dubbo	138,157 (2016: 116,592)
	Wellington	33,677 (2016: 38,308)
•	Number of trips completed by	
	Wellington Community Transport Scheme*	6,536 (2016: 7,738)
*Co	mmunity Transport contract was transferred to LiveBetter on 1 July 2017	

Corporate Services

•	Number of Customer Service enquiries received	91,405 (2016: 95,576)
•	Revenue generated from rates and charges	\$58.8 million (2016: \$56.9)
•	Council and Committee meetings held	57 (2016: 44)
•	Number of electronic documents processed	278,759 (2016: 220,934
No	te: 2016 refers to the 2015/2016 Financial Year	

TRANSITION TO ELECTED COUNCILLORS

On 9 September 2017 ten (10) Councillors (two Councillors per ward) will be elected to serve a three year term with Dubbo Regional Council.

The first Council meeting of the new term will be held within 14 days of the results being declared in order to elect a Mayor. In line with recent amendments to the Local Government Act the Mayor and Deputy Mayor will be elected for a two-year term. Regular Council meetings will resume in October as determined by the new Council.

The new Councillors will be the governing body of Dubbo Regional Council and direct affairs of the Council in accordance with the legislation. Importantly the Councillors will be required to develop and endorse the community strategic plan, delivery program and other strategic plans, programs, strategies and policies for Dubbo Regional Council.

As per the General Manager's Report in respect of the 2016/2017 Operational Plan, June 2017 Quarterly Review, Council is in a satisfactory financial position at the end of the 2016/2017 financial year. The final results will be determined in the near future following the completion and audit of the Financial Statements for the period ending 30 June 2017.

RECOMMENDATION

That the Administrator's Report to Community as contained in the Administrator's Minute dated 24 August 2017 be noted.

Michael Kneipp
Administrator



Report of the Works and Services Committee - meeting 21 August 2017

AUTHOR: Administrative Officer - Governance

REPORT DATE: 21 August 2017

The Committee had before it the report of the Works and Services Committee meeting held 21 August 2017.

RECOMMENDATION

That the report of the Works and Services Committee meeting held on 21 August 2017, be adopted.



REPORT WORKS AND SERVICES COMMITTEE 21 AUGUST 2017

PRESENT:

Mr M Kneipp (Administrator).

ALSO IN ATTENDANCE:

The General Manager, the Director Corporate Services, the Manager Governance and Risk, the Supervisor Governance, the Director Economic Development and Business, the Communications Coordinator, the Director Infrastructure and Operations, the Manager Fleet Management Services, the Manager Business Services Technical, the Director Planning and Environment, the Manager Strategic Planning Services, the Director Community and Recreation, the Manager Social Services and the Youth Development Officer.

Mr M Kneipp (Administrator) assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 5.48pm.

WSC17/60 REPORT OF THE WORKS AND SERVICES COMMITTEE - MEETING 17 JULY 2017 (ID17/1490)

The Committee had before it the report of the Works and Services Committee meeting held 17 July 2017.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the report of the Works and Services Committee meeting held on 17 July 2017, be adopted.

WSC17/61 BUILDING SUMMARY - JULY 2017 (ID17/1432)

The Committee had before it the report dated 15 August 2017 from the Director Planning and Environment regarding Building Summary - July 2017.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the information contained within the report of the Director Planning and Environment dated 9 August 2017 be noted.

CARRIED

WSC17/62 ANNUAL PLANT REPORT 2016/2017 (ID17/881)

The Committee had before it the report dated 6 August 2017 from the Director Infrastructure and Operations regarding Annual Plant Report 2016/2017.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the information contained within this report by the Director Infrastructure and Operations, dated 7 July 2017 be noted.

CARRIED

WSC17/63 LEASE AND LICENCES OF WATER/SEWER SITES (ID17/1492)

The Committee had before it the report dated 14 August 2017 from the Director Infrastructure and Operations regarding Lease and Licences of Water/Sewer Sites.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- That Council resolve to enter a new licence with Axicom Pty Ltd on Part Lot 17, DP 605017, for an annual fee of \$7,245 with CPI increase on each anniversary of the commencement date for a duration of 10 years.
- 2. That Council reserves the option to extend the licence for a further two (2) five (5) year options, based upon satisfactory conclusion of the initial ten (10) year Licence period, if agreeable to both parties at the relevant time.
- 3. That any necessary documents be executed under the Common Seal of the Council.

WSC17/64 PROPOSED MEDIAN SEPARATION ISLAND - INTERSECTION GOODE STREET AND TAYLOR STREET (ID17/1498)

The Committee had before it the report dated 15 August 2017 from the Director Infrastructure and Operations regarding Proposed Median Separation Island - Intersection Goode Street and Taylor Street.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that median separation islands with duplicate Give Way signs with associated pedestrian gap and access ramps and associated line marking be installed in Goode Street at the intersection with Taylor Street, in accordance with Council's Plan TM 7139.

CARRIED

WSC17/65 REVIEW OF THE DISABLED CAR PARKING SPACE ADJACENT THE DUBBO POLICE STATION (ID17/1499)

The Committee had before it the report dated 15 August 2017 from the Director Infrastructure and Operations regarding Review of the Disabled Car Parking Space Adjacent the Dubbo Police Station.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the existing disabled car parking space in Brisbane Street adjacent the Dubbo Police Station be removed and redefined as two 45 degree angle Police Only parking spaces and that a new disabled car parking space be installed on the eastern side of Brisbane Street immediately north of Church Street as detailed on Council's Plan TM7140.

WSC17/66 DUBBO STAMPEDE RUNNING FESTIVAL 2017 - TEMPORARY ROAD CLOSURE OBLEY ROAD (ID17/1500)

The Committee had before it the report dated 15 August 2017 from the Director Infrastructure and Operations regarding Dubbo Stampede Running Festival 2017 - Temporary Road Closure Obley Road.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- That the application of the Dubbo Running Festival Committee Incorporated be approved for the undertaking of the Dubbo Stampede Running Event on Sunday 27 August 2017, between 6.15 am and 1.00 pm, on condition of the NSW Police Service and subject to the following conditions of Dubbo Regional Council:
 - a. A temporary road closure will be implemented between 6.15 am and 10.15 am in Obley Road commencing on the southern side of Taronga Western Plains Zoo access south to the intersection of Camp Road including the implementation of a Traffic Control Plan and detour via the Newell Highway and Camp Road Intersection. "Zoo local traffic" access only will be available at the intersection of Newell Highway and Obley Road.
 - b. That temporary road closures be implemented between 6.15 am and 12.00 pm in Tamworth Street west from the intersection of South Street to its conclusion.
 - c. The submissions of a Traffic Management and Traffic Control Plan to Council for approval in accordance with Australian Standard 1742.3 and the Roads and Maritime Services Guide to Traffic Control at Worksites and prepared by an accredited person. Council's Traffic Control Plan TM 7052 is to be implemented for the event.
 - d. Traffic Controllers and trained course marshals are to be provided at all road closure points and other locations as identified in the Event Management Plan with restricted access only to emergency and authorised vehicles. All Traffic Controllers are to be specifically authorised for the event with current Roads and Maritime Services certification.
 - e. Council's Administration Officer must sight a copy of the current Public Liability Insurance Policy for a minimum amount of \$20 million on which Dubbo Regional Council and NSW Police are specifically noted to be indemnified against any action resulting from the event.
 - f. The applicant is responsible for the provision of all traffic control required for the event in accordance with the traffic control plan.
 - g. The applicant is responsible for all costs associated with the placement of a public notification and advice to the residents within the closed and affected roads prior to the event advising of the Dubbo Stampede Running Festival.
 - h. All traffic advisory signs shall be placed in accordance with the approved Traffic Control Plan and the Traffic and Event Management Plan.
 - i. The NSW Police Service consent and conditions for the running of the event as considered necessary.

- j. The applicant is to provide Council with a signed/dated copy of the Traffic and Event Management Plan.
- k. The applicant is to submit to Council all the appropriate documentation required accepting the above terms and conditions before final approval will be granted.
- I. All costs associated with implementing these event conditions are to be met by the Event Organiser.
- m. That in the event of the Tamworth Street footbridge being closed to flooding the "Contingency Plan" as detailed in the Event and Traffic Management Plan shall be invoked requiring the closure of Tamworth and South Streets, and the use of Huckel Street in accordance with Appendix 7, 8 and 9 and the Traffic Control Plan TM 7052, sheet 3.

Moved by Mr M Kneipp (Administrator)

AMENDMENT

The Committee recommends:

- 1. That the application of the Dubbo Running Festival Committee Incorporated be approved for the undertaking of the Dubbo Stampede Running Event on Sunday 27 August 2017, between 6.15 am and 1.00 pm, on condition of the NSW Police Service and subject to the following conditions of Dubbo Regional Council:
 - a. A temporary road closure will be implemented between 6.15 am and 10.15 am in Obley Road commencing on the southern side of Taronga Western Plains Zoo access south to the intersection of Camp Road including the implementation of a Traffic Control Plan and detour via the Newell Highway and Camp Road Intersection. "Zoo local traffic" access only will be available at the intersection of Newell Highway and Obley Road.
 - b. That temporary road closures be implemented between 6.15 am and 12.00 pm in Tamworth Street west from the intersection of South Street to its conclusion.
 - c. The submissions of a Traffic Management and Traffic Control Plan to Council for approval in accordance with Australian Standard 1742.3 and the Roads and Maritime Services Guide to Traffic Control at Worksites and prepared by an accredited person. Council's Traffic Control Plan TM 7052 is to be implemented for the event.
 - d. Traffic Controllers and trained course marshals are to be provided at all road closure points and other locations as identified in the Event Management Plan with restricted access only to emergency and authorised vehicles. All Traffic Controllers are to be specifically authorised for the event with current Roads and Maritime Services certification.
 - e. Council's Administration Officer must sight a copy of the current Public Liability Insurance Policy for a minimum amount of \$20 million on which Dubbo Regional Council and NSW Police are specifically noted to be indemnified against any action resulting from the event.
 - f. The applicant is responsible for the provision of all traffic control required for the event in accordance with the traffic control plan.
 - g. The applicant is responsible for all costs associated with the placement of a public notification and advice to the residents within the closed and affected

roads prior to the event advising of the Dubbo Stampede Running Festival.

- h. All traffic advisory signs shall be placed in accordance with the approved Traffic Control Plan and the Traffic and Event Management Plan.
- i. The NSW Police Service consent and conditions for the running of the event as considered necessary.
- j. The applicant is to provide Council with a signed/dated copy of the Traffic and Event Management Plan.
- k. The applicant is to submit to Council all the appropriate documentation required accepting the above terms and conditions before final approval will be granted.
- I. All costs associated with implementing these event conditions are to be met by the Event Organiser.
- m. That in the event of the Tamworth Street footbridge being closed to flooding the "Contingency Plan" as detailed in the Event and Traffic Management Plan shall be invoked requiring the closure of Tamworth and South Streets, and the use of Huckel Street in accordance with Appendix 7, 8 and 9 and the Traffic Control Plan TM 7052, sheet 3.
- n. That the matter be considered at an Extraordinary meeting of Council to be held 24 August 2017.

The amendment on being put to the meeting was carried.

CARRIED

The amendment then became the motion and on being put to the meeting was carried.

CARRIED

WSC17/67 SPRINGFEST 2017 - REQUEST FOR APPROVAL TO CONDUCT ROAD CYCLE EVENT (ID17/1501)

The Committee had before it the report dated 15 August 2017 from the Director Infrastructure and Operations regarding SpringFest 2017 - Request for Approval to Conduct Road Cycle Event.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That the application by the Rotary Club of Wellington Inc. for the SpringFest Cycle Event be approved as conditioned by the NSW Police Service and the following conditions of Dubbo Regional Council:
 - Approved Route:
 - a. To commence at 10.00am from the Lee Street departure point and initially proceed 4km northwards on the Mitchell Highway (A32) as far as the Cobbora Road turnoff.
 - b. Turn right off the Mitchell Highway into Cobbora Road. Traffic Marshals will be stationed at this point to ensure all riders give way to oncoming traffic. The ride continues 18km north and then turns left onto the Geurie-Comobella Road.
 - c. The ride continues along Comobella Road for 13.9km to the village of Geurie and the Mitchell Highway. Riders cross the Mitchell Highway and continue along

- Mitchell Street for 750m before taking a slight turn left onto Arthurville Road. A Marshal will be stationed at the junction of Mitchell Street and the Mitchell Highway to ensure riders only cross the highway when it is clear of traffic.
- d. The ride to proceeds along Arthurville Road for 8.5km to the bridge across the Macquarie River downstream from Ponto Falls. Riders will dismount and walk across this bridge because of gaps between the longitudinal decking. Marshal to be stationed at this point to remind riders of this requirement.
- e. The ride continues in a south westerly direction for 7.5km and then turn left onto Zaias Lane. The ride continues east towards Wellington joining Bushrangers Creek Road after 8.1km. From there the route continues 8.9km into Wellington joining the Renshaw McGirr Way for 700m before taking the first exit at the roundabout, with the ride finishing a further 210m along the Mitchell Highway where the ride commenced.
- 2. Submission of Traffic Control Plan to Council for approval to be submitted a minimum of three weeks prior to the first event. All traffic control measures contained in the plan are to be in accordance with Australian Standard AS1742.3 and the Road and Maritime Services NSW Guidelines for Bicycle Road Races and the Guide to Traffic Control at Worksites prepared by an accredited person.
- 3. All traffic control including the placement and removal of barricades and/or regulation of Traffic is to be carried out by Traffic Controllers appropriately trained in accordance with the requirements of Australian Standard AS1742.3 and the Roads and Maritime services accreditation requirements for Traffic Control Planners or Controllers as required. In this respect there may be a requirement that Traffic Controllers and not Marshals are to be provided at the start/finish to stop all traffic whilst riders are:
 - i. Starting and finishing within a 60km/h or less speed zone;
 - ii. Assembled on the road carriageway immediately prior to a mass or staggered start;
 - iii. The start/finish of the event will occur within a closed road.
- 4. The NSW Police Service consent and conditions for Bicycle races, and a Permit under the NSW Road Transport Act 2013 Section 115 is required. It is noted that the Cycling event is not a race however concurrence from the Police may be required.
- 5. Council's relevant appointed officer must sight a copy of the Public Liability Insurance Policy for a minimum amount of \$20 million on which Dubbo Regional Council and NSW Police Service is specifically noted to be indemnified against any action resulting from the cycle race.
- 6. The applicant is to submit to Council all the appropriate documentation required accepting the above conditions before final approval is granted.
- 7. The Roads and Maritime Services concurrence to the event utilising a section of the Mitchell Highway.

WSC17/68 SPRINGFEST PARADE 2017 WELLINGTON (ID17/1502)

The Committee had before it the report dated 15 August 2017 from the Director Infrastructure and Operations regarding SpringFest Parade 2017 Wellington.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that Council approval be granted to the SpringFest – Rotary Club Of Wellington Committee to undertake the annual Street Parade on Saturday 23 September 2017 and implement temporary road closures of the Mitchell Highway, between Maughan Street and Gisborne Street and the local Streets of Percy Street between Maxwell Street and Maughan Street and Gisborne Street between the Mitchell Highway to Market Square and Market Square between Gisborne Street and Soldier Street Wellington, from 9.30am to approximately 11.30am and Mitchell Highway between Swift Street and Warne Street Wellington from 8.00am to 3.00pm on the same day subject to RMS approval and conditions set down by Dubbo Regional Council and the NSW Police as considered necessary;

- a. The parade will commence at 10am and move from the Maughan Street roundabout along Percy Street and Nanima Crescent through the Wellington CBD adjacent to Cameron Park. The event is to be undertaken under Police escort in accordance with the requirements of the NSW Police Force and approval documentation forwarded to Council for notation.
- b.A submission of Traffic Management and Traffic Control Plans has been submitted to Council and the NSW Police Service prior to the event date. All traffic control measures contained in the plan are to be in accordance with the Australian Standard AS 1742.3, and the RMS Guide to Traffic Control at Worksites and approved by an accredited person. Council's Traffic Control Plan No. 321205883 dated 17/3/2017 will be implemented.
- c. The organiser is to provide Council's relevant appointed officer with a copy of the Public Liability Insurance Policy for the amount of at least \$20 million. Such policy is to note that Council and the NSW Police Service is indemnified against any possible action as a result of the parade.
- d.Traffic Controllers are to be provided at the nominated road closure points by the SES and shall be specifically authorised for the event and have current RMS certification.
- e. The applicant is responsible for all traffic control required for the event in accordance with the approved Traffic Control Plan.
- f. The applicant is to provide Council with a formal letter of acceptance of the conditions prior to final approval.
- g. The applicant is to ensure that the roadway is clear of any residue that may be deposited by the participants along the parade route.
- h. The applicant is to gain approval from the Roads and Maritime Services for the closure and detour of the Mitchell Highway and Road Occupancy Licence with evidence provided to Council of such approval and conditions as warranted.

i. All costs associated with implementing the event conditions are to be met by the Event Organiser.

CARRIED

WSC17/69 BLACK WATTLE FAIR 2017 - REQUEST FOR ROAD CLOSURE AT BURRENDONG WAY, MUMBIL (ID17/1503)

The Committee had before it the report dated 15 August 2017 from the Director Infrastructure and Operations regarding Black Wattle Fair 2017 - Request for Road Closure at Burrendong Way, Mumbil.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that Council approval be granted for a partial road closure of Burrendong Way between Cudgegong Street and Mackerel Street on 1 October, 2017 for the Black Wattle Fair between 6.30am and 5pm, subject to;

- a. Approval is required from the RMS for the event to close part of Burrendong Way, with evidence provided to Council of the conditions of approval. In the event that approval is not granted, then the applicant is to advise Council if the event will proceed with a re-design that excludes the crossing of Burrendong Way.
- b. The submissions of an Event and Traffic Management Plan and Traffic Control Plans to Council for approval in accordance with Australian Standard 1742.3 and the Roads and Maritime Services Guide to traffic control at worksites and prepared by an accredited person.
- c. Traffic Controllers and trained course marshals are to be provided at all road closure points and other locations as identified in the Event and Traffic Management Plan with restricted access only to emergency and authorised vehicles. All Traffic Controllers are to be specially authorised for the event with current Roads and Maritime Services certification.
- d.Council's Administration Officer must sight a copy the current Public Liability Insurance Policy for a minimum amount of \$20 million on which Dubbo Regional Council, Roads and Maritime Services and NSW Police Force is specifically noted to be indemnified against any action resulting from the event.
- e. The applicant is responsible for the provision of all traffic control required for the event in accordance with the traffic control plan.
- f. The applicant is responsible for all costs associated with the placement of a public notification a minimum of two weeks prior to the event and advice to the residents within the closed roads advising of Black Wattle Fair and road closure at Mumbil.
- g. All traffic advisory signs shall be placed in accordance with the approved Traffic Control Plan and the Traffic and Event Management Plan.
- h.The NSW Police Force consent and conditions for the running of the event as considered necessary.
- i. The applicant is to provide Council with a signed/dated copy of the Traffic and Event Management Plan.
- j. The applicant is to submit to Council all the appropriate documentation required accepting the above terms and conditions before final approval will be granted.

- k. All costs associated with implementing these event conditions are to be met by the Event Organiser.
- I. Pre event advice signage is to be located on the Burrendong Way, Mumbil, in advance of the proposed road closure area a minimum of two weeks prior to the event.

WSC17/70 DUBBO TRIATHALON RACES 2017/2018 (ID17/1504)

The Committee had before it the report dated 15 August 2017 from the Director Infrastructure and Operations regarding Dubbo Triathalon Races 2017/2018.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That the application of the Dubbo Triathlon Club be approved for the 2017/2018 Season as conditioned by the NSW Police Service and the following conditions of Dubbo Regional Council.
- 2.Approval shall be for the use of Bligh Street from Ollie Robins Oval south to Macquarie Street, Macquarie Street from Bligh Street to Hennessy Road, Old Dubbo Road from Hennessy Road south for a distance of 9 kilometres to the turnaround and return on the nominated days between 9.30am to 3.30pm on 28 October 2017 as part of the River Festival and during the racing season from 12 November 2017 to 25 March 2018 12 November 2017, 17 December 2017, 14 January 2018, 4 February 2018, 11 March 2018 and 25 March 2018.
- 3. Approval for a temporary road closure of Bligh Street for the 4 junior triathlon events south of Wingewarra Street to Macquarie Street between 7.30am to 9.00am.
- 4. Submission of a traffic management plan to Council for approval to be submitted a minimum of three (3) weeks prior to the first event. All traffic control measures contained in the plan are to be in accordance with Australian Standard AS 1742.3 and the Roads and Maritime Services and NSW Guidelines for Bicycle Road Races and The Guide to Traffic Control at Worksites, prepared by an accredited person.
- 5.All Traffic Control including the placement and removal of barricades and/or regulation of traffic is to be carried out by traffic controllers appropriately trained in accordance with the requirements of Australian Standard AS 1742.3 and the Roads and Traffic Authority Accreditation Requirements for Traffic Control Planners or Controllers as required.
- 6. All competitors shall comply with the Australian Road Rules, for the cycle route.
- 7.All traffic advisory signs ("cyclists on road") shall be placed in accordance with the approved traffic control plan.
- 8. The NSW Police Force consent and conditions for bicycle races permit under the NSW Roads Transport Act 2013, Section 115.
- 9. Council's Administrative Officer must sight a copy of the Public Liability Insurance Policy for a minimum amount of \$20 million on which Dubbo City Council, NSW Police Service and Roads and Maritime Services (RMS) is specifically noted to be indemnified against any action resulting from the Triathlon Races.

- 10. The applicant shall provide to the Managers of Dubbo Square and Poplars Caravan Park details of the Clubs 2017/2018 Race Season Schedule of Events nominating the Junior Events and the temporary road closure days and pre-event advice on any changes that may be required in addition to post event feedback with the developments and Council.
- 11. The applicant is to submit to Council all the appropriate documentation required accepting the above terms and conditions before a final approval is granted.

WSC17/71 DUBBO AQUATIC LEISURE CENTRE - SITE LOCATION FOR THE WATER PLAY/SPLASH PAD (ID17/1427)

The Committee had before it the report dated 5 August 2017 from the Director Community and Recreation regarding Dubbo Aquatic Leisure Centre - Site Location for the Water Play/Splash Pad.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- That the report of the Director Community and Recreation, dated 5 August 2017 be noted.
- That the identified location of the Water Play/Splash Pad in the Dubbo Aquatic Leisure Centre draft master plan 2017–2036, being the site between the existing kiosk and children's leisure pool, be adopted as the preferred site.
- 3. That following the adoption of the preferred site for the Water Play/Splash Pad within the Dubbo Aquatic Leisure Centre, that suitably qualified and experienced contractors are identified and engaged to design and/install the facility in accordance with Council's purchasing policies.

CARRIED

WSC17/72 AQUATIC CENTRE SEASON OPERATING HOURS (ID17/1304)

The Committee had before it the report dated 26 July 2017 from the Director Community and Recreation regarding Aquatic Centre Season Operating Hours.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- That the 2017/2018 season opening and closing dates for Dubbo Regional Council Aquatic Facilities be:
 - a) Dubbo Aquatic Leisure Centre opening date being Saturday 9 September 2017 and the season closing date being Sunday 1 April 2018.
 - b) Wellington Swimming Pool opening date being Saturday 7 October 2017 and the closing date being Sunday 11 March 2018.

- c) Geurie Swimming Pool opening date being Saturday 4 November 2017 and the closing date being Sunday 11 March 2018.
- A review of the season opening and closing dates as well as the hours of operation for the Dubbo Aquatic Leisure Centre, Wellington Swimming Pool and Geurie Swimming Pool shall be completed by 30 June 2018.
- 3. That it be noted that community consultation shall form an integral part of the review of the season opening and closing dates and operational hours for the aquatic facilities.

WSC17/73 DUBBO REGIONAL SPORTS COUNCIL PLAYING FIELD IMPROVEMENT FUND (ID17/1257)

The Committee had before it the report dated 20 July 2017 from the Director Community and Recreation regarding Dubbo Regional Sports Council Playing Field Improvement Fund.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That the Dubbo Touch Association, Dubbo Sports Council Playing Field Improvement Fund application for \$6,535 be approved and that the Dubbo Touch Association be formally notified as to the outcome of their application.
- 2. That the Dubbo Touch Association be requested to liaise with the Community and Recreation Division in regards to the project management for this project.
- 3. That the Dubbo and District Football Association, Dubbo Sports Council Playing Field Improvement Fund application for \$20,000 be approved and the Association be formally notified as to the outcome of their application.
- 4. That the \$20,000 approved for the Dubbo and District Football Association be transferred to 9.6 Sporting Facilities function and placed in a restricted asset for the Lady Cutler East amenities project until such time that matching grant funding is received.
- 5. That the Dubbo Netball Association, Dubbo Sports Council Playing Field Improvement Fund application for \$10,081.25 be approved and that the Association be formally notified as to the outcome of their application.
- 6. That the Dubbo Netball Association be requested to liaise with the Community and Recreation Division in regards to the project management for this project.

CARRIED

At this junction the meeting adjourned, the time being 6.00 pm.

The meeting recommenced at 6.19pm.

WSC17/74 WATER SAMPLING AND TESTING TENDER (ID17/1436)

The Committee had before it the report dated 8 August 2017 from the Director Infrastructure and Operations regarding Water Sampling and Testing Tender.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).

CARRIED

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- That the tender of Sydney Water Corporation for the sampling and testing for water and sewer in the extended amount of \$247,058.42 (ex GST) for a period of 104 weeks be accepted.
- That Council reserves the option to extend the contract for a further 12 months upon satisfactory conclusion of the two (2) year period at an amount of \$123,529, if agreeable to both parties at the time.
- 3. That any necessary documents be executed under the Common Seal of the Council.
- 4. That the documents and considerations in regard to this matter remain confidential to Council.

CARRIED

WSC17/75 CONSTRUCTION OF CLEAR WATER PUMP 4 AT JOHN GILBERT WATER TREATMENT PLANT (ID17/1493)

The Committee had before it the report dated 14 August 2017 from the Director Infrastructure and Operations regarding Construction of Clear Water Pump 4 at John Gilbert Water Treatment Plant.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- That Council accept the quotation from Team Irrigation Pty Ltd in the sum of \$173,980 (excl GST) for the supply and installation of Clearwater Pump number 4 at the John Gilbert Water Treatment Plant.
- 2. That any necessary documents be executed under the Common Seal of Council.
- 3. That the documents and considerations in regard to this matter remain confidential to Council.

The meeting closed at 6.21 pm.	
CHAIRMAN	



Report of the Finance and Policy Committee - meeting 21 August 2017

AUTHOR: Administrative Officer - Governance

REPORT DATE: 21 August 2017

The Committee had before it the report of the Finance and Policy Committee meeting held 21 August 2017.

RECOMMENDATION

That the report of the Finance and Policy Committee meeting held on 21 August 2017, be adopted.



REPORT FINANCE AND POLICY COMMITTEE 21 AUGUST 2017

PRESENT:

Councillors Mr M Kneipp (Administrator).

ALSO IN ATTENDANCE:

The General Manager, the Director Corporate Services, the Manager Governance and Risk, the Supervisor Governance, the Director Economic Development and Business, the Communications Coordinator, the Director Infrastructure and Operations, the Manager Fleet Services, the Manager Business Services Technical, the Director Planning and Environment, the Manager Strategic Planning Services, the Director Community and Recreation, the Manager Social Services and the Youth Development Officer.

Mr M Kneipp (Administrator) assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 5.30pm.

Clause FPC17/55 was brought forward for consideration and was dealt with at this juncture.

FPC17/55 DUBBO NEIGHBOURHOOD CENTRE BIANNUAL ACTIVITIES REPORT (ID17/1264)

The Committee had before it the report dated 21 July 2017 from the Director Community and Recreation regarding Dubbo Neighbourhood Centre Biannual Activities Report. The Committee reports having met with Mr Trevor Forrest, Dubbo Neighbourhood Centre regarding this matter.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the information contained within the report of the Director Community and Recreation, dated 21 July 2017 be noted.

Clause FPC17/53 was brought forward for consideration and was dealt with at this juncture.

FPC17/53 YOUTH WEEK AWARDS 3 AUGUST 2017 (ID17/1430)

The Committee had before it the report dated 7 August 2017 from the Director Community and Recreation regarding Youth Week Awards 3 August 2017.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- That the information contained in the report of the Director Community and Recreation, dated 7 August 2017 be noted.
- That the Dubbo Youth Council and Council's Youth Development Officer, Mr Jason Yelverton, be congratulated on their outstanding efforts to achieve the Local Government NSW Best Local Youth Week Program in 2017 and the NSW@ Health Play Safe Sexual Health Project Awards.

CARRIED

At this Juncture, the Administrator congratulated Dubbo Youth Council and Council's Youth Development Officer, Mr Jason Yelverton on receipt of their 2017 Local Government NSW Best Local Youth Week Program in 2017 and the NSW@ Health Play Safe Sexual Health Project Awards and presented the Award to Council's Youth Development Officer, Mr Jason Yelverton and Dubbo Youth Council's Nicholas Scott, Jessica Hull, Heather Brandon, Phoenix Aubusson-Foley and Emily O'Dea.

At this juncture the meeting adjourned, the time being 5.47pm.

The meeting recommenced at 6.00pm.

FPC17/46 REPORT OF THE FINANCE AND POLICY COMMITTEE - MEETING 17 JULY 2017 (ID17/1491)

The Committee had before it the report of the Finance and Policy Committee meeting held 17 July 2017.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the report of the Finance and Policy Committee meeting held on 17 July 2017, be adopted.

FPC17/47 2016/2017 OPERATIONAL PLAN - JUNE 2017 QUARTERLY REVIEW (ID17/1400)

The Committee had before it the report dated 14 August 2017 from the General Manager regarding 2016/2017 Operational Plan - June 2017 Quarterly Review.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- That the Budget Review Statements and the Quarterly Financial Statements as at 30
 June 2017, as attached to the report of the General Manager dated 14 August 2017,
 be adopted and such sums voted for such purpose.
- 2. That the performance review details for each function for the quarter ended 30 June 2017, be noted.
- 3. That the Statement of the Responsible Accounting Officer that Council is in a satisfactory financial position at the end of the financial year, having regard to the changes herewith to the original budget, be noted.
- 4. That the contracts, consultants, legal expenses and cash and investments information be noted.

CARRIED

FPC17/48 INVESTMENTS UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT (ID17/1505)

The Committee had before it the report dated 15 August 2017 from the Director Corporate Services regarding Investments Under Section 625 of the Local Government Act.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the information provided within the report of the Director Corporate Services, dated 15 August 2017 be noted.

CARRIED

FPC17/49 ASSET MANAGEMENT POLICY (ID17/1385)

The Committee had before it the report dated 27 July 2017 from the Director Corporate Services regarding Asset Management Policy .

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the draft Asset Management Policy, as attached as Appendix 1 of the report of the Director Corporate Services, dated 27 July 2017 be adopted.

FPC17/50 CHANGE TO DUE DATE OF FIRST RATE INSTALMENT FOR 2017/2018 (ID17/1448)

The Committee had before it the report dated 9 August 2017 from the Director Corporate Services regarding Change to Due Date of First Rate Instalment for 2017/2018.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the information contained within the report of the Director Corporate Services dated 9 August 2017 be noted.

CARRIED

FPC17/51 DRAFT 2040 COMMUNITY STRATEGIC PLAN - REPORT ON THE ENGAGEMENT PROCESS AND FUTURE DIRECTION (ID17/1424)

The Committee had before it the report dated 8 August 2017 from the Director Planning and Environment regarding Draft 2040 Community Strategic Plan - Report on the Engagement Process and Future Direction.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the information contained in the report of the Director Planning and Environment, dated 8 August 2017 including progress of the draft 2040 Community Strategic Plan, be noted.

FPC17/52 2017/2018 FINANCIAL ASSISTANCE PROGRAM - ROUND ONE (ID17/1215)

The Committee had before it the report dated 8 August 2017 from the Director Community and Recreation regarding 2017/2018 Financial Assistance Program - Round One.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

That funds from the Community Assistance Program Round 1 be allocated as follows:

•	Australian Decorative and Fine Arts Society	\$ 500
•	Dubbo Legacy	\$1,850
•	Cancer Council NSW	\$1,000
•	Dubbo District Concert Band	\$ 787
•	Dubbo Theatre Company Inc.	\$2,000
•	1 st Dubbo Scout Group	\$1,000
•	BaptistCare NSW and ACT	\$1,000
•	Uniting (NSW, ACT)	\$2,500
•	Older Womens Network	\$2,000
•	The Westhaven Association	\$1,363
•	Rotary Club of Dubbo Inc.	\$1,000

2. That all applicants be advised of the outcomes of their funding application.

CARRIED

FPC17/54 2017-2020 DUBBO REGIONAL COUNCIL DISABILITY INCLUSION ACTION PLAN (ID17/1387)

The Committee had before it the report dated 28 July 2017 from the Director Community and Recreation regarding 2017-2020 Dubbo Regional Council Disability Inclusion Action Plan.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- That the amended 2017-2020 Dubbo Regional Council Disability Inclusion Action Plan as attached to the report of the Director Community and Recreation, dated 28 July 2017 be adopted.
- 2. That the 2017-2020 Dubbo Regional Council Disability Inclusion Action Plan be forwarded to the NSW Disability Council.
- 3. That Tracey Napper of the Dubbo Fibromyalgia Support Group be advised to forward their submission to the relevant agency responsible for the issue.
- 4. That the Dubbo ME/CFS/FM and MCS Support Group be advised to forward their submission to the relevant agency responsible for the issue.

- 5. That those who made submissions on this matter be formally advised of Council's resolution on this matter.
- 6. That the issue of financial support to sufferers of Fibromyalgia be raised with the Dubbo Interagency for further consideration.

FPC17/56 ALCOHOL FREE ZONES WELLINGTON (ID17/1388)

The Committee had before it the report dated 28 July 2017 from the Director Community and Recreation regarding Alcohol Free Zones Wellington.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- That the alcohol free zone to cover public roadways, footpaths and car parks as detailed in Appendices 1 and 2 of the report of the Director Community and Recreation, dated 16 May 2017 be adopted.
- That the period of operation of the alcohol free zone in item 1 above be from 1
 October 2017 to 30 September 2021 inclusive for every day of the week, 24 hours per
 day.
- 3. That the crime rates in Wellington, community concern over crime and law and order issues as detailed in this report and the low incidences of street drinking as a result of the existing alcohol free zones in the Dubbo Regional Council Local Government Area be used as reasons for the requirement of the alcohol free zone.
- 4. That the necessary actions in accordance with Sections 642 to 646 of the Local Government Act 1993 inclusive be undertaken to establish the proposed alcohol free zone in item 1 above.
- 5. That an agreement by Council to lease a section of public area for use as a restaurant under Section 125 of the Roads Act 1993 overrides the provisions of an alcohol free zone.
- 6. That it be noted that after consideration of a submission from Mr B Coad, the alcohol free zone shall be extended to include Lee Street past Whiteley Street to the Wellington Road bridge in Lee Street.
- 7. That Mr B Coad be formally advised of Council's resolution on this matter.

FPC17/57 WRITE OFF OF UNRECOVERABLE DEBTS (ID17/1425)

The Committee had before it the report dated 4 August 2017 from the Director Corporate Services regarding Write off of Unrecoverable Debts.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned the personal hardship of any resident or ratepayer (Section 10A(2)(b)).

CARRIED

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the Accounts Receivable debts detailed within the report of the Director Corporate Services dated 4 August 2017 be written off.

The meeting closed at 6.19pm.
CHAIRMAN



REPORT: Dubbo Regional Council Delivery Program June 2017 - Annual Review

AUTHOR: General Manager REPORT DATE: 10 August 2017

TRIM REFERENCE: ID17/1450

EXECUTIVE SUMMARY

The NSW Office of Local Government has implemented an Integrated Planning and Reporting Framework. The framework requires all NSW Councils to integrate all of their plans together with the sole objective of delivering services for the community through streamlining Council operations and thus ensuring optimal use of resources.

A report on progress with respect to the principal activities detailed in the Delivery Program is required to be submitted at least every six (6) months.

This report deals with the annual review of the former Dubbo 2036 (2013-2017) and Wellington 2025 (2014-2018) four (4) year Delivery Program, for the 2016/2017 period.

It is encouraging to note the progress made by council against the performance targets in the Delivery Program and that this is also reflected in the Annual Operational Plan which is reported on to Council on a quarterly basis.

ORGANISATIONAL VALUES

<u>Customer Focused</u>: How Council reports to the community is a key point of accountability between Council and the community. Council currently reports above legislative requirements to keep customers fully informed of decisions, projects and initiatives.

<u>Integrity</u>: Reporting to the Community ensures transparency in Council decision making and demonstrates Council's commitment to deliver on promises made.

<u>One Team</u>: Council's reporting requires the cooperation of all Divisions of Council as one organisation.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

That the annual review of the Dubbo Regional Council Delivery Program, incorporating the former Dubbo 2036 (2013-2017) and Wellington 2025 (2014-2018) Delivery Programs, as at 30 June 2017 be noted.

Mark Riley
General Manager

Appendices:

1 Dubbo Regional Council Delivery Program June 2017 - Annual Review

ITEM NO: CCL17/117

DUBBO REGIONAL DELIVERY PROGRAM Annual Review (June 2017)

INCORPORATING THE FORMER DUBBO 2036 AND WELLINGTON 2025 DELIVERY PROGRAMS

Dubbo Regional Delivery Program - Annual Review June 2017

OUR PEOPLE

The key elements that will underpin the future development of Dubbo are lifestyle and opportunity in the areas of social, cultural, educational, health and recreational facilities and services and community protection.

PRINCIPAL ACTIVITY AREA(S): COMMUNITY SERVICES/PARKS AND LANDCARE/CITY DEVELOPMENT

OUR PEOPLE OUTCOME 1.1: The health, welfare and education of the community is maintained through effective medical care and a full range of educational opportunities.

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
1.1.1 Dubbo is recognised as the regional medical centre for western NSW.	No incidences of long term vacancies of medical staff at Dubbo Base Hospital. No incidents have been identified.	1.1.1.1 Continue to lobby and support Western NSW Local Health Network to attract general and specialist medical practitioners to Dubbo including community health staff. Lobbying has been undertaken.	Ongoing	DOCS
	No decrease in the number of General Practitioners in Dubbo. No decrease has been identified.	1.1.1.2 Lobby the State Government to ensure adequate professional staff are available to service the Dubbo Base Hospital and associated services. Administrator and General Manager met regularly with Local Member Troy Grant MP to discuss hospital redevelopment progress and personnel resources.	Ongoing	DOCS

Dubbo Regional Delivery Program – Annual Review June 2017

ITFM	NO:	CCL17	/117

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.1.1.3 Monitor the impact on Dubbo of the management/operations of the Western NSW Local Health Network. Dubbo and Orana Regional had a good level of representation on the local Health Network. No adverse impacts identified.	Ongoing	DOCS
		1.1.1.5 Concept plans for the redesign of Theresa Maliphant Park into a therapeutic park to service customers of Dubbo Base Hospital shall be adopted by Council Draft master plan has been prepared and submitted for comment to Manager Technical Services and Roads Officer. Following receipt of comments and subsequent discussions regarding potential changes to the road network and parking arrangements resulting from the redevelopment of the Dubbo Base Hospital, a decision was made not to progress the adoption of the plan at this stage.	Jun 2016	DPL
1.1.2 Priorities of all levels of government are aligned and funding is attracted for improved medical facilities and services.	Dubbo Base Hospital is substantially redeveloped. Construction underway with stage 1 of the redevelopment completed at the end of 2014 and Stage 2 officially opened in January 2016. Stage 3 builder announced & scheduled for completion by end of 2017.	1.1.2.1 Lobby the State and Federal Governments for the ongoing staged development of the Dubbo Base Hospital facility Redevelopment work well underway. Master Plan for future redevelopment completed. Announcement of \$150M for stages 3 and 4 of the redevelopment.	Ongoing	DOCS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
1.1.3 The availability of health and allied health tertiary courses and training available in the City is increased.	The range of health tertiary courses available in the City is increased. No increase identified.	1.1.3.1 In conjunction with Sydney University and Charles Sturt University lobby the Federal Government for health tertiary courses and training courses and facilities in the City. The Administrator held discussions with Sydney University and Charles Sturt University in relation to these matters. Letter of support provided to CSU to submit application to Federal Government for selection as a rural health training university.	Ongoing	DOCS
		1.1.3.2 Hold two (2) meetings per annum between Dubbo City Council and Sydney University to discuss future development and operations of the University's Rural Medical School in the City. Council representation on University of Sydney Community Advisory Board temporarily suspended due to merger.	Sep, Mar annually	DOCS
1.1.4 An expanded tertiary education curriculum is available that provides additional opportunities for education within the City and region.	500 students are undertaking courses at university campus in Dubbo. 329 students enrolled until October 2016. However there are a further 90 students enrolled from November to February 2017.	1.1.4.1 Hold three (3) meetings per annum of the Dubbo City Council/ Charles Sturt University Working Party to discuss future development and operations of the Dubbo campus. Two meetings have been held.	Oct, Feb, Jun annually	DOCS

ITEM NO: CCL17/117

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
1.1.5 A variety of high quality primary and secondary education and vocational training facilities and opportunities are available in	No examples of the loss of any primary, secondary and vocational training programmes in the City.	1.1.5.1 Monitor the position and lobby the State and Federal Governments to provide a variety of high quality primary and secondary education and vocational training facilities and programmes in the City.	Ongoing	DOCS
the City.	No examples.	Monitoring undertaken. No lobbying undertaken.		
		1.1.5.3 Hold an annual meeting with the Dubbo Office of the Department of Education to discuss primary and secondary education in Dubbo. Meeting held.	Aug annually	DOCS
1.1.6 Dubbo has an appropriately skilled workforce that supports the economic development and growth of	No examples of opportunities to support industry sector recruitment campaigns overlooked.	1.1.6.1 Provide support to businesses / agencies endeavouring to recruit skilled workers to the City.	Ongoing	DCD
the City.	Achieved, Support provided to	995 Jobs have been uploaded to the Dubbo		
	major industries such as Corrective Services, NSW	Jobs website July 2016 – June 2017.		
	Police, NSW Health and University of Rural Health in recruiting skilled professionals to the Local Government Area.	Evo-Jobs website launched in late March 2016. There has been 272,874 sessions from July 2016 – June 2017.		

ITEM NO: CCL17/117

PRINCIPAL ACTIVITY AREA(S): COMMUNITY SERVICES/ENVIRONMENTAL SERVICES/ORGANISATIONAL SERVICES

OUR PEOPLE OUTCOME 1.2: The community's lifestyle and social needs are supported through the provision of a range of essential social and community services.

Strategy	Performance Target	Actions	By When	Resp.
1.2.1 Childcare facilities, preschools and after hours care meet the needs of the community.	300 children Family Day Care child care places in Dubbo. 486 Family Day Care child care places in Dubbo.	(Statement of Means) 1.2.1.1 Actively pursue the recruitment of additional carers in the Dubbo Family Day Care Scheme. There was an ongoing program to recruit additional carers.	Ongoing	DOCS
	1236 long day childcare centre places in Dubbo. Report submitted to Council in June annually.	1.2.1.2 Report on the provision of and demand for child care places in Dubbo.	Mar annually	DOCS
	1236 long day childcare centre places in Dubbo.	Report provided in June 2017 to address child care requirements.		
	740 full day preschool places per week available in the community. Monitoring undertaken. No decrease in preschool places.	1.2.1.3 Monitor the availability of State and Federal Government capital and recurrent funding for additional preschool places. All funding opportunities monitored.	Ongoing	DOCS
1.2.2 The social services needs of the community are identified and monitored.	100% of needs identified and documented and addressed for provision of social services. 100% needs addressed.	1.2.2.1 Develop and implement on an annual basis a new Social Plan for the Dubbo Local Government Area. Social Plan to be developed when new ABS statistics are released.	Mar annually	DOCS

Dubbo Regional Delivery Program – Annual Review June 2017

ITFM	NO:	CCL17	/117

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.2.2.2 Provide financial contribution for the operations of the Dubbo Neighbourhood Centre. 2016/2017 budget accommodated these costs. \$65,500 for a Subsidy along with \$94,500 provided in the 2016/2017 budget.	Jul annually	DOCS
1.2.3 A variety of youth activities and entertainment are available in the City based on input from the youth of the City.		1.2.3.1 Implement Council's component of and provide support for the Youth Foundation in the community. Council was a member of the Dubbo Youth Foundation. The Manager Social Services regularly attended meetings.	Ongoing	DOCS
	100% of issues affecting youth resolved by Council with Youth Council input. All issues referred to Youth Council for input.	1.2.3.2 Develop and deliver youth programmes to meet identified needs in consultation with appropriate youth agencies. The Youth Development Officer developed programs in consultation with agencies. The annual Youth Week program was undertaken with the assistance of the Dubbo Youth Council.	Ongoing	DOCS
	95% satisfaction rating by young people of the youth services and facilities available in the City. Survey to be conducted in July 2017.	1.2.3.3 In consultation with the Dubbo Youth Council, develop a prioritised list of future youth services and facilities for consideration by Council. Youth Council requested a Trainee position to be engaged in the Social Services Branch.	Dec annually	DOCS
	1,300 young people attend Youth Week activities. Youth Week held in April 2017.	1.2.3.4 Youth Council to submit two reports to Council on its deliberations on youth issues and activities undertaken. Youth Council reports deferred due to merger.	Dec , Jun annually	DOCS

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	All activities and entertainment are planned and organised with the assistance of young people. Youth Development Officer ensured all activities were undertaken with the assistance of young people.	1.2.3.5 Conduct a biennial survey of young people to seek ratings and comments on the quality and range of youth services and facilities in the City. Survey to be undertaken in July 2017.	Jul 2016 Jul 2018	DOCS
1.2.4 The needs of older people and people with a disability are monitored to ensure appropriate services and facilities are available in the City and the region.	All new developments in the City comply with the Council's Development Control Plan in respect of Access and Mobility and the Building Code of Australia as required.	1.2.4.1 Review biennially the Council's Development Control Plan in respect of Access and Mobility.	Dec 2016 Dec 2018	DEVS
	All new developments complied with DCP in respect of Access and Mobility and the BCA.	Review completed. The scheduled date for completion of the development of the new comprehensive DCP has been revised to July 2018 due to competing priorities affecting resourcing in the City Strategy Branch. It is now proposed to implement identified changes to the DCP with the development of the new DCP.		
	90% satisfaction rating by older people of the quality and range of aged services and facilities available in the City Survey to be undertaken in July 2017.	1.2.4.2 Conduct a biennial survey of older people to seek ratings and comments on the quality and range of aged services and facilities in the City. Survey to be undertaken in July 2017.	Jul 2016 Jul 2018	DOCS

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
1.2.5 The education, health, employment and economic development opportunities of Aboriginal people are improved.	The unemployment rate of Aboriginal people decreases annually. Dubbo Aboriginal population	1.2.5.1 Make representations to the State and Federal Governments to increase coordinated funding for programmes to improve the education, health, employment and economic development opportunities of Aboriginal people. Council continued to make representations to	Ongoing	DOCS
	unemployment was 18.5% - 2011 Census. Details are not yet available from 2016 Census.	Government Agencies for increased funding. The Manager Social Services and Aboriginal Liaison Officer regularly attended meetings etc with key stakeholders.		
		1.2.5.2 Council continues to have an Aboriginal Liaison Officer to support and assist the Aboriginal Community. The Aboriginal Liaison Officer is a permanent position.	Ongoing	DOCS
		1.2.5.3 Council's Workforce Plan provides opportunities for employment of Aboriginal Trainees and Apprentices. An indigenous employment plan was developed to ensure Council's workforce demographics match that of the community.	Jul annually	DOS
1.2.6 A variety of cemetery facilities are available in the City to meet the needs of residents.	No more than 3 complaints received annually in regard to Council interment and maintenance programmes. One written complaint received.	1.2.6.1 Undertake biennial survey of residents and local funeral directors to gauge satisfaction level of cemetery services and seek advice on improvement to service provision. Survey undertaken with high satisfaction levels. No recommendations raised by funeral Directors for improved services.	Jul 2016 Jul 2018	DOCS

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Performance Target	Actions (Statement of Means)	By When	Resp.
95% satisfaction rating by funeral directors and community of the quality of the Council managed cemeteries. Regular contact and meetings as requested with funeral directors. No issues raised in relation to the quality of the Cemeteries.	(0.000.000.000)		
All major human services providers are committed to and are represented on the Strategic Human Services Interagency Group Forum. Interagency activities suspended due to merger.	1.2.7.3 Attend quarterly meetings of the Strategic Human Services Interagency Group Forum. Interagency activities suspended due to merger.	Sep, Dec, Mar, Jun annually	DOCS
All strategic decisions affecting the human services of the City are considered by the Strategic Human Services Interagency Group Forum. Interagency activities suspended due to merger.			
Community and Youth Services Directories maintained to 95% accuracy. 95% accuracy was maintained.	1.2.8.1 Conduct reviews of the Youth Services Directory managed by Dubbo City Council. Youth Development Officer regularly updated	Monthly	DOCS
	95% satisfaction rating by funeral directors and community of the quality of the Council managed cemeteries. Regular contact and meetings as requested with funeral directors. No issues raised in relation to the quality of the Cemeteries. All major human services providers are committed to and are represented on the Strategic Human Services Interagency Group Forum. Interagency activities suspended due to merger. All strategic decisions affecting the human services of the City are considered by the Strategic Human Services Interagency Group Forum. Interagency activities suspended due to merger. Community and Youth Services Directories maintained to 95% accuracy.	95% satisfaction rating by funeral directors and community of the quality of the Council managed cemeteries. Regular contact and meetings as requested with funeral directors. No issues raised in relation to the quality of the Cemeteries. All major human services providers are committed to and are represented on the Strategic Human Services Interagency Group Forum. Interagency activities suspended due to merger. All strategic decisions affecting the human services of the City are considered by the Strategic Human Services Interagency Group Forum. Interagency activities suspended due to merger. Community and Youth Services Directories maintained to 95% accuracy. (Statement of Means) (Statement of Means)	95% satisfaction rating by funeral directors and community of the quality of the Council managed cemeteries. Regular contact and meetings as requested with funeral directors. No issues raised in relation to the quality of the Cemeteries. All major human services providers are committed to and are represented on the Strategic Human Services Interagency Group Forum. Interagency activities suspended due to merger. All strategic decisions affecting the human services of the City are considered by the Strategic Human Services Interagency Group Forum. Interagency activities suspended due to merger. All strategic decisions affecting the human services of the City are considered by the Strategic Human Services Interagency Group Forum. Interagency activities suspended due to merger. Literagency activities suspended due to merger. 1.2.8.1 Conduct reviews of the Youth Services Directories maintained to 95% accuracy. Monthly

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.2.8.2 Dubbo Neighbourhood Centre to review the Community On Line Directory monthly and to include the outcomes of the review in the biannual reports to Council on the status of the Directory. The Dubbo Neighbourhood Centre provided six (6) monthly reports to Council in June and December.	Jun, Dec annually	DOCS
1.2.9 An Ageing Strategy is developed and implemented to provide appropriate services and facilities which are available for an ageing population.		1.2.9.1 Annually review and implement the actions of the Ageing Strategy. Ageing Strategy actions implemented and reviewed annually.	May annually	DOCS

PRINCIPAL ACTITIVY AREA(S): COMMUNITY SERVICES/PARKS AND LANDCARE/CORPORATE DEVELOPMENT

OUR PEOPLE OUTCOME 1.3: The community's lifestyle needs are well catered for through the provision of a range of facilities and services.

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
1.3.1 The high profile of existing cultural services and facilities such as the Western Plains Cultural Centre and the Dubbo Regional Theatre and Convention Centre is maintained.	A minimum of 65,000 visitors to the Western Plains Cultural Centre per annum. 97,278 visitors.	sitors to 1.3.1.1 Undertake an annual survey of residents to		DOCS
	A satisfaction rating of 95% by patrons of the services and facilities of the Western Plains Cultural Centre. 98% satisfaction with the WPCC, 89% satisfaction the Outlook Café.	1.3.1.2 Develop and implement appropriate marketing plans and education programmes for schools and the general public for key exhibitions at the Western Plains Cultural Centre. Plans developed and implemented on an annual basis.	Jul annually	DOCS
	At least 24 exhibitions held at the Western Plains Cultural Centre during the year. 27 exhibitions installed.	1.3.1.3 Develop in advance an exhibition programme for the Western Plains Cultural Centre for each coming financial year that utilises all relevant spaces. Program developed. Amounts allocated within WPCC budget. \$92,625 allocated in FY 2016/2017.	Dec annually	DOCS

Dubbo Regional Delivery Program – Annual Review June 2017

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.3.1.4 Develop and implement educational programmes that utilise the capabilities of the Western Plains Cultural Centre's Education Resource Centre. Amounts allocated within WPCC budget. \$33,551 allocated in FY 2016/2017.	Dec annually	DOCS
		1.3.1.12 Implement a biennial touring program for Western Plains Cultural Centre curated exhibition. Planning still underway for tour to commence in December 2017.	Dec 2017 Dec 2019	DOCS
	A minimum of 80,000 visitors to the Dubbo Regional Theatre and Convention Centre per annum. No reasonable complaints received on staff performance and customer service.	1.3.1.5 Seek sponsorships for the Dubbo Regional Theatre and Convention Centre.	Ongoing	DOCS
	64,361 visitors in 2016/2017 compared with 66,833 in 2015/2016. No complaints received.	Re-negotiated the following sponsorships that expired in December 2016. Top Hat Gold – Laser Electrical Dubbo (for an additional year due to transition of management) Astley Plumbing and Hardware – two years Curtain Raiser – Paula O'Leary, Physiotherapy – two years. Secured inaugural 2017 Season Launch Sponsor – Kings Hall Jewellers. Secured Kings Hall Jewellers for 2018 season.		

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Strategy Performance Target		Actions (Statement of Means)	By When	Resp.
	A satisfaction rating of 95% by patrons of the products and facilities of the Dubbo Regional Theatre and Convention Centre. Survey results indicate that the subscriber satisfaction rating was 84.4%.	1.3.1.6 Conduct an annual survey of patrons to seek ratings and comments on the Dubbo Regional Theatre and Convention Centre's products and facilities. Annual survey for subscribers conducted October 2016.	Oct annually	DOCS
	Dubbo Regional Theatre and Convention Centre used a minimum of 100 days for ticketed performances. Total of 82 days compared with 97 days for 2015/2016.	1.3.1.8 Attract and program a diverse range of local, touring and school shows for a wide range of target audiences. Shows selected based on DRTCC's programming policy and productions available for touring.	Ongoing	DOCS
	Dubbo Regional Theatre and Convention Centre used a minimum of 110 days for business/community events. Total of 175 days compared with 176 days for 2015/2016.	1.3.1.9 Develop an annual Subscription Season Programme for Dubbo Regional Theatre and Convention Centre. Total of 25 shows selected for 2017 comprising of 19 entrepreneured shows and six hirer/promoter shows.	Sep annually	DOCS
1.3.2 The Dubbo community participate in and celebrate the high quality cultural services and facilities available in the City.	A minimum of 2,000 people attend public and education programmes at the Western Plains Cultural Centre. 13,358 have been recorded.	1.3.2.1 Develop public and education programmes for the Western Plains Cultural Centre for each financial year. Plans developed and implemented on an annual basis.	Jul annually	DOCS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	The Western Plains Cultural Centre's Community Arts Centre is utilised for a minimum of 2500 hours per annum.	1.3.2.2 Continue membership of and fully participate in the activities of Orana Arts.	Ongoing	DOCS
	4,508 hours recorded. Increase due to the hire of four rooms full time until the end of the year by Western College.	Membership maintained and Director Community Services was a member of Orana Arts Board.		
		1.3.2.3 Continue to conduct workshops, lectures, education programmes and school term and school vacation workshops for children at the Western Plains Cultural Centre. Plans developed and implemented on an annual basis.	Ongoing	DOCS
		1.3.2.4 Ensure the Community Arts Centre is made available for venue hire to community and corporate groups at reasonable prices. Revenue charges accepted as reasonable under WPCC Revenue Policy and approved.	Apr annually	DOCS
		1.3.2.5 Cultural events continue to be included in the Council's weekly "What's On" calendar of events and activities. Achieved.	Ongoing	DOCS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
1.3.3 Aboriginal culture is celebrated by the community.	A minimum of one (1) exhibition or public programme per annum is held at the Western Plains Cultural Centre which focuses on Aboriginal culture. Aleshia Lonsdale (July 2016) Saltwater Country (August 2016) Old Land New Marks (October 2016) Unfinished Business (November 2016) Paris Norton (June 2017) Portraits of Language (May 2017).	1.3.3.1 The Western Plains Cultural Centre Advisory Board continues to hold a position for a member of the Dubbo Aboriginal Community Working Party. Following the merger of Dubbo City Council and Wellington Council the WPCC Advisory Board was disbanded. A decision on any replacement board/committee/panel has yet to be made.	Ongoing	DOCS
		1.3.3.2 Include Aboriginal culture in the Western Plains Cultural Centre's exhibition and event calendar each year. Inclusion of Aboriginal cultural material indicated in WPCC policy.	Jul annually	DOCS
		1.3.3.4 Implement components of the Wirradjuri Park Masterplan including sourcing external funding opportunities. No further external funding for the development of Wiradjuri Park has been received. With the RMS announcement of the preferred route for the 3rd bridge that cuts through Wiradjuri Park an opportunity to collaborate with the RMS exists to further develop the park.	Ongoing	DPL

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.3.3.5 Continue to build working relationships with the Terramungamine Reserve Advisory Committee. This committee is currently not actively meeting.	Ongoing	DPL
		1.3.3.6 Undertake consultation with stakeholders when undertaking strategic planning and redevelopment of open space elements to allow for the incorporation of appropriate and community approved indigenous culture focused interpretative material. Signage has recently been installed by the Wiradjuri people of Wellington at Oxley Park identifying the importance of this section of the Macquarie River. This signage was designed and funded by the Aboriginal group. Further opportunities to include Aboriginal cultural heritage items are being investigated through the development of master plans, including Cameron Park.	Ongoing	DPL
1.3.4 Existing arts and cultural facilities in the City are leveraged to provide and promote complementary facilities and opportunities.	A Forum of Government, private sector and not for profit arts groups meets regularly. Three (3) meetings held in 2016/2017.	1.3.4.2 The Arts/Cultural Forum meets quarterly to discuss marketing of facilities and services and cooperative/complementary services and activities. Quarterly meetings held.	Quarterly	DOCS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
1.3.5 An iconic event for the City is embraced by the community.	All actions in the Dubbo City Event Strategy are completed each year. Achieved, actions completed: Regular meetings of the Dubbo Event Network Review and update of on- line Event Organisers Toolbox. Communications with industry regarding event activity in the City and opportunities for local businesses. Event Development Fund (Stream 1) and Major Event Sponsor Program (Stream 1) opened July 2016. Digital sign installed Event bid – Country v City 2017 submitted - unsuccessful Event bid successful – Local Government Water Conference Direct Marketing Campaign – conference market completed. Event bid – NSW Farmers Conference – unsuccessful Delivery of NSW Water Management Conference.	1.3.5.1 Review and Implement the Dubbo City Event Strategy as adopted. (City Development Delivery Plan). Completed, actions have been delivered under the Economic Development Action Plan.	Dec annually	DCD

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	Funding of \$64,257 provided to 12 events (Stream 2 – Event Development Fund and Major Event Sponsor Program) Early Expressions of Interest submitted – Melbourne Cup (unsuccessful) Support of the Queens Baton Relay in 2018 and Wellington Bicentenary celebrations			
1.3.6 The high standard of library facilities and services to the community is maintained to meet the educational, recreational and informational needs of the community.	60% of residents are borrowers at the Macquarie Regional Library. 48.94 of residents are enrolled borrowers.	1.3.6.1 Undertake biennial survey of residents to ascertain requirements of a Library service. Survey not due until 2017/2018.	Sep 2016 Sep 2018	DOCS
	A satisfaction rating of 95% by patrons of the services and facilities of the Dubbo Branch Library. Survey not due until 2017/2018.	1.3.6.2 Provide input to the Macquarie Regional Library's Corporate Strategic Plan to define the long term library service needs and facility needs for the Dubbo Community. Input provided.	Feb annually	DOCS
	A minimum of 230,000 articles borrowed from the library per annum. Report submitted to Council in March 2017.	1.3.6.3 Continue to lobby the State Government for increased recurrent funding for local government library services. No increase in recent State budget of recurrent per capital funding. Lobbying continued.	Ongoing	DOCS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.3.6.4 Provide a report on the performance of Macquarie Regional Library in providing a library service to the City. Report submitted in March 2017.	Mar annually	DOCS
1.3.7 The iconic Old Dubbo Gaol is maintained as a quality tourist attraction from both a historical and entertainment perspective.	50,000 people visit the Gaol per annum. 47,984 visitors.	1.3.7.1 Undertake the development of one (1) new exhibition per annum. New exhibition developed.	Jun annually	DOCS
		1.3.7.2 Develop co-operative arrangements with other tourist destinations and businesses with a view to packaging Old Dubbo Gaol products and services. Achieved. Welcome to Dubbo Event Package, Wine and Nourishment Event and Great Western Plains Destination Campaign.	Ongoing	DOCS
		1.3.7.3 Develop and implement an annual Marketing and Promotion Programme for the Old Dubbo Gaol. Marketing and Promotion Programme adopted as a component of the 2016/17 Business Plan.	Jun annually	DOCS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.3.7.5 Complete the capital projects funded by the Cobbora Transition Grant \$1M. 90% of funding spent to date Completed projects include Render/Salinity Project Watchtower Refurbishment and Exhibition Infirmary Refurbishment and Exhibition Kitchen (portable) Exhibition Nosey Bob High Definition Upgrade Toilet Facilities Upgrade Security Upgrade (CCTV – Event Space) WiFi installation (Event Space) Foyer upgrade including Wooden Block Floor Partial Completed Projects include Main Street Signage Project – DA submitted.	Dec 2015	DOCS

PRINCIPAL ACTIVITY AREA(S): COMMUNITY SERVICES/PARKS AND LANDCARE/CORPORATE DEVELOPMENT

OUR PEOPLE OUTCOME 1.4: The community has the opportunity to participate in a diverse range of lifestyle, sporting and passive recreational pursuits.

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
1.4.1 Improved access is available to recreation facilities for young people.	95% of young people rate access to recreation facilities and services as satisfactory.	1.4.1.1 In consultation with the Dubbo City Sports Council and the Dubbo Youth Council, review requirements for the provision of future recreation facilities for young people.	Mar annually	DPL
	Survey deferred due to merger.	Consultation is continuing with the Dubbo City Sports Council and Dubbo Youth Council in identifying and improving recreational opportunities for the youth. This has included working collaboratively with the skate park users in the redesign of the facility. The new skate park components will be installed by the end of July.		
		1.4.1.4 Undertake a Biennial survey regarding how young people rate access to recreation facilities. Survey deferred due to merger and now to be held in July 2017.	Jul 2016 Jul 2018	DOCS
	95% of young people rate public transport to recreational events and facilities as satisfactory. Survey deferred due to merger and to be held in July 2017.	1.4.1.5 Ensure the Dubbo Transport Working Group monitors the provision of public transport for young people to recreational events and facilities. Dubbo Transport Working Group disbanded.	Ongoing	DOCS

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Strategy	Performance Target	Actions (Statement of Magne)	By When	Resp.
1.4.2 The Sports and Recreation Masterplan for the City promotes efficient use of existing sporting facilities and identifies future recreational facility requirements.	60% of residents participate in recreational activities.	(Statement of Means) 1.4.2.1 In consultation with the Dubbo City Sports Council and other stakeholders, review requirements for the provision of future recreation facilities for all sectors of the Dubbo community e.g. aged, youth, disabled, families and indigenous groups.	Dec annually	DPL
	Consultation has occurred with Dubbo and District Football Association in applying for a grant to develop a new amenities facility at Lady Cutler East which provides access to disability toilets.	Consultation with stakeholders is continuing with a recent Access Audit completed at Elston Park. The audit and the recommendations are currently being assessed. A new nature-based playground is being developed at Elizabeth Park (Dubbo Regional Botanic Garden) that has a high level of accessibility, including a Liberty Swing that is being provided by a community group, and disabled amenities.		
	90% of residents rate sporting and recreational facilities as satisfactory. Latest results of the community satisfaction survey show close to 90% satisfied with sporting infrastructure.	1.4.2.2 Oversee the implementation of the Recreation Strategy for the City. The Recreation Strategy is being implemented as opportunities are identified and through the Dubbo Regional Sports Council.	Ongoing	DPL

Strategy	Performance Target	Actions (Statement of Magne)	By When	Resp.
		(Statement of Means) 1.4.2.3 Encourage and foster community awareness, participation and self-help in the development and maintenance of recreation facilities through the Dubbo City Sports Council. The Division has continued to encourage and support self-help and communities groups in the maintenance and development of recreational facilities throughout the Dubbo Regional Council LGA. A strong volunteer base continues to support the work of the Division in such areas as the Dubbo Regional Botanic Garden, weed management and control, Macquarie River and foreshore maintenance and parkland maintenance. This support enables Council to provide facilities to the community at a higher level than we would otherwise be able to. 1.4.2.4 Undertake a biennial survey of residents to monitor and understand the recreational needs and	July 2017 July 2019	DPL
		levels of participation of the City's population to inform and review the ongoing implementation of the Recreation Strategy. Survey not due to commence until July 2017.	July 2013	

Strategy	Performance Target	Actions	By When	Resp.
	Cost of sports field preparation	(Statement of Means) 1.4.2.5 Ensure input is received from seasonal sportsground users for field preparation requirements. Discussions were held (August / September 2016) with all sporting groups across the new Local Government Area to identify their sport specific requirements. These requirements were then costed up and formed the basis of a report that went to Council with regards to establishing the sporting group's fees and charges for 2017/2018. Following community input a decision was made to use the 2016/2017 sport specific preparation costs with an increase of 3% applied to them. 1.4.2.6 Review costs and programmes associated	Dec annually	DPL
	does not increase above CPI. Costs of sport field preparation have not risen above CPI.	with sport preparation in regard to achieving efficiencies. A full review of the sporting fees and charges was undertaken as part of the development of the 2017/2018 Revenue Policy. A report went to Council detailing the proposed sporting group's fees and charges for 2017/2018. Following community input a decision was made to use the 2016/2017 sport specific preparation costs with an increase of 3% applied to them.	annually	

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
1.4.3 Achievements are celebrated and support is provided for activities that foster cultural diversity, recreational opportunities and community pride.	A 12 month City Development Delivery Plan is developed that celebrates and supports community pride. Achieved.	1.4.3.1 Conduct an annual sports award presentation ceremony to recognise excellence in sporting achievements of Dubbo residents. A combined Dubbo and Wellington Sports Awards ceremony was conducted in November to recognise the achievements of local sportsmen and women. The Sports Awarded was attended by Mark Coulton MP (Federal Member for Parkes) and Andrew Gee MP (Federal Member for Calare).	Nov annually	DPL
		1.4.3.3 Implement the City Events Strategy and City Promotions Action Plan. (City Development Delivery Plan). Completed.	Dec annually	DCD
		1.4.3.4 Implement the Corporate Communications Programme. Completed.	Jun annually	DCD
1.4.4 The Strategic Masterplan for the Macquarie River corridor improves the amenity and increases the utilisation of the river corridor for a range of pursuits.	60% of the urban river corridor is developed for passive and active recreational pursuits. 60% of the urban river corridor has been developed for recreational use. Current facilities are constantly upgraded as resources allow.	1.4.4.2 Identify and take advantage of opportunities to add to Council's land portfolio in regard to the "River spine" of the urban area as defined in the Open Space Masterplan and Recreation Strategy. Completed.	Ongoing	DCD

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.4.4.3 Identify and source available government assistance programmes as they become available in respect of the river corridor. No government assistance programs or funding was identified during 2016/2017.	Ongoing	DPL
1.4.5 High quality (fit for purpose) passive and active recreational open space is available to and used by the community.	No incidences of reported injuries incurred through use of Council's open space and recreation facilities. No reports submitted.	1.4.5.1 Review compliance with the response/repair times defined in the adopted Risk Management Plan (Defined Asset Management Plan). The Division maintained a high level of adherence to the response / repair times, as defined under the DAMP. This included repair to damaged infrastructure and the erection and maintenance of records as they related to the setting out and daily inspections of safety devices.	Ongoing	DPL
	100% of development of Open Space is undertaken in accordance with the Strategic Plans adopted by Council. Achieved.	1.4.5.3 Review horticultural, aboricultural and open space components of all development applications and provide recommendations for any conditions of approval in accordance with the Open Space Masterplan and Recreation Strategy. Relevant staff continue to provide advice and recommendations in relation to Development Applications and the provision of public open space to ensure that they are in accordance with the aims and strategies of the Open Space Master Plan and Recreation Strategy. There were no instances where the provision of open space through contributions by Developers not complying with the above strategic planning documents.	Ongoing	DPL

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.4.5.6 Implement adopted Section 94 Open Space Contributions Plan. The Section 94 Open Space Contributions Plan was implemented. No variance from the plan occurred over the course of the year.	Ongoing	DPL
		1.4.5.7 Develop Regional RV and Caravanning positioning paper in cooperation with Inland NSW and Destination Management Plan working group Completed, Freedom Camper Economic Study completed June 2017.	Jun 2016	DCD

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
1.4.6 Dubbo is recognised for its first class sporting facilities, which cater for a wide range of local, regional and state sporting events and opportunities.	The number of high profile sporting events held in the City increases. Every opportunity is taken to increase the number of high profile sporting events in conjunction with RPP and City Development. Currently discussions are being held with: NSW Touch, Touch Football Australia and Wellington Aboriginal Health Corporation Service to host a NSW Indigenous Touch Knockout National Rugby League to host a NRL Game in 2018 Central Coast Mariners to host an A League game NSW Touch in bidding to host Junior State Cup in 2019 and State Cup in 2019 and State Cup in 2019 Little Athletics NSW to host Country Championships in 2019 Little Athletics NSW to host the State Multi Event in 2019 Cricket NSW to host State Carnivals Water Polo NSW to host a junior championships	1.4.6.2 Implement the Dubbo Events Strategy as it relates to sporting associations and potential events. Parks and Landcare Services division worked collaboratively with Corporate Development in the implementation of the Dubbo Events Strategy following changes to the ownership of the Strategy.	Ongoing	DPL

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.4.6.3 Ensure the incorporation of sporting event requirements into the capital improvements of recreational facilities. Further improvements to Barden Park, Lady Cutler East, Victoria Park and Caltex Park were identified and incorporated into the future Capital Works program. Through the completion of these Capital Works these facilities become more attractive to event organisers and players.	Ongoing	DPL
	No significant examples of grant funding opportunities not addressed.	1.4.6.4 Identify grant funding opportunities and facilitate preparation of grant applications to support community groups to undertake maintenance and development projects on and for recreational facilities.	Ongoing	DPL
	There are no examples of grant funding that have not been pursued, if deemed appropriate, or can be supported by matching funds. The Sporting function is currently applying for a grant through Crown Lands for new sports lighting at John McGrath Oval.	Grant funding for improvements to the sporting facilities were actively sought. No grant applications were successful.		

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.4.6.6 Undertake an annual review of sporting association requirements and associated Agreed Briefs for Sporting Preparation. Meetings held with the sporting associations to identify future needs and requirements that they have identified for the improvement of the facilities. Projects that are considered worthy of funding have been submitted through the Capital Works Prioritisation Framework or grant funding application submitted. This has included the development of a feasibility study / master plan for an Indoor Sports Facility and the master planning for the replacement of the Wellington Pool.	Jun annually	DPL
		The Sporting Preparation Agreed Brief was finalised following adoption of the 2017/2018 Revenue Policy.		
	Barden Park is the Regional Centre for Athletics in Central West NSW and the Orana Region.	1.4.6.20 Implement the Regional Centre of Excellence for Athletics Business Plan	Ongoing	DPL
	Barden Park is the Centre of Athletics for country NSW.	The Regional Centre of Excellence for Athletics Business Plan was implemented as opportunities permitted.		
		1.4.6.17 Review the Barden Park Business Plan The Barden Park Business Plan continues to be updated and implemented.	Jun 2018	DPL

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	Victoria Park sporting precinct is capable of holding regional level sporting events/carnivals. Victoria Park Sporting precinct is capable of holding events with precinct holding the U/19 Country Cricket Championship	1.4.6.21 In conjunction with sporting groups seek external funding for the construction of a new cycle track off Victoria No.1 Oval and the expansion of the Victoria No. 1 Oval turf surface. Council continues to work with Paramount Tennis Club in seeking external funding.	Ongoing	DPL
	and U/13 & U/14 State Cricket Championship playing this year.			
		1.4.6.18 Complete design and documentation for the formalisation of car parking and pedestrian access between Victoria No 2 & 3 Ovals. Carpark design completed and costed. Funding for the carpark is being sought through grant applications.	Dec 2017	DPL
	Pioneer Park Hockey Complex is capable of holding regional events. Pioneer Park Hockey Complex is capable of holding low level regional events. The complex will not be able to host high level regional events until a second synthetic field is constructed.	1.4.6.13 In conjunction with sporting groups seek external funding for the construction of second synthetic field at Pioneer Park. Council has completed a detailed design and costing for a second synthetic field and applied for grants in this regard. Council will continue to work with Dubbo Hockey Association seeking external funding. Funding is unlikely due to Hockey Association playing numbers.	Jun 2016	DPL

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.4.6.19 In conjunction with sporting groups seek external funding to assist in the upgrade of tennis facilities to a regional standard Council continues to work with Paramount Tennis Club in seeking external funding.	Ongoing	DPL
		1.4.6.15 Source external funds through the application of the Sponsorship policy to regional sporting assets. External funds have been sourced for Caltex Park (Apex Oval). Targeting for sponsorship now is focused on the Lady Cutler Oval and Barden Park complexes.	Ongoing	DPL
	Dubbo Apex Clubs Caltex Park is acknowledged as the best football facility in regional NSW. The ground continues to be acknowledged as one of the best football facility in regional NSW. Council has received great feedback from regional towns that have played at Caltex Park during the above average rain fall that Dubbo received.	1.4.6.16 Implement an Apex Oval sand base profile 'best practice' Maintenance Manual. Council continues to follow the best practice manuals that were given to Council by the contractor who installed the playing surface.	Jul annually	DPL
1.4.7 Aquatic facilities are available and maintained to improve the health and wellbeing of the community.	More than 90,000 patrons utilise Dubbo Aquatic Leisure Centre for each swimming season. 82,893 patrons from 10/09/2016 – 03/03/2017	1.4.7.1 Pursue grant funding for the upgrade option plan for the Dubbo Aquatic Leisure Centre. \$800,000 received from Stronger Communities (Major Projects) for the installation of a Water Park at the DALC.	Ongoing	DPL

Strategy	Performance Target	Actions	By When	Resp.
	_	(Statement of Means)	_	
	90% of patrons rate the services and facilities of the Dubbo Aquatic Leisure Centre as satisfactory. Action has commenced.	1.4.7.4 Undertake a statistically valid survey of patrons rating the services offered and delivered at the DALC Action has commenced.	May 2016	DPL

PRINCIPAL ACTIVITY AREA(S): HUMAN ENVIRONMENT/COMMUNITY PROTECTION

OUR PEOPLE OUTCOME 1.5: Dubbo is a safe community.

Strategy	Performance Target	Actions	By When	Resp.
1.5.1 The health and safety of	85% of food premises comply with	(Statement of Means) 1.5.1.2 Review the partnership arrangements with	Jun	DOCS
the community is ensured	statutory requirements on initial	the NSW Food Authority for Council to implement	annually	
through the delivery of	inspection.	the provisions of the Food Act and Regulations.		
appropriate human environment services.	For 2016/17 approximately 65% of the 162 premises inspected complied on first inspection.	Review undertaken in early 2017.		
		1.5.1.3 Undertake at least one (1) inspection of all	Mar	DOCS
		food premises per year. Program ensured all food premises inspected	annually	
		at least once by March 2017.		
		1.5.1.4 Conduct a food handling seminar biennially. Completed.	Oct 2016 Oct 2018	DOCS
	100% of public pools and spas inspected meet statutory health requirements.	1.5.1.5 Undertake the annual inspection and water sampling program of all public swimming pools and spas including motels and hotels in November, January and February each year, and indoor pools every two months to ensure water quality standards are maintained.	Feb annually	DOCS
	All inspections completed.	All inspections completed.		
	100% of infants participate in immunisation program. 99% of children entering kindergarten are immunised.	1.5.1.6 Conduct twelve free immunisation clinics in the City per annum. 12 clinics held.	Monthly	DOCS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.5.1.7 Conduct two (2) public health education programs per year. Achieved.	Dec, Apr annually	DOCS
		1.5.1.8 Undertake compliance inspections of all registered private swimming pools. Processes in place ensured all registered private swimming pools inspected in accordance with Swimming Pool Regulations.	Ongoing	DEVS
	100% of Registered premises comply with statutory requirements on initial inspection. 100% of registered premises comply with statutory requirements on initial inspection.	1.5.1.9 Undertake at least one (1) inspection of all registered regulated premises per year. Program ensured all registered premises were inspected at least once in 2016/2017.	Mar annually	DOCS
1.5.2 High level Police and Ambulance services are available to the community.	No more than a combined number of 2,600 incidents of reported assault, domestic violence, steal from person, break and enter non dwelling, sexual offences, robbery, motor vehicle theft, steal from dwelling and retail store and motor vehicle, fraud and malicious damage.	1.5.2.1 Meet on a quarterly basis with local senior officials of NSW Police to discuss service provision.	Sep, Dec, Mar, Jun	DOCS
	3,667 incidents reported.	Four meetings held.		
		1.5.2.2 Monitor police numbers in the City. Monitoring undertaken.	Ongoing	DOCS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	No complaints to the Liquor Administration Board regarding licensed premises. No complaints received.	1.5.2.3 Continue to monitor complaints regarding the operation of licensed premises in the City. Council was a member of the Liquor Accord.	Ongoing	DOCS
	•	The Manager Social Services attended meetings.		
		1.5.2.4 Support initiatives developed by the Community Drug Action Team and Dubbo Liquor Accord and support initiatives there from. Council was a member of the Community Drug Action Team and the Liquor Accord. The Youth Development Officer attended the Community Drug Action Team. The Manager Social Services attended Liquor Accord meetings.	Ongoing	DOCS
		1.5.2.5 Review the implementation of the Dubbo Crime Prevention Plan. The 2015-2018 Dubbo Crime Prevention Plan has been approved by the Department of Justice. Funding applications for Dubbo and Wellington Crime Prevention Plans were submitted in January 2017.	May, Nov annually	DOCS
		1.5.2.6 Continue participation in the Orana Crime Prevention Planning Committee. Achieved.	Ongoing	DOCS
	100% satisfaction rating for ambulance services and facilities for the region. Survey of residents deferred	1.5.2.7 Meet with local senior officials of the Ambulance Service to discuss service provision. Meeting held in May 2017.	May annually	DOCS
	due to merger.	meeting held in may 2017.		

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
1.5.3 People and property located within urban area of the City are protected from fire related incidents by Fire and Rescue NSW.	100% of incidents responded to by Fire and Rescue NSW within prescribed State standards. Achieved.	1.5.3.1 Meet annually with the Regional Manager of Fire and Rescue NSW. Contact made with Fire and Rescue Senior Management four times a year.	Oct annually	DTS
1.5.4 People and property located within the rural area of the City are protected from fire related incidents by a responsive volunteer based rural fire service.	100% of requirements of the Service Level Agreement with the NSW Rural Fire Service (RFS) are met. Achieved.	1.5.4.1 Attend meetings of the Rural Fire Service Dubbo Liaison Committee four (4) times a year. Three meetings held.	Jul, Oct, Feb, Apr annually	DTS
	100% of Annual Training Plan is adopted approved and implemented. Achieved.	1.5.4.2 Meet six (6) monthly with Rural Fire Service Orana Zone Manager to review training activity and accommodation/facility needs. Meeting with Orana Team Manager held quarterly or as needed.	Mar, Sep annually	DTS
	90% of inspections carried out by Rural Fire Service within 5 working days of a request from Council. Achieved.	1.5.4.3 Issue Notification letters and S66 Notices as required and reinspect properties for compliance within set time. No notices issued.	Ongoing	DTS
		1.5.4.4 Promote rural fire safety (e.g. firebreaks on rural lots), through media releases and advertisements to all local media outlets. Rural Fire Service regularly conducted rural fire safety publicity in lead up to and during fire danger period.	Ongoing	DTS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.5.4.5 Implement annual Hazard Reduction Programmes and report activity to Rural Fire Service Zone Manager. Hazard reduction implemented.	Jun annually	DTS
1.5.5 The Local Emergency Management Organisation and the Local State Emergency Services are capable of responding to emergencies.	100% of emergencies able to be responded to appropriately. Achieved.	1.5.5.1 Review Disaster PLAN (DISPLAN) and Local Emergency Management Sub Plans annually. DISPLAN has been completely redrafted into the new Emergency Management Plan format to comply with the SERM Act. Proposal to retain Wellington information as a separate plan. Integration of LEMC's successfully achieved.	Apr annually	DTS
		1.5.5.3 Local Emergency Management Committee to meet four times a year. Meetings held as scheduled.	Aug, Nov Feb, May annually	DTS
		1.5.5.4 Meet with the Dubbo State Emergency Services Local Controller six (6) monthly to review recruitment and training programme for the Unit. Activities of the unit were reported at the quarterly Local Emergency Management Committee meeting.	Nov, May annually	DTS
		1.5.5.5 Continue to seek Government funding to undertake the construction of a new headquarters building for the Dubbo Local State Emergency Services Unit as secondary stage of the new Rural Fire Service Zone Centre development at Dubbo Airport. Funding opportunities periodically monitored.	Dec 2019	DTS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.5.5.6 Review and update information contained within the document resulting from the 2009 All Hazards Emergency Risk Management Study every five years. The new Emergency Management Plan adopted in 2016 included a review of local risks and hazards.	Oct 2019	DTS
1.5.6 The community displays a high level of understanding of and compliance with the legislation in regard to the keeping of and control of companion animals and other animals.	Number of dogs registered under the Companion Animals Act (increased from previous year). For period 1/7/2016 to 30/06/2017 8.7% increase on corresponding period 2015/2016.	1.5.6.1 Undertake an annual review and update the Companion Animals Action Plan. Review carried out May 2017.	May annually	DEVS
	Number of cats registered under the Companion Animals Act (increased from previous year). For period 1/7/2016 to 30/06/2017- 9.3% decrease on corresponding period 2015/2016.	1.5.6.3 Undertake an annual audit of the operation of the Dubbo City Animal Shelter. Audit carried out July 2016 as part of the Organisation Service Review emanating from the merger of Dubbo and Wellington Councils.	Jul annually	DEVS
		1.5.6.4 Undertake an annual review of the adopted Management Procedures manual for the operation of the Animal Shelter in conjunction with the Royal Society for the Prevention of Cruelty to Animals. Review carried out April 2017.	Apr annually	DEVS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.5.6.5 Undertake a review of the contract for the Management of the Dubbo City Animal Shelter and call for tenders / extension of contract for the period following 1 July 2017. Animal shelter now under Dubbo Regional Council Management.	Dec 2016	DEVS
		1.5.6.6 Implement the education program to ensure residents are aware of the requirements for keeping companion animals. Program in place ensured educational program implementation by May 2017. Funding application submitted for further education.	May annually	DEVS
1.5.7 New development within the Macquarie and Talbragar River floodplains is appropriate and does not place the community at risk	No examples of development within the floodplain that do not comply with Council policy (Local Environmental Plan/Development Control Plan (LEP/DCP)).	1.5.7.1 Review Floodplain Management Plan on a five (5) yearly basis.	Jun 2020	DEV\$
from flood impacts.	No examples of development within the floodplain in 2016/2017 that do not comply.	Next review programmed for 2020.		
1.5.8 The City's stormwater flows are managed and controlled through specific stormwater infrastructure that caters for the continued expansion of the urban area.	At least one drainage deficiency rectified each year, subject to funding. Muller Street drain has been cleared out and reshaped to improve flows and help alleviate flooding issues in Muller Street.	1.5.8.1 Implement rolling programme to improve known deficiencies in existing drainage schemes. Actioned.	Jun annually	DTS

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	Number of complaints from property owners as a result of stormwater overflow is no more than 5. Major storm event, estimated to be greater than a 1:20 year storm event occurred Friday evening 16/12/2016. Underground pipe system in various areas of Dubbo (designed to cater for 1:5 or 1:10 year's storm events) could not cope. 10 Houses subjected to storm water inundation. Further storm event March 2017 with similar issues. Council responding to various CRM's and investigating problem areas.	1.5.8.3 Investigate new drainage complaints regarding stormwater inundation within six months of receipt of the complaint including village areas. This was achieved as appropriate.	Ongoing	DTS
	100% of proposed developments in urban area able to be serviced by the stormwater drainage system. This was achieved.	1.5.8.4 Develop stormwater models for one existing catchment each year within the urban area. Development of stormwater models on subcatchment areas continue to be developed as and when required usually as a consequence of Development pressures in a particular subcatchment area and/or deficiencies become known due to the Superior Asset Management Programme and production of the Stormwater Asset Management Plan.	Jun annually	DTS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.5.8.5 Review Section 94 contributions Plan for Stormwater Drainage. No action to date.	Jun 2017	DTS
1.5.9 Potential pollution from discharges from the drainage network into receiving water is limited.	100% of Department of Environment and Heritage criteria in respect of stormwater discharges met. Achieved.	1.5.9.1 Implement a programme for maintenance of the City's drainage network. Achieved and is continually being met as required or required or as appropriate.	Ongoing	DTS
1.5.10 Drainage improvements are provided within the villages and urban area to ensure the risk of inundation is minimised.		1.5.10.1 Wongarbon Village Drainage Scheme is implemented. Report and funding requirements submitted to Council in July 2015.	Dec 2016	DTS
1.5.11 Stormwater quality improvement works with Gross Pollutant Traps (GPTs) are provided on most drainage outfalls.	At least one GPT installed annually, subject to funding. Tenders for the purchase of GPT with installation first quarter of 2017/2018 underway.	1.5.11.1 Update the ten year programme for the ongoing installation of GPTs every two years. This is currently being reviewed.	Jun 2018 Jun 2020	DTS
1.5.12 Education programmes promote awareness of stormwater issues.	Improve community awareness of the causes and effects of stormwater pollution as a result of urbanisation increases. This is being continually achieved as required and/or as opportunities become available (ie: sustainability expo, etc).	1.5.12.1 Undertake a biennial survey of community attitudes and understanding regarding stormwater management and pollution. This is now to be included in conjunction with 'Community Needs Survey'.	Dec 2016 Dec 2018	DTS

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		1.5.12.2 Develop and implement a community based Stormwater Education Programme. This is being continually achieved as required and/or as opportunities become available (ie: sustainability expo, etc).	Jun annually	DTS

OUR PLACE

The key built and natural environment issues that will underpin the future development of Dubbo are environmental management, strategic land use planning and development control and landcare.

PRINCIPAL ACTIVITY AREA(S): BUILT & NATURAL ENVIRONMENT/PARKS AND LANDCARE/ORGANISATIONAL SERVICES/CORPORATE DEVELOPMENT

OUR PLACE OUTCOME 2.1: Environmental sustainability and management is a priority for the City.

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
2.1.1 The Environmental Management Plan for the City is implemented, monitored and reviewed on an ongoing basis.	The actions of the Environmental Management Plan are met. Draft Environmental Management Plan waiting on development of Corporate Plan before Management Plan can continue.	2.1.1.1 Review the implementation of and monitor the Dubbo Environmental Management Plan with respect to all identified environmental sectors. Draft Environmental Management Plan waiting on development of Corporate Plan before Management Plan can continue.	Six monthly Nov, Apr	DEVS
		2.1.1.2 Undertake an annual audit of energy consumption across Council activities. Audit undertaken October 2016.	Oct annually	DEVS
		2.1.1.4 Review Council's Energy Strategy and report on the outcomes of the review. Council's Energy Strategy will require further review in due course as a result of the merger and as a component of the amalgamated harmonization projects.	Jul annually	DEVS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
2.1.2 The principles of Ecological Sustainable Development are implemented.	Reduction in electric conductivity (EC) readings in groundwater in specific Dubbo Environmental Management Plan monitoring sites (giving consideration to seasonal conditions). Results of the 120 sites monitored in 2016/2017 indicated a reduction in the EC readings.	2.1.2.2 Monitor Council's groundwater network and report annually. Report completed December 2016.	Mar annually	DEVS
		2.1.2.5 Prepare the State of the Environment report in accordance with the requirements of the Local Government Act 1993. State of the Environment report completed November 2016.	Oct annually	DEVS
		2.1.2.6 Actively participate in the Central West Salinity and Water Quality Alliance. Meetings attended as required in 2016/2017.	Ongoing	DEVS
		2.1.2.7 Actively monitor the Local Land Service's Built and Natural environment initiatives and provide input as appropriate Monitoring of initiatives completed.	Ongoing	DEVS
2.1.3 The community is supported in becoming sustainable.		2.1.3.1 Undertake an annual review and update the Education for Sustainability Strategy. Review carried out in November 2016.	Nov annually	DEVS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		2.1.3.2 Provide up to date information to the community regarding sustainability initiatives and opportunities. Programmed regular information day held annually. Print and television media used where appropriate	Ongoing	DEVS
2.1.4 The environmental impact from Council's activities and operations are reduced.	Greenwaste from the Showground, Dubbo Regional Livestock Markets, and Parks and Landcare Services are fully utilised. Mulch from greenwaste will be used this financial year on	2.1.4.6 Utilise Council generated greenwaste productively. Mulching was completed in September 2016 at Bunglegumbie green waste site. Mulch will be	Ongoing	DPL
	Council's assets.	utilised in City landscaping as deemed appropriate.		
	The Organisation off sets 100% of carbon produced by carbon tax liable faculties. Carbon Tax Liabilities no longer applicable.	2.1.4.7 Monitor government initiatives regarding carbon reduction / offset schemes for opportunities. No new initiatives at this stage that will benefit Council. Monitoring ongoing.	Ongoing	DOS

PRINCIPAL ACTIVITY AREA(S): BUILT & NATURAL ENVIRONMENT & PARKS & LANDCARE/CORPORATE DEVELOPMENT

OUR PLACE OUTCOME 2.2: Land use management improves and sustains the City's built and natural environment.

Strategy	Performance Target	Actions (Statement of Magne)	By When	Resp.
2.2.1 Public land management throughout the City ensures that land degradation is minimised and the natural assets of the City are maintained or enhanced and that the land is available for use by the community.	More than 600 hours of community assisted tree planting and maintenance projects. 523 hours of Community assisted tree planting and maintenance projects were completed in 2017 with 592 trees planted within councils assets.	(Statement of Means) 2.2.1.1 Conduct at least four community tree planting activities per year. Three community tree planting activities have been conducted primarily along the river foreshores.	Annually	DPL
	5,000 hours of community involvement in parks, gardens, landcare and sporting facilities development and maintenance. There has been a total of 5232 community volunteer hours been dedicated to parks, gardens, landcare and sporting facilities development and maintenance in 2017.	2.2.1.2 Provide support to the Troy Landcare, Clean-up Australia Day, Adopt-a-Park Groups, Friends of the Elizabeth Park and Orchid Society. Support has been provides to the above identified groups on request. This has involved the provision of resources and information.	Jun annually	DPL
		2.2.1.3 Work with the community to establish additional adopt-a-park groups. Ongoing promotion of new adopt-a- park groups and opportunities are currently being investigated.	Ongoing	DPL

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Strategy	Performance Target	Actions (Statement of Manna)	By When	Resp.
		(Statement of Means) 2.2.1.4 Actively support the organisers of the Dubbo Clean Up Australia Day. Support has been provided for Dubbo's Clean Up Australia Day.	Mar annually	DPL
		2.2.1.5 Provide opportunities for the community to participate in environmental programs within the river corridor. Opportunities for the community to participate in environmental programs are continuing to be provided through National and local events that have included: National Tree Day – which supported Dubbo Bushcare and Dubbo Field Nationals as well as the wider community in planting trees at Regand Park and at Wattle Grove.	Ongoing	DPL
	100% of landscaping associated with new development is considered to be consistent with the Open Space Masterplan and Recreation Strategy. Active membership is continuing to be maintained. No examples of inappropriate provision of horticultural, aboricultural or open space have occurred to date.	2.2.1.6 Review horticultural, aboricultural and open space components of all Development Applications and provide recommendations for any conditions of approval in accordance with the Open Space Masterplan. All new sub-division Development Applications are being assessed in accordance with the Open Space Master Plan with appropriate recommendations being included in the Conditions.	Ongoing	DPL

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	No more than three (3) hectares of public open space is affected by urban salinity. There has been no increase in scalded land with less than 3 ha remaining impacted in the former Dubbo LGA. An assessment of the Dubbo Regional Council to commence.	2.2.1.8 Undertake an annual review and quantify impact of salinity on public open space using the data from the groundwater monitoring network. Troy Gully Salinity Management Report adopted and implemented.	Jun annually	DPL
		2.2.1.9 Monitor opportunities for revegetation projects through agro forestry, carbon sequestration and related programs and target these plantings for 'at risk' sub-catchments. Revegetation opportunities continue to be investigated, particularly in the carbon sequestration and biodiversity offsetting arenas.	Jun annually	DPL
		2.2.1.10 Implement the Noxious Weeds/Pest Species Management Programme and Plans. The Weed Action Plan commitment Council has committed to is being adequately met. Starling control in Macquarie Street continues to be the principle action from Council's Feral Animal Strategy. Monitoring of Indian Myna's also continues.	Jun annually	DPL
		2.2.1.11 Stage at least two (2) noxious weeds displays at appropriate public exhibitions per year. None have been undertaken.	Oct, Mar annually	DPL

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		2.2.1.12 Pursue introduction/expansion of remote/mobile computing capability within the Parks and Landcare operating environment. Mobile computing has expanded across Dubbo Regional Councils Parks assets for inspections, defects and condition rating.	Ongoing	DPL
		2.2.1.14 Develop and submit grant funding applications for Noxious and Other Significant Weeds Programme. Grant funding submissions and reports for the 2016/2017 year are complete.	Jun ongoing	DPL
2.2.2 The management of private lands throughout the City ensures that land degradation is minimised	Less than five (5) Section 18 Noxious Weeds Notices required to be issued. No Section 18 notices recorded to date for 2016/17.	2.2.2.1 Advise landholders of their responsibilities under the Noxious Weed Act. This is undertaken at each private land inspection.	Ongoing	DPL
		2.2.2.2 Implement the programme to encourage landowners to avail themselves of Council's self-help Noxious Weed Control resources. This program is promoted at each private landholder inspection.	Jun annually	DPL

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
2.2.3 New development and land uses in the city are of a quality that compliments the existing built environment of the city.		2.2.3.1 Undertake an annual review of all Development Policy Codes and Development Control Plan to ensure relevance and compatibility with changing needs and ecologically sustainable development principles. Review to form a component of the Amalgamation Harmonisation Project programmed to be undertaken by September 2017.	Dec annually	DEVS
		2.2.3.2 Produce annual documentation for the development and construction industries advising of legislative changes including Building Code of Australia (BCA) amendments and variations in Council's policies and requirements. Procedure in place ensured documentation advising of legislative changes and BCA amendments and variations were produced as circumstances require.	Jul annually	DEVS
		2.2.3.3 Undertake an annual conference with the real estate agents, development and building industries on planning and building issues. Procedure in place ensured conference took place as programmed.	Aug annually	DEVS
	All new development complies with the Development Control Plan (DCP) and Local Environmental Plan (LEP). New developments complied with DCP and LEP in 2016/2017.	2.2.3.5 Undertake an annual review of the Development Control Plan to ensure relevance and compatibility with changing needs and ecologically sustainable development principles. Review to form a component of the Amalgamation Harmonisation Project programmed to be undertaken by September 2017.	Dec annually	DEVS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		2.2.3.6 Facilitate and Support Mayoral quarterly forum with developers to discuss Council related issues. Developers Forum conducted on 20 July 2016 and 29 March 2017.	Sep, Dec, Mar, Jun annually	DOS
2.2.4 Dubbo is recognised as a Centre of Excellence for horticultural amenity.	A formal Memorandum of Understanding (MOU) is developed with TAFE Western. No formal MOU adopted.	2.2.4.1 Conduct a minimum of three (3) meetings with Advisory Committee and key organisations including: - Kamo Agricultural and Forestry High School - Charles Sturt University - TAFE Western - NSW Nursery Industry Association - Relevant Government Agencies No meetings organised as this Committee is yet to be established.	Ongoing	DPL
	No more that 3 discreet elements of the Shoyoen requiring modification post audit. No discreet elements were identified for further modifications.	2.2.4.5 Continue to develop the 'Specialist Japanese Horticultural Skills' training programme for Parks and Landcare staff and others. Extending training across to staff looking after the Toyama Garden.	Jun annually	DPL
		2.2.4.6 Liaise with Minokamo for advice and assistance in maintaining authenticity of Shoyoen. Minokamo gardener (Kondoh-san and Toshisan) assisted staff in pruning of trees, construction of viewing deck and carried out an audit on Shoyoen in August/September.	Jun annually	DPL

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		2.2.4.7 Conduct on-site/remote audits of the Shoyoen utilising Minokamo resources. Minokamo gardeners carried out an audit on Shoyoen in August/September.	Jun annually	DPL
		2.2.4.8 Pursue opportunities for the acquisition of grant support from external sources to aid in the initial activities and development of Regional Botanic Garden.	Ongoing	DPL
		Submitted expressions of interest for \$1.5 million for centre of Excellence. Stronger Communities – Playground		
		2.2.4.9 Develop a Business Plan for the Dubbo Regional Botanic Garden that addresses tourism, education and potential for private/public partnerships including sponsorship. Business plan and Cost Benefit Analysis completed for the Centre of Horticultural Excellence.	Dec 2017	DPL
2.2.5 Future mining investment in or adjoining the City is planned for.		2.2.5.1 Provide input to the development of the NSW Regional Landuse Strategy. Meeting held with the Director General of Planning and information provided in respect of the Dubbo context.	Ongoing	DEVS
		2.2.5.2 Participate in the regional Mining Working Group. Director Environmental Services is a member of the Regional Mining Taskforce. Meetings held bi-monthly.	Ongoing	DEVS

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		2.2.5.5 Support the development of the Cobbora Coal Mine project and the Toongi Zirconia Mine project. Support has been provided.	Ongoing	DCD
		2.2.5.9 Develop a mining industry services development strategy. The adopted Mining Services Action Plan implemented part of the adopted Economic Development Action Plan.	Aug 2016	DCD
		2.2.5.7 Undertake an annual review of the Urban Land Monitors. Review undertaken and presented to February 2017 Executive Staff Committee.	Nov annually	DEVS
		2.2.5.8 Participate in the DCC / University of New South Wales mining working party to promote Dubbo as a Centre for sustainable mining. Working Party no longer exists.	Ongoing	DCD
2.2.6 Urban and rural open space areas support increasing biodiversity	The connectivity as defined in the Open Space Master Plan caters for the provision of biodiversity. Open space Biodiversity Plan is currently being drafted.	2.2.6.1 Review horticultural, aboricultural and open space components of all development applications and provide recommendations for any conditions of approval that can enhance biodiversity outcomes. Development Applications are assessed with recommendations being provided on biodiversity enhancement within the city.	Ongoing	DPL
		2.2.6.2 Ensure the provision of drainage reserves in urban areas incorporate biodiversity considerations. As opportunities have allowed.	Ongoing	DPL

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		2.2.6.5 Implement the Open Space Biodiversity Plan as opportunities arise As opportunities have allowed.	Ongoing	DPL
		2.2.6.6 Implement the Rural Reserves Biodiversity Plan as opportunities arise Adoption of Rural Reserves Biodiversity Strategy achieved. Submission by Council in regards to Crown Land Management Act 2016 identifying potential forces that would assist connecting with the Dubbo Regional Council LGA.	Ongoing	DPL
2.2.7 Sustainable land use practices are implemented to reduce water and energy use and the removal of vegetation.	Examples of civil works programmes not being provided with information regarding threatened species in a timely manner. No examples of civil works being delayed due to untimely advice.	2.2.7.1 Provide flora and fauna information to inform road design and maintenance works and incorporate into a Geographical Information System (GIS) mapping layer to enable forward planning for rural roadside works design and programmes. Flora and Fauna advice is provided as requested across the organisation. Advice was provided to IT in relation to the Mount Wellesley tower proposal in the form of a Part V environmental assessment. Similar advice will be provided to IT in relation to the proposed towers at 12 Mile Creek Rd and Rifle Range Rd. An assessment of an internally developed Part V was provided to Technical Services Division in relation to the extension of Boundary Road.	Ongoing	DPL

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	Reduction in the reliance on potable water by Open Space and other horticultural elements. Parks and Landcare is continuing to investigate raw water options in West Dubbo and Wellington. A raw water scheme study has been completed which deems it viable in west Dubbo. A fully staged plan has been costed and council is seeking non rate revenue to assist in the implementation of the plan.	2.2.7.3 Water sensitive urban design elements are incorporated into landscape components of development both internal and external to Council. Water Sensitive Urban Designs (WSUD) are being applied in situations where the Parks and Landcare Division have direct input into design phase.	Ongoing	DPL
		2.2.7.4 Continue the roll out of the Centralised Irrigation Control System throughout the Open Space Network. Ongoing.	Ongoing	DPL
2.2.8 The quality of the environment and life of residents and visitors to Dubbo is enhanced by the provision of regulatory services and education.	Number of incidents of air, noise and water pollution reduced. 37% increase in the number of incidents of pollution in 2016/2017 compared to corresponding period 2015/2016.	2.2.8.1 Hold meetings with the Office of Environment and Heritage (OEH) to exchange knowledge and updates on environmental matters including pollution incidents. Meetings held in 2016/2017 as programmed and on an issues basis.	Oct, Apr annually	DEVS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	Number of littering and rubbish dumping incidents reduced. 29.9% reduction in number of incidents in 2016/2017 compared to corresponding period 2015/2016.	2.2.8.2 Undertake a minimum of three (3) media and/or education campaigns on pollution including litter issues. Three (3) campaigns carried out in 2016/2017.	Mar, July, Nov annually	DEVS
	Number of stock-related incidents is less than previous year. 13% reduction in the number of stock related incidents in 2016/2017 compared to 2015/2016.	2.2.8.3 Undertake media and/or education campaigns on stock-related incidents in consultation with the Livestock Health and Pest Authority. All campaigns undertaken in consultation with Livestock Health and Pest Authority.	Jun annually	DEVS
2.2.9 New development in the City is facilitated through sound advice and timely determination of land use applications.	Fully documented Applications are processed within the following criteria:	2.2.9.1 Undertake an annual review of the procedure for processing Development Applications. Review of procedures ongoing. Major review undertaken March 2017 as part of the Organisation Service Review emanating from the merger of Dubbo and Wellington Councils.	Jul annually	DEVS
	(a) 85% within 28 days where advertising/referral is not required; For period 1/7/2016 to 30/06/2017 - 418/473/ (88.3%) (former DCC LGA)	2.2.9.2 Continue to implement the adopted Environmental Services Communications Strategy. Implementation ongoing.	Ongoing	DEVS

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Strategy	Performance Target	Actions (Statement of Magne)	By When	Resp.
	(b) 85% within 28 days plus 21 additional days where advertising is required; For period 1/7/2016 to 30/06/2017 - 82/95 (86.3%) (former DCC LGA)	(Statement of Means) 2.2.9.3 Undertake a biennial client survey to determine client satisfaction levels in respect of landuse services. Survey programmed to be undertaken November 2017.	Nov 2017 Nov 2019	DEVS
	(c) 70% within 40 working days when referred to statutory authorities; For period 1/7/2016 to 30/06/2017 - 21/35 (60%). (former DCC LGA)	2.2.9.4 Undertake a biannual review of application processing times and numbers. Major review undertaken January 2017 as part of the Organisation Service Review emanating from the merger of Dubbo and Wellington Councils.	Mar, Oct annually	DEVS
	(d) 70% within 60 working days when referred to other "approval" authorities as an integrated development under the Environmental Planning and Assessment Act 1979; For period 1/7/23016 to 30/06/2017 - Nil (0) applications received that have not been included in other categories.	2.2.9.6 Assess land use applications within adopted performance targets. Procedures in place in 2016/2017 ensured landuse applications were assessed within adopted performance targets.	Ongoing	DEVS

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	(e) 50% within 60 working days where the approval requires the concurrence of another authority (i.e. Crown developments). For period 1/7/2016 to 30/06/2017 - Nil (0) applications received that have not been included in other categories.	,		
	Fully documented other Applications are processed within the following criteria:			
	(a) 95% of fully documented Construction Certificate applications for which development consent has been issued are processed within 28 days where referral is not required. For period 1/7/2016 to 30/06/2017 - Fully documented 347/387 (89.7%). Total number issued – 475 (former DCC LGA)			
	(b) 95% of fully documented Complying Development Certificate applications are processed within ten (10) days. For period 1/7/2016 to 30/06/2017 - 17/20 (85%) achieved. 24 Applications determined.			

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	(c) 90% of all requests for inspections responded to within a twenty four (24) hour period. For period 1/7/2016 to 30/06/2017 - 100% achieved.			
	(d) 90% of all compliant Building Certificates are issued within fifteen (15) days of request. For period 1/7/2016 to 30/06/2017 - Compliant applications issued – 16/16 (100%). Total number approved (former DCC LGA- 23).			
	(e) 85% of clients satisfied with level of service. Last survey period - 2014/2015. Satisfaction level determined at 89%.			
	Development applications are able to be lodged electronically with Council. Authority based computer system under development and to commence operating 3 July 2017 includes e Planning and e Certificate capabilities.	2.2.9.7 Implement e-Services project plan to increase the extent of information available electronically. E-certificates programmed to be implemented in first quarter 2017/2018, e-planning capability included in new merged database and programmed for implementation in 2017/2018.	Ongoing	DEVS

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PRINCIPAL ACTIVITY AREA(S): BUILT & NATURAL ENVIRONMENT/PARKS AND LANDCARE/CORPORATE DEVELOPMENT

OUR PLACE OUTCOME 2.3: Dubbo's rural areas continue to have the capacity to be a significant contributor to the local, regional and national economy.

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
2.3.1 There is adequate land appropriately zoned and managed to promote the ongoing agricultural land use activities.	Strategic landuse strategies for all landuse categories are in place. Achieved in 2016/2017.	2.3.1.1 Undertake a review of the Rural Areas Development Strategy on a seven (7) year cycle. Deferred due to merger, new programme to be developed in November 2017.	Jun 2017	DEVS
2.3.2 The Dubbo Local Environmental Plan (LEP) ensures that there are opportunities available to rural landholders to pursue alternative land uses to support the ongoing productivity of agriculture land.		2.3.2.1 Review the Comprehensive LEP every five years following the five year strategic review. Processes in place ensure comprehensive LEP is reviewed following the five year Strategic Review.	Jun 2017	DEV\$
2.3.3 Rural Villages are provided with village services and facilities that support the rural community.		2.3.3.2 Provide Support to the Rural Consultative Working Party as required Attendance to RCWP as requested.	Ongoing	DPL

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PRINCIPAL ACTIVITY AREA(S): BUILT & NATURAL ENVIRONMENT/CORPORATE DEVELOPMENT

OUR PLACE OUTCOME 2.4: Sufficient residential, industrial, recreational, commercial and institutional land zones are available to meet business, retail and lifestyle needs.

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
2.4.1 There is adequate land suitably zoned to support the growth of the City and provide adequate retail and investment opportunities.		2.4.1.1 Undertake an annual review of the Urban Land Monitors. Procedure in place ensured review carried out.	Nov annually	DEVS
		2.4.1.2 Undertake updates of the online Economic Profile of the City. Completed, online economic profile updated regularly with release of new Australian Bureau Statistics and Tourism Research Australia data. Dubbo Data Centre has been updated. Local Government Area profile completed. Population Projections completed. Online Data Centre maintained.	Ongoing	DCD
2.4.2 Strategic land use strategies guide further growth and development of Dubbo and related infrastructure.	Strategic landuse strategies for all landuse categories are in place. Achieved.	2.4.2.1 Undertake a review of the Urban Areas Development Strategy on a seven (7) year cycle. Procedure in place to ensure review carried out by July 2018.	Jun 2017	DEVS

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Strategy	Performance Target	Actions	By When	Resp.
2.4.3 Planning Instruments reflect the intent and direction of the adopted land use strategies and facilitate sustainable development and growth of the City.	No requests for Local Environmental Plan (LEP) amendments or non essential spot rezonings. Six (6) requests for amendments to LEP received in 2016/2017.	(Statement of Means) 2.4.3.1 Liaise with the NSW Real Estate Institute (Orana), the Dubbo Chamber of Commerce and Industry Inc and development industry on locational demands and development types affecting the City. Frequent liaison undertaken through the Administrators Development Forum every three months. Forum held 20 July 2016.	Aug annually	DEVS
		2.4.3.2 Review the Comprehensive LEP every five years following the five year strategic review. Operational review to be to carried out by September 2017 as a component of the amalgamation harmonisation projects.	Jun 2017	DEVS
		2.4.3.3 Undertake an annual conference with the real estate agents, development and building industries and Chamber of Commerce on planning and building issues. Combined with Administrator's Forums held 20 July 2016 and May 2017.	Aug annually	DEVS

PRINCIPAL ACTIVITY AREA(S): BUILT & NATURAL ENVIRONMENT & PARKS & LANDCARE

OUR PLACE OUTCOME 2.5: Village amenity is enhanced.

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
2.5.1 Separate Village Improvement Plans are in place for each of the rural villages.	Each Village has a beautification plan. All villages in the former Dubbo City Council has a beautification plan. Villages in the former Wellington Council will have plans developed over the next 12-18months.	2.5.1.2 Provide ongoing support to the Village based Adopt-a-Park Groups. Ongoing support provided to Village based adopt-a-park programs and expanded through whole LGA.	Ongoing	DPL
		2.5.1.3 Implement the revised Recreation Strategy Plan as it applies to the Villages. Plan has been implemented as opportunities and funding allows.	Ongoing	DPL
		2.5.1.5 Implement Village Beautification Plans Implemented as funds allow.	Ongoing	DPL

PRINCIPAL ACTIVITY AREA(S): BUILT & NATURAL ENVIRONMENT

OUR PLACE OUTCOME 2.6: Dubbo is an attractive and vibrant City

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
2.6.1 Urban design guidelines promote good development.	Landscaping of all new residential, commercial and industrial developments positively contributes to the aesthetic and environmental condition of the City. All applications received in 2016/2017 were assessed in accordance with legislative requirements and adopted	2.6.1.1 Ensure landscaping of private and public developments maximizes opportunities for low maintenance and environmentally sustainable beautification works. Considered during the DA assessment process. Determinations conditioned where relevant and inspections procedure in place ensured compliance in 2016/2017.	Ongoing	DEVS
2.6.2 A Public Art Strategy is implemented which includes City entrance statements and thematic public art in strategic locations throughout the City.	One (1) Public Art work installed biennially. Scoreboard works installed October and December 2016.	2.6.2.2 Implement the adopted Public Art Strategy Policy implemented and monitored. Review of strategy to include Wellington commenced.	Ongoing	DOCS

OUR INFRASTRUCTURE

The key infrastructure elements that will underpin the future development of Dubbo are transport infrastructure, water supply, sewerage services, drainage infrastructure and solid waste management.

Our infrastructure provides the foundation of our community activities, roads, footpaths, water, sewage, stormwater and flood mitigation, transport including the airport, public buildings and street lights are just a few of the essential services we rely on.

PRINCIPAL ACTIVITY AREA(S): - TRANSPORT/PARKS AND LANDCARE/CORPORATE DEVELOPMENT

OUR INFRASTRUCTURE OUTCOME 3.1: The various community and industry sectors can travel in a safe, convenient, efficient and comfortable manner throughout the Dubbo local government area.

Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
3.1.1 Road users within City demonstrate a high level of road safety awareness.	Fewer road accidents occur in the City (decreased from 183). This is unachievable as the city experiences growth rate and cannot be determined.	3.1.1.1 Develop and implement an annual Road Safety Plan Strategy. Continuing in conjunction with 3.1.1.2 below.	Jun annually	DTS
		3.1.1.2 Prepare an annual Road Safety Action Plan. The Roads and Maritime Services (RMS) advised of 50/50 continual funding for the Road Safety Officer's (RSO) position for next 3 years. Thus, 2014-2017 Road Safety Action Plan has been prepared and adopted by RMS.	May annually	DTS
3.1.2 Additional traffic management facilities improve safety and efficiency in the road transport network.		3.1.2.1 Complete at least one Road Safety Audit on an Urban and Rural Road per annum. No action to date.	Jun annually	DTS

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
3.1.3 Additional road access over the Macquarie River, including at least one additional flood free access, is provided to provide for the City's growth.	Delays to traffic in peak hours remain acceptable. Delays remain acceptable.	3.1.3.1 Lobby the State and Federal Government agencies for the need for an additional flood free bridge across the Macquarie River at Dubbo. RMS completed study – Bridge Options Investigation Stakeholder and Community consultation undertaken. Shortlisted Bridge options reviewed. Preferred Bridge option identified State Government alignment made June 2017.	Ongoing	DTS
		3.1.3.2 Prepare concept plans for a new low level river crossing at Tamworth Street and Purvis Lane. Draft concept plans prepared. Project 'on hold' as investigation into possible duplication of the LH Ford Bridge progress.	Dec 2015	DTS
3.1.4 The road network meets the City's transport and infrastructure needs in terms of traffic capacity and driver comfort.	Five (5) km of road network construction/reconstruction programme achieved (two lane equivalent). Highway deficiencies are discussed with RMS as six monthly meetings.	3.1.4.1 Review and establish priorities for urban and rural road construction/re-construction for input into the annual Business Plans. Review has been completed.	Feb annually	DT\$
		3.1.4.2 Review the Transport Asset Management Plan including the financial strategy to address known deficiencies with current road funding options. The plan has been reviewed and updated.	Dec annually	DTS

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
		3.1.4.3 Implement the new Road/Rail Interface Agreements with Australian Rail Transport Corporation (ARTC) and the John Holland Group. Work has commenced on the development of Safety Management Plans for John Holland controlled interfaces.	Ongoing	DTS
		3.1.4.4 Annually maintain the Road Network Asset Register and undertake a comprehensive qualitative update every five (5) years. Asset register is updated.	Nov annually	DTS
3.1.5 The rural road network meets the economic and social needs of the rural community	Six (6) km extension of rural sealed network is achieved by June 2016. The focus of seal extension rural village streets has reduced this length to 1.5 km per year.	3.1.5.1 Annually review and implement Resealing Programme for rural roads. Resealing programme has been completed.	Apr annually	DTS
	The overall condition of the rural road network, as periodically assessed, does not deteriorate. The overall condition of the network was significantly impacted by rain events in this financial year. Restoration is ongoing.	3.1.5.2 Continue to implement Defined Asset Management Policy (DAMP) for rural roads and bridges and monitor compliance. Policy service levels were suspended during flood damage restoration program until completion in 2017/18.	Ongoing	DTS
3.1.6 The Rural Bridges and Causeways Improvement Programme is implemented.		3.1.6.1 Conduct a biennial review and establish the relative priority within the Bridge and Causeway Upgrading Programme. Review scheduled for 2018.	Jun 2018 Jun 2020	DTS

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
3.1.7 Railway level crossing upgrades are undertaken based on relative risk at each site.		3.1.7.1 Conduct a biennial review and establish the priorities within the Railway Level Crossing Programme. Safety Management Plans are to be developed for all level crossings in 2017/18.	Dec 2017 Dec 2019	DTS
3.1.8 The economic life of the road network is maximised.	Flush bitumen seals age reduced to: * urban - 12 years * rural - 14 years	3.1.8.1 Annually review and implement Resealing Programme for rural and urban roads.	Jun annually	DTS
	Achieved.	Programme was reviewed and implemented.		
		3.1.8.2 Monitor increasing water table levels beneath roads and streets for potential increased salinity damage. Bore levels have been marginally above the 10yr average at present. EC levels are normal.	Jun annually	DTS
	At least 160 vehicles intercepted and weighed by Weight of Loads inspectors on the City's road network.	3.1.8.3 Analyse Weight of Loads Group breach report information on a monthly basis.	Monthly	DTS
	Weekly presence of inspector is being maintained in the LGA. Current intercept count is 563.	Data from the North West Weight of Loads Group is analysed at each committee meeting 3 times per year.		
	The overall condition of the road network, as periodically assessed, does not deteriorate. The overall condition of the network is stable with no significant oversight of deterioration.	3.1.8.4 Continue to implement Defined Asset Management Policy (DAMP) for roads and bridges and monitor compliance. Policy service levels were suspended for duration of flood damage restoration program which is still ongoing.	Ongoing	DTS

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
		3.1.8.5 Annually maintain the Road Network Asset Register. Asset register is updated.	Jun annually	DTS
3.1.9 State and Federal Governments commit to improvements to State and Federal road and rail facilities.	Key regional transport facilities upgraded. Lobbying occurring.	3.1.9.2 Lobby for continuation of the Inland Rail Project. Letter sent in August 2015 from Mayor to Mark Coulton, Federal Member for Parkes, continuing support for the Inland Rail.	Ongoing	DTS
3.1.10 High level road and rail transport systems into, out of and within Dubbo are available.	Retention of hub and spoke bus/rail transport facilities to and from Dubbo/ western NSW/Sydney. Ongoing. At this stage this is being achieved.	3.1.10.1 Meet on an annual basis with Railcorp representative(s) to review service provision timetables and to ensure service retained. Meetings held in June 2017 with NSW trains Executive to discuss community needs.	Dec annually	DTS
	90% of identified highway deficiencies are rectified by the RTA within 5 years. Highway deficiencies are discussed with RMS at regular six monthly meetings.	3.1.10.2 Pursue a commitment from the Roads and Maritime Services (RMS) to continue upgrading of aged and degraded highway infrastructure in the urban area. This matter of highway upgrading is revised at every six monthly meetings with the RMS Regional Manager.	Ongoing	DTS
	Freight systems to and from Dubbo are rated as adequate. This is being achieved as required.	3.1.10.3 Continue to support the Dubbo Zirconia Mine's proposal to reopen the Dubbo-Toongi railway line and / or develop sections of Obley Road. Support is continuing and as when appropriate.	Ongoing	DTS

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
		3.1.10.4 Lobby Australian Rail Track Corporation (ARTC)/John Holland to install automated switching through the Dubbo urban area so as to minimise disruption to traffic on key level crossings. Railway triangle upgraded.	Ongoing	DTS
		3.1.10.5 Support all opportunities for development of additional road freight terminal/truck interchange/truck stop facilities within the City as they arise. This is being achieved as required and/or as appropriate. Potential investors being supported by Economic Development branch.	Ongoing	DTS
	90% of B Double and road train access route requirements met. New road train B Double routes were opened through the year.	3.1.10.7 Incorporate progressive upgrading of designated and proposed B Double and road train routes in annual rolling programme of road reconstruction. Work well advanced on the design of the Purvis Lane upgrading.	Jun 2016	DTS
3.1.11 Roadside landscaping, street trees and verges are strategically developed and maintained to optimise the standard of the City's presentation.	No reasonable criticism is received where roadside landscaping or trees are adversely affecting the transport function or appearance of the road. Roadside maintenance is meeting agreed service levels.	3.1.11.1 Implement phase up/phase down provisions as necessary for the maintenance service levels for roadside landscaping in respect of the City's entrances and major sub arterials, including medians in particular. Service levels of 2016 had to be varied due to wet winter/spring.	Jun annually	DTS

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
		3.1.11.2 Integrate the elements of the "City Park" concept with road redevelopment projects as they occur. Church Street is the next Park Street proposed. Approval obtained to commence consultation with community.	Ongoing	DTS
	No more than 1% of standing street trees are in the category of "hazardous, requiring removal".	3.1.12.4 Implement a Maintenance Service Level based inspection regime for trees in road reserves.	Ongoing	DPL
	Achieved with the completion of the removal of the 45 high risk / high consequence hazardous trees.	Draft Maintenance Service Levels for street tree assets developed.		
3.1.12 Adequate carparking spaces are available within the Dubbo Central Business District (CBD) to support CBD growth.	The number of car spaces available in the Central Business District (CBD) increases by 507 in accordance with the projected needs as identified in Car Parking Study.	3.1.12.1 Undertake an annual on-street parking inventory in the Central Business District (CBD).	Dec annually	DTS
	Situation being monitored as part of the car parking inventory.	Total CBD on and off street car parking inventory plan has been completed.		
		3.1.12.3 Review the Section 94 Plans for Urban Roads and Car parking. Council at its meeting of 28 September 2015 resolved as an interim amendment to exempt all "Change of use" development applications under \$100,000 from roads contributions.	Dec 2020	DTS

Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
		3.1.12.4 Monitor on-street truck parking in the urban area and target instances of repeated inappropriate truck parking on city streets. Monitoring continuously as appropriate or as required/requested.	Ongoing	DTS
3.1.13 The adopted Strategic Cycleway Plan provides residents and visitors with an extensive network of cycleways throughout the City.	The length of cycleway network is extended annually by 2 kms). (Council resolution) This has not being achieved due to funding applications not being successful.	3.1.13.1 Submit an annual application to Roads and Maritime Services for cycleway funding. Application not successful.	Dec annually	DTS
		3.1.13.2 Annually review the long term Strategic Cyclepath Network Development Plan with respect to assigned priorities and funding requirements. Pedestrian Access and Mobility Plan reviewed and updated for Dubbo. Wellington requires further reviews.	Jan annually	DTS

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
3.1.14 The public transport system facilitates the mobility of residents and visitors to the City and meets the requirements of the Disability Discrimination Act.	All public transport passenger facilities meet requirements and implementation schedule for Disability Discrimination Act compliance. Public transport facilities review being undertaken with relevant stakeholders. The transport working group has been temporarily disbanded pending a staffing restructure of Transport NSW.	3.1.14.1 Review the Programme for the provision of public transport infrastructure and consult with the Dubbo Transport Working Group. Council has consulted with bus company to develop program.	Dec annually	DTS
	90% of urban area serviced by commuter bus routes. Council communicates directly with Public Transport provider.	3.1.14.2 Implement the Public Transport Infrastructure Improvement Programme. Programme was implemented through the year.	Jun annually	DTS
		3.1.14.3 Meet on an annual basis with private bus and taxi company representative(s) to review urban bus and taxi service provision, and public transport linkages generally. Annual meeting with private bus company held 23 November 2016.	Dec annually	DTS
3.1.15 All built up areas of the City are lit to agreed standards using the most energy efficient lighting and at a competitive cost.	100% of new street lighting complies with Dubbo Environmental Management Plan objectives. This was generally achieved.	3.1.15.1 Analyse Sustainability Performance Report on a six monthly basis for street lighting relative to other regional centres. E21 data reviewed annually.	Dec 2018 Jun 2020	DTS

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Strategy	Performance Target	Actions	By When	Resp.
		(What Council Will Do)		
		3.1.15.2 Annually review the street lighting service	Dec	DTS
		levels performance report provided by electricity	annually	
		provider.		
		Essential Energy reports were reviewed		
		quarterly.		

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Strategy	Performance Target	Actions	By When	Resp.
3.1.16 An appropriate level of pedestrian amenity is provided throughout the city.	The length of footpath network extended annually is increased by 1 km by 2016/2017. Minore Road footpath stages 1 & 2 extended network by 1km.	(What Council Will Do) 3.1.16.1 Implement the Footpath Construction and Reconstruction Programmes. Preconstruction planning completed for Wingewarra Street and Brisbane Street projects.	Jun annually	DTS
	95% of footpaths meet service level standards. (Condition 3 or better). 95% of paved footpaths are currently better than intervention level condition.	3.1.16.2 Annually review the long term strategic footpath Network Development Plan with respect to assigned priorities and funding requirements. Pedestrian Access and Mobility Plan reviewed and updated for Dubbo. Wellington requires further reviews.	Jan annually	DTS
3.1.17 The Freight Ring Road Transport Strategy provides for the efficient and effective movement of heavy vehicles through the City.	Transport Infrastructure Strategy being actively pursued. Current project being pursued is Boundary Road extension. \$4 million of grant funding will see project proceed in 2017/2018.	3.1.17.1 Commence pre-construction of the Northern Freight Ring between Richardson Road and Purvis Lane. This priority is being revised due to traffic modelling implications of the second flood free crossing of the Macquarie River.	Jun 2016	DTS
		3.1.17.2 Disseminate and discuss strategies with Roads and Maritime Services to identify potential joint future actions. Council meets with Roads and Maritime Services (RMS) staff six monthly.	Ongoing	DTS

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
3.1.18 The operating systems at the Dubbo Regional Airport support the facility being the premier airport in central NSW.	90% of users are satisfied with the facility and services (as shown by survey). Survey to be conducted on completion of the Runway and lighting project and upgrade of General Aviation area upgrade.	3.1.18.1 Continue to lobby Federal and State Governments and utilise the resources of the Australian Airport Association to ensure continued viable access to Kingsford Smith Airport for regional airlines. Continued access achieved.	Ongoing	DCD
	Contribute to General Rates and Revenue annually. Achieved.	3.1.18.2 Maintain membership of the Australian Airport Owners and Operators Association. Membership maintained.	Ongoing	DCD
	Two airlines service the Dubbo/Sydney/Dubbo RPT route. Achieved. In addition Dubbo now has services to Melbourne and Brisbane via Jetgo and Newcastle and Canberra via Fly Pelican.		Ongoing	DCD
	At least 175,000 RPT passengers utilise the Airport on an annual basis. Annual passengers for 2016/2017 were 217,518 which was a passenger growth of 7.00%.	3.1.18.3 Implement the regional promotions program aimed at expanding the user base of the Airport. Third party advertising has been removed and concept designs developed to advertise inhouse. Promotion of the destinations and airlines via Facebook has been achieved with support provided to marketing campaigns for Great Western Plains Fly your way to an adventure campaign and Fly Pelican launch.	Ongoing	DCD

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
		3.1.18.4 Survey users of the Airport facility biennially to obtain satisfaction levels and to ensure facility and services are meeting user and customer needs. Survey to be conducted on completion of the Runway and lighting project and upgrade of General Aviation area upgrade.	May 2018 May 2020	DCD
		3.1.18.5 Undertake a biennial detailed inspection of airside pavements and update 20 year Pavement Maintenance Programme. Achieved.	Jun 2018 Jun 2020	DCD
		3.1.18.6 Undertake Safety/Technical Audit utilising Civil Aviation Safety Authority approved auditor. Audit undertaken in August 2016.	Sep annually	DÇD
		3.1.18.7 Undertake an annual emergency exercise. Complete.	Dec annually	DÇD
		3.1.18.8 Monitor the extent of compliance to the Dubbo City Airport Transport Security Programme. Complete.	Jun annually	DÇD
		3.1.18.9 Maintain attendance of Regional Infrastructure Consultancy Meeting (RICM) Complete.	Triannually	DCD
		3.1.18.10 Maintain a watching brief on developments with respect to the proposed Badgerys Creek airport Complete.	Ongoing	DCD

Dubbo Regional Delivery Program – Annual Review June 2017

PRINCIPAL ACTIVITY AREA(S): WATER

OUR INFRASTRUCTURE OUTCOME 3.2: The Dubbo community has a high standard of living through the provision of a superior water supply.

Strategy	Performance Target	Actions	By When	Resp.
		(What Council Will Do)		
3.2.1 Water is available to the Dubbo community.	Water is supplied to all customers at the agreed level of service. Water is supplied to all customers at the customer service standards and in accordance with ADWG 2011 guidelines	3.2.1.1 Post adopted customer service levels on Council's website. Customer service standards are available on website.	Jul biennial	DTS
		3.2.1.2 Implement Council's adopted Drinking Water Quality Management Plan. Drinking water quality plan being implemented.	Ongoing	DTS
		3.2.1.3 Implement all operations and maintenance procedures within Council's Water Supply Asset Management Plan. Council's water Asset Management Plan being compiled.	Ongoing	DTS
		3.2.1.4 Monitor and respond as necessary to the proposed Murray Darling Basin Plan. Continuing to maintain and respond as necessary.	Ongoing	DTS

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Strategy	<u>. </u>		By When	Resp.
		(What Council Will Do) 3.2.1.5 Review Council's Section 64 Contributions Policy for Water Supply and Sewerage Services in light of NSW office of Water Guidelines (yet to be released). Council will review when guidelines are released.	Dec 2016	DTS
3.2.2 Additional water sources are developed to secure the future water supply needs of the City.	Increase town water licences beyond existing effective 10,000ML to 15,000ML by 2015 so as to cater for growth.	3.2.2.1 Seek additional water resources to cater for the growth of the City.	Ongoing	DTS
	Council remains on the lookout for additional water licenses.	Tender was sought but application was unsuccessful.		
		3.2.2.2 Maintain existing volumetric licences and acquire new licences from time to time. Licenses retained.	Ongoing	DTS

Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
3.2.3 Long term options to "drought proof" the City, such as stormwater harvesting, more aggressive demand management and as a worst case scenario direct piping from Burrendong Dam and are pursued.	Ability to supply water to the City without heavy water restrictions in most years. Council is able to supply water within restrictions in most years.	3.2.3.1 Monitor demand and implement management actions as required. Council to implement demand management plan where required.	Ongoing	DTS
3.2.4 An ongoing programme of capital works augmentation is implemented to improve water supply to the urban area and villages.	Assets are built to supply water to the urban area and Villages. Eumungerie village has drinking water supplied to the village.	3.2.4.1 Review Water Supply Strategic Business Plan and Capital Works programme. Strategic Business Plans revised periodically.	Feb annually	DTS
3.2.5 The community has access to a water supply system that has sufficient capacity for current and projected growth requirements.	Water supply system has sufficient capacity to supply water up to annual water licences. Achieved.	3.2.5.1 Maintain a water supply system that is robust enough to cater for growth. Water supply is robust enough to cater for growth.	Ongoing	DTS

Strategy	Performance Target	Actions	By When	Resp.
		(What Council Will Do)		
3.2.6 Water conservation is demonstrated by consumers and encouraged by pricing policies.	75% of respondents to Council's two year Customer Survey are aware of water conservation techniques. Council's website is updated	3.2.6.1 Ensure water conservation information is readily available to water customers on Council's website. Water Conservation Information is available	Ongoing	DTS
	regularly.	on website.		
		3.2.6.2 Undertake a biennial survey of customers to determine satisfaction levels. Quotations being sourced to undertake survey expected to be completed by December 2017.	Dec 2017 Dec 2019	DTS
	Water pricing is set operational so that 75% of revenue or more is raised from usage charges. Water charging is achieved continually.	3.2.6.3 Maintain water charging to ensure 75% or more of operational revenue is generated by usage charges. Water charges set to adhere to objective.	Ongoing	DTS

PRINCIPAL ACTIVITY AREA(S): SEWERAGE SERVICES

OUR INFRASTRUCTURE OUTCOME 3.3: The community has a high standard of living through the provision of superior sewerage services.

Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
3.3.1 The community has access to a sewerage system that has sufficient capacity for current and projected growth requirements.	100% of residential, industrial and commercially zoned allotments within the urban area of the City have access to the sewerage system, subject to availability of funds.	3.3.1.1 Review and update 20 year programme of augmentation works required to continue to service customers.	Mar annually	DTS
	This is being achieved.	Review undertaken periodically.		
	Less than 138 sewer chokes occurring in the sewerage system per year.	3.3.1.2 Implement the approved annual programme of sewerage augmentation works.	Ongoing	DTS
	Customer service standards are on the website.	Capital work program being implemented.		
		3.3.1.3 Record the number of sewer chokes and breaks in the sewerage system each year. Number of chokes are being recorded.	Annually	DTS
		3.3.1.4 Review Council's Section 64 Contributions Policy for Water Supply and Sewerage Services. To be reviewed once guidelines released.	Dec 2016	DTS

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Strategy	Performance Target	Actions	By When	Resp.
3.3.2 Sewerage treatment and effluent disposal is managed in accordance with the principles of Ecological Sustainable Development.	Compliance with principles of economic and ecologically sustainable development. Sewage treatment and disposal continues to comply with ecological sustainable development.	(What Council Will Do) 3.3.2.2 Ensure that sewage treatment and effluent disposal continues to support the principles of ecological and sustainable development. Sewage treatment and disposal continues to comply with ecological sustainable development.	Ongoing	DTS
3.3.3 The operation of the sewerage treatment system results in a high quality services to customers.	80% of the community rate satisfaction with the operation of the sewerage service as high in two yearly Customer Survey. This is still currently from 2015 survey.	3.3.3.1 Publicly exhibit Customer Service Levels (CSL) for sewerage services. Customer service standards are on the website.	Nov 2017 Nov 2019	DTS
3.3.4 All trade waste dischargers in the City are licensed with a charging structure that reflects costs of treatment and encourages onsite treatment of waste.	96% of premises identified as requiring trade waste licensing have current approvals in place. All identified trade waste discharges have current approvals.	3.3.4.1 Continue to pursue non-compliant trade waste dischargers. Council continues to pursue non-compliant trade waste dischargers.	Ongoing	DTS

PRINCIPAL ACTIVITY AREA(S): WASTE

OUR INFRASTRUCTURE OUTCOME 3.4: The community has a high standard of living through the provision of superior waste management services.

Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
3.4.1 The Waste Management Strategy for the City is implemented for domestic recycling, greenwaste collection, processing and industry waste reduction plans.	An average recycling bin presentation rate of greater than 85%. This has been achieved.	3.4.1.1 Provide a domestic recycling service to all properties serviced by a Council garbage collection service and other commercial and institutional properties on request. Service was provided.	Ongoing	DTS
	Domestic recyclables residue in household garbage bins is less than 5%. 2015 waste audit found residential waste comprises 13.7% recyclable material.			

Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
3.4.2 The community exhibits positive waste avoidance and reduction behaviour within the City.	The net per capita disposal rate of total waste entombed in landfill is less than the previous 5 year annual average. The per capita disposal rate generally increases each year due to the impact of the building and construction industry which is always expanding.	3.4.2.1 Implement the four (4) year education programme to promote domestic recycling services. The 2016/2017 program included: School Environmental Management Program, Early Learning Centres Program (including staff development sessions), hosting recycling display at the Dubbo Show, hosting the "Keep Australia Beautiful" education program at primary schools in Dubbo and Wellington areas.	Jun annually	DTS
		3.4.2.3 Conduct a campaign promoting the Whylandra Waste and Recycling Centre services for receival of low risk household hazardous waste, paint, gas bottles, fluorescent tubes etc prior to their transfer off site for recycling. Council participated in a 3 year regional and local campaign to promote Community Recycling Centres, including Dubbo CRC at the Whylandra Waste and Recycling Centre. Initiatives included the delivery of CRC flyers with 2016/2017 rate notices in July.	Jun annually	DTS
	Number of incidences of illegal dumping reported is less than the previous 2 year annual average (150). This is being achieved.	3.4.2.4 Monitor the number of incidences of illegal dumping on roadsides and reserves. 76 incidences of illegal dumping reported for 2016/2017.	Jun annually	DTS

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
		3.4.2.5 Undertake to partner with other educators such as other branches of Council, NetWaste and local educational institutes and waste industry members in relation to one litter prevention initiative per year. Council participated in an initiative involving developing a regional litter plan (completed in 2016/2017) and implementing an action plan. Planning for a litter reduction campaign targeting Elston Park was commenced in 2016/2017.	Jun annually	DTS
	Conduct a minimum of two waste education activities per year. Achieved.	3.4.2.6 Conduct the Waste 2 Art completion and exhibition launch. A record number of entries were received in the 2017 Dubbo Waste to Art competition which culminated in an exhibition at the WPCC running from 01 April to 28 May.	Dec annually	DTS
3.4.3 High quality, environmentally sensitive and cost effective waste management services with the capacity to meet current and future growth requirements are provided.	Council's Domestic Waste Management Charge is favourably comparable to those for Bathurst, Orange, Wagga Wagga and Tamworth. Dubbo's DWMC of \$290.60 in 2016/2017 is less than the average of Bathurst, Orange, Wagga Wagga and Tamworth of \$314.46.	3.4.3.1 Review annual domestic waste management charge and tipping charges to ensure operating expenses are recovered and capital programs funded over the long term. This was undertaken as part of annual operating plan review process for 2017/2018.	Mar annually	DTS

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
	90% of customers rate the new recycling service as satisfactory or better.	3.4.3.2 Conduct biennial customer satisfaction survey.	Sep 2017 Sep 2019	DTS
	Satisfaction level of 94% in 2015.	No telephone survey undertaken. A paper based survey was conducted at the Dubbo Show.		
		3.4.3.3 Monitor usage rates of the Rural Transfer Stations and Whylandra Waste and Recycling Centre. 46,125t of waste has been landfilled in 2016/2017 made of 18,584tt of domestic waste and 27,541t of commercial waste.	Monthly	DTS
3.4.4 Systems are in place to maximise resource recovery at the Whylandra Waste and Recycling Centre.	More than 80% of dry recyclables diverted from the domestic waste stream following the introduction of kerbside recycling. (Increase from 30% in 2008/2009).	3.4.4.1 Monitor quantities of recyclables collected through the kerbside recycling and drop-off centre services.	Jun annually	DTS
	Approximately 70% of dry recyclables was diverted from domestic waste stream as per results of the April 2015 recycling bin audit.	3,406t were collected during 2016/2017.		
	More than 20% of commercial waste stream is set aside for reuse or recycling at the Whylandra Waste and Recycling Centre.	3.4.4.4 Develop additional strategies to increase resource recovery from the commercial waste stream.	Ongoing	DTS
	A diversion rate of 14% was achieved in 2016/2017.	Council resolved at its July meeting to proceed to the next stage of the Dubbo Organics project involving calling tenders for construction of an organics processing plant.		

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
	More than 600 tonnes of garden waste diverted from the domestic waste stream. (Average for previous 2 years = 554 tonnes). 608.3t diverted during 2016/2017.	3.4.4.6 Introduce a kerbside garden/organics waste bin service to all residential properties. Completed tendering process (including evaluating tenders) for Regional Waste Services including organics collection and processing in cooperation with Narromine Shire and Mid-Western Councils.	Jan 2017	DTS
3.4.5 Council is a regional waste management service provider.	100% of councils in the NetWaste Northern subregion are informed of Council's available resource recovery and waste disposal services. Achieved.	3.4.5.1 Servicing capability statements are distributed to councils within the NetWaste region. Services offered at Whylandra and Recycling Centre are effectively promoted through Council's participation in NetWaste.	Mar annually	DTS
3.4.6 The Whylandra Waste and Recycling Centre is operated to comply with standards and regulations relating to pollution control and climate change.	100% of Environmental Protection Authority (EPA) licence and Landfill Environmental Management Plan (LEMP) requirements are met. The annual licence return and Annual Environmental Monitoring Report have been submitted to the EPA.	3.4.6.1 Undertake a biennial audit of the operations of the Whylandra Waste and Recycling Centre to ensure compliance with the EPA licence and Landfill Environmental Management Plan requirements on a biennial basis. Whylandra Waste and Recycling Centre is operated in accordance with the EPA licence and LEMP.	Jun 2017 Jul 2019	DTS

OUR SUSTAINABILITY

The key elements that will ensure the future sustainability of Dubbo are a strong economic base that reflects competitive advantages and key emerging and developing industry sectors and economic growth that is driven through realising opportunities and increasing awareness of the City's offering. Supporting development of a united and positive image will drive the recognition of Dubbo as the leading regional centre in Australia.

PRINCIPAL ACTIVITY AREA(S): CITY DEVELOPMENT

OUR SUSTAINABILITY OUTCOME 4.1: Through business investment, Dubbo has a strong economic base that reflects competitive advantages in key emerging and developing industry sectors.

Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
4.1.1 The Dubbo Economic Development Strategy — "Ten Steps to Economic Success" and adopted Economic Development Action Plan are implemented.	No reasonable criticism of strategy and action plan implementation. Review undertaken in August 2016 to allow for the development of a bridging Economic Development Action Plan for the new Local Government Area. No reasonable criticism received regarding implementation of strategy or action plan.	4.1.1.1 Undertake an annual review of the Economic Development Strategy. Completed.	Dec annually	DCD
		4.1.1.2 Develop the annual Economic Development Action Plan. Completed.	Mar annually	DCD
		4.1.1.3 Implement the annual Economic Development Action Plan. Economic Development Action Plan has been implemented.	Jun annually	DCD
		Including. Dubbo Regional Delivery Program – Annual Review	 June 2017	Page 91

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
		 (What Council Will Do) Economic profile of the City maintained and public access to statistics provided for both Community and Economic Profiles. Business attraction and investment service provided. Business retention and expansion services provided. Dubbo business training calendar maintained. Economic modelling service provided. Monthly tourism market report collated and distributed. Support and facilitation of the Dubbo Accommodation Network maintained. Events Network maintained. Support and facilitation of Destination Management Working group maintained. Tourism Circuit signage completed. Participated in regional economic opportunities and infrastructure priorities project. Economic support provided to potential solar investor, transport business, health service, river trails project, hospitality service, 		
		Accommodation operator & visitor experience.		

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
		Successful Round 3 Murray Darling Basin Energise Enterprise Fund application (\$25,000) to conduct LGA Freedom Camper Economic Study Successful Round 3 Murray Darling Basin Energise Enterprise Fund application (\$35,000) to conduct Business Development Program across the LGA Wellington Correctional Centre Expansion Opportunities Paper and Action plan adopted by Council in December 2016. Action plan being implemented including development of a Wellington New Resident Guide and support for Wellington Correctional Centre recruitment activities.		

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Strategy	Performance Target	Actions	By When	Resp.
		(What Council Will Do)		
4.1.2 Dubbo is recognised		4.1.2.1 Continue to partner with other	Ongoing	DCD
as the 'hub' of central NSW		regional cities in the "Evocities" programme.		
and a leading regional		Membership maintained.		
centre in Australia		Evocities digital marketing program has		
		been supported through regular posting		
		on Facebook, Twitter and Linked In.		
		\$20,000 advertising plan to promote the		
		2016 Evocities MTB Series utilising event		
		funding provided by Destination NSW		
		implemented.		
		Regular blog content to drive visitation		
		to the new Evocities website developed.		
		New Welcome post card initiative		
		commenced.		
		New Evojobs website launch.		
		Evomtb series event report completed		

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
	All promotional activities are utilised to promote Dubbo as a leading regional centre. Achieved, all materials, messages and activities are produced to drive visitation, attract new residents and investors and endorse Dubbo's reputation as an events destination. Key materials include: Dubbo and Great Western Plains Visitors Guide Project (130,000 copies) completed. Dubbo Events Guide Project (3,000 copies) completed. City's New Resident Guide Project (1,000 copies) completed. Dubbo.com.au website - refresh completed. Visitwellington.com.au- refresh completed.	4.1.2.2 Implement the adopted Marketing and Communication Programme for the City. Completed, marketing activities have been implemented through the Local Government Area Economic Development Action Plan.	Jun annually	DCD
		4.1.2.3 Report on progress and performance of current Marketing and Communication Strategy for the City. (City Development Delivery Plan) Completed, reported through the Economic Development Action Plan.	April, Jul, Oct, Feb annually	DCD

Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
		4.1.2.4 Communicate with industry to provide information on co-operative campaign/promotional opportunities. Completed, all channels of communications have been utilised to reach and target industry as appropriate. Monthly eBlast has a reach of 2,348 recipients (June 2017).	Ongoing	DCD
	A minimum of 6,895 skilled professionals in the City (increased from 6,157) (measured through the ABS Census). There are 10,652 skilled professionals in the City and 12,645 skilled professionals in the LGA, including categories of professionals, clerical and administration, technicians, trades and managers.	4.1.2.5 City Development activities (web, media, events, sponsorships) support the attraction of skilled professionals. Evocities Dubbo Jobs/Evo Jobs website maintained Evocities digital marketing program implemented. Evocities positive media program has been supported. New Evojobs platform has been developed. Local case studies have been provided to Evocities PR Officer. Wellington residential attraction video and local case studies have been developed to support Correctional Centre attraction of staff. Resident enquiry management process has been established. Dubbo Regional Council Website has been updated to support New Resident engagement (Wellington & Dubbo). Content has been updated on the 'Love	Ongoing	DCD

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
		the life we live' website including links to the new Wellington Visitor/New Resident Guide.		
	No major initiative/opportunities are overlooked to support attraction of skilled professionals and visitors. Achieved, no major initiative/opportunities have been overlooked.	4.1.2.6 Deliver two (2) major campaigns targeting key tourism markets annually. Completed, Visit Wellington Guide and website redevelopment has been completed. Two Great Western Plains campaigns "Drive your way to a big adventure" and "Fly your way to a big adventure" campaigns completed.	Jun annually	DCD
		4.1.2.7 Deliver at least one major campaign/initiative promoting Dubbo City as service/retail centre. Completed, My Dubbo shop local card has been launched with 75 participating businesses. Great Business Program has been developed. 133 Businesses from Wellington and Dubbo registered. 657 business owners and employees attended 2 business development workshops on Collaboration not Competition and Connecting with Todays Customer.	Jun annually	DCD

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
	90% of Visitor Information customers satisfied with service provided (as measured by annual survey). 100 % satisfaction rating achieved	4.1.2.8 Distribute a series of information packages for the various market segments that provide information for the following enquiry types: - events and conferences - visitor - investment - new resident 290 hard copy Information packs	Ongoing	DCD
	by Dubbo for service provided.	provided from Dubbo.		
	Wellington visitor's survey developed for 2017/2018.	39 hard copy Information Packs provided from Wellington. 4.1.2.9 Undertake a monthly rolling City Information Services customer satisfaction survey Completed. 358 surveys completed for Dubbo. Wellington visitors survey developed for 2017/2018.	Monthly	DCD
4.1.3 A strategic framework exists that maximises the realisation of economic development opportunities for the City and the region.	The level of development in the City increases as measured by annual Development Application Values. 795 Development and Complying Development Applications for the Former Dubbo LGA. Value \$187,878,316 854 Development and Complying Development Applications for the 12 month period for the Dubbo Regional Council. Value \$193,206,934	4.1.3.1 Implement the Economic Development Strategy for the City. Completed, Economic Development Action Plan has been implemented.	Ongoing	DCD

Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
		4.1.3.2 Maintain a current, up to date economic/demographic profile of the City. Completed, online Economic and Community profiles of the City have been maintained.	Ongoing	DCD
		4.1.3.3 Report quarterly on the implementation of the Economic Development Strategy. Completed.	Apr, Jul, Oct, Feb annually	DCD
		4.1.3.4 Support and promote local business development activities, such as development programmes, seminars and business awards. Completed. Maintained business training calendar Renewed membership with Dubbo Chamber of Commerce. Gold supporter 2016 Orana Mutual Chamber of Commerce Business Awards Ongoing support and facilitation of the Ignite Program. Continued support provided to the Dubbo Accommodation Network. City Development Partnership Program membership opportunities and benefits promoted. Facilitation of grant information to local businesses for infrastructure development projects. Monthly combined City Development newsletter provided to local businesses.	Ongoing	DCD

Dubbo Regional Delivery Program – Annual Review June 2017

Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
		4.1.3.5 Support where necessary initiatives by major investors to establish operations in Dubbo. Completed, all major investor enquiries have been responded to appropriately. Support has been provided to 33 potential new businesses and/or investors.	Ongoing	DCD
	All information supplied to prospective investors is accurate, relevant and timely. Achieved, information has been provided as appropriate.	4.1.3.6 Quarterly Update Programme is implemented to monitor and maintain key statistics and information. Completed, program has been implemented.	Quarterly	DCD

PRINCIPAL ACTIVITY AREA(S): CITY DEVELOPMENT/CITY MARKETING

OUR SUSTAINABILITY OUTCOME 4.2: Economic growth of Dubbo is achieved through realising opportunities and increasing awareness of the City's offerings.

Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
4.2.1 Implement the adopted City Image Marketing Strategy and City Image programme.	100% of identified actions completed. City Promotion actions completed include: • 2016/2017 City Development Partnership Program • Media and School Room on dubbo.com.au • Rhino Design Program — Gateway Signs • Installation of Digital Sign • Direct Marketing Campaign — school groups • Fly Pelican social media campaign • Wellington Rhino competition and design • Smile its Christmas (Dubbo) program • Jingle on the Bell (Wellington) program. • Three (3) visitor campaigns targeting, Canberra, Brisbane and Melbourne geographic markets — Fly you way to a great big adventure • One (1) visitor campaign targeting self-drive market — Drive	4.2.1.1 Develop and implement a 12 month City Development Delivery Plan. Completed, Local Government Area Economic Development Action Plan adopted at August 2016 meeting.	Dec annually	DCD

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
	your way to a great big adventure Direct marketing campaign targeting business events and conferences Facilitated filming in Dubbo and Wellington by filmmaker, Greg Grainger (The Travel Oz). Facilitated visit to Dubbo by travel bloggers, The Green Family (29K followers). Led the development of The Dubbo GoldFest Weekend Packages targeting events market. Brokered an outside broadcast of The Today Show including a site at the Wellington Caves 1.2M viewers Financial support contributed to promotional campaigns by industry. Achieved. \$240,000 funding has been contributed by industry to support 18 months of activities from July 2016- December 2017. 76 Businesses supported Smile its Christmas. 12 Businesses supported Jingle on the Bell in addition to three local businesses partnering with Council to install community	4.2.1.4 Report on the progress and performance of the 12 month City Development Delivery Plan. Completed, progress and performance reported through the Economic Development Action Plan. Third quarter report submitted to the June 2017 Council meeting.	Apr, Jul Oct, Feb annually	DCD

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
	Christmas tree. Financial and in-kind support from 5 Council areas, Fly Pelican, Jet Go, Adventures Media and Mars Campers to undertake campaigns targeting air and self-drive travellers and targeting Brisbane, Canberra and Melbourne geographic areas.			
	100% of relevant local, regional and state cooperative promotions opportunities communicated to industry. Opportunities communicated: • Smile its Christmas (Dubbo CBD) • Ignite Program • Special Offer Program (event attraction) • Visitation influxes (leisure and events) • Meetings of the Dubbo Event Network • Fly Pelican campaign • NSW TrainLink campaign • Regional Platters • Jingle On the Bell (Wellington CBD) • 2016/17 Dubbo and Great Western Plains, Great Big Adventures	4.2.1.5 Communicate with industry to provide information on local, regional and state cooperative campaign/promotional opportunities. Communication has been undertaken through Events Network, Accommodation Network, Destination Management Working Group, quarterly Economic Development newsletter, monthly City Development Newsletter and Ignite stakeholder newsletter. Attended, chaired and provided leadership and administrative support to regional Destination Management Group meetings held in in Coonabarabran, Warren, Dubbo and Gilgandra Industry familiarisation has been coordinated for the Wellington Caves, Burrendong Arboretum, Burrendong Sport & Recreation Centre and Burrendong Holiday Park.	Ongoing	DCD

Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
	Resident Guide New Resident Night – November 2016 Council's Financial Assistance Program Event Funding Program New Wellington Rhino Back to Business – Dan Gregory Fly Pelican Promotion (Canberra service) Fly your Way and Drive your Way campaigns (Great Big Adventure) Ignite Skill capacity program The Great Business Program Dubbo GoldFest Packages Regional Platters Free Camper Study.			
	A minimum of 130 partners involved in the City Partnership Programme. 140 businesses in the City Development Program. 61 partners in the Dubbo Visitor Information Centre Partnership Program.	4.2.1.6 Dubbo City Development Partnerships Programme is maintained. Partnership Programs have been maintained.	Ongoing	DCD

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
4.2.2 The City Marketing Programme encourages and supports growth across many sectors of the local economy, which focus on four key markets which include: Visitation: Business, Visiting Friends and Relatives (VFR) and Group Tourism Events: attraction and capitalisation	Visitor Information Centre operates 364 days a year. Dubbo Visitor Information Centre operated 7 days a week with the exception of Christmas Day. Wellington Visitor Information Centre operated 7 days a week with the exception of Christmas and Boxing Day.	4.2.2.1 Provide an effective City Information service that promotes the City, LGA and its various attractions and services. Services have been provided.	Ongoing	DCD
New residents: skilled professionals Investment: major development and catchment area	Average commercial accommodation occupancy rate increases by an average of 2% over the average of the past 3 years. Achieved, Dubbo Commercial Accommodation rate is 67.97%. This is a 2% increase on the previous year of 66.53%. Wellington statistics are inconclusive as not in market for 12 months.	4.2.2.6 Monitor commercial accommodation occupancy rates for trends. Completed, Wellington Accommodation occupancy measurement program has been established.	Ongoing	DCD
	80% stakeholder satisfaction with key areas of the Promotions Programme. Survey to be conducted in July 2017.	4.2.2.7 Conduct an annual City Promotions Program Customer Satisfaction Survey. Survey to be conducted in July 2017.	June annually	DCD

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
	100% of visitors rate tourism/visitor information services as satisfactory.	4.2.2.2 Develop and implement a program for all permanent staff and Ambassadors of the Visitor Information Centre (VIC) to spend at least 35 hours p.a. each on familiarisations across all sectors of the City.	Jun annually	DCD
	Achieved, service satisfaction rating of 100% achieved for Dubbo.	Completed.		
	Quality of information satisfaction rating of 100% achieved for Dubbo.			
	Wellington visitor's survey is under development.			
	Level one accreditation maintained.	4.2.2.3 Review service levels and Capital Works Programme to ensure that the VIC maintains its Visitor Information Network Accreditation.	Jan annually	DCD
	Level One Accreditation maintained for Dubbo Level Two Accreditation maintained for Wellington.	Completed.		
	Weekly reviews of the City Promotional website and quarterly reviews of the key promotional materials ensures accuracy, relevance and timeliness.	4.2.2.4 Undertake monthly and quarterly reviews and updates of key information and promotional material.	Ongoing	DCD
	No incidents of misinformation or irrelevant messages/content/images recorded.	Cyclic review of print, digital and outdoor touchpoints have been undertaken.		

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
		4.2.2.6 Promote community use of the Event Staging and Seating area deck. Completed.	Ongoing	DCD

PRINCIPAL ACTIVITY AREA(S): CITY MARKETING & COMMUNICATIONS

OUR SUSTAINABILITY OUTCOME 4.3: Dubbo is recognised as the leading regional centre in Australia through the development of a united and positive image of the City.

Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
4.3.1 The City has a brand that reflects the opportunities available in and the diversity of the City.	80% stakeholder satisfaction with key areas of Promotions Programme. 91.7% satisfactions as shown by survey.	4.3.1.1 All key promotional activities reflect the City Brand and support key brand messages. Completed, all collateral and digital platforms under the City Development Partnership Program reflect the Dubbo brand.	Ongoing	DCD
4.3.2 The Community demonstrates ownership of and pride in being the home of the Zoo.	All relevant promotional activities within the City Promotions Strategy and Action Plan support local promotion of Taronga Western Plains Zoo (TWPZ). Achieved, Taronga Western Plains Zoo has been supported in relevant programs and promotions.	 4.3.2.1 City Promotions Strategy and other associated programmes and strategies to include activities that support local promotion and community pride on being home of the TWPZ. Taronga Western Plains Zoo promoted and supported via: Featuring on front cover of Dubbo and Great Western Plains Visitors Guide Featured heavily in design and content of the Guide. Taronga Western Plains Zoo image on front cover of Dubbo City Map. Repositioning of The Rhino Adventure product to align with Taronga Western Plains Zoo's endangered species program. Inclusion in the Special Offer Program for events. 	Ongoing	DCD

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Strategy Performance Target	Actions By When (What Council Will Do)	Resp.
	Partnership in Fly Pelican campaign. Promotion of discounted zoo tickets promoted as a call-to-action for NSW TrainLink campaign. Promotion of discounted zoo tickets in \$25,000 Dubbo and Great Western Plains brand building television campaign. Partnership with Zoo on NXFM outside broadcast and promotion. Partnership with Zoo on filming of Caravan and Camping Australia DVD. Zoo prize used as a lucky door prize for November New Residents Night. Zoo image used on one-third of flags in CBD Banner Campaign to promote the new suite of guides in market August – December. Zoo prize for first giveaway as part of relaunched Rhino Adventure. New animal arrivals and experience developments promoted on social media Inclusion of Taronga Western Plains Zoo as an event venue or social activity in development of event attraction bids Zoo chosen as venue for Back to Business Week. Taronga Western Plains Zoo highly promoted in the Brisbane and Melbourne trains advertising campaign and subsequent social media activity	

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
		 Zoo included in collateral and messaging – Fly your Way and Drive your Way (Great Big Adventure) campaigns Zoo included as value proposition – direct marketing campaign – business events and conferences Zoo included in visit by Queens Baton Relay in 2018 The Today Show broadcasted live from Taronga Western Plains Zoo. 		
	No key opportunity to collaborate with the TWPZ is overlooked. Achieved, no opportunity has been overlooked.			

PRINCIPAL ACTIVITY AREA(S): CORPORATE BUSINESS

OUR SUSTAINABILITY OUTCOME 4.4: The business activities of Council are an important sector of the local economy and provide financial returns to the community.

Strategy	Performance Target	Actions	By When	Resp.
		(What Council Will Do)		
4.4.1 Business Plans are	No foreseeable business risks not	4.4.1.1 Business Plans are developed for	Mar	DCD
developed, implemented,	identified.	the Dubbo City Regional Airport, Regional	annually	
monitored on an ongoing		Livestock Markets, Dubbo City Holiday		
basis, that support and direct		Park and Property Development following		
each of the following		discussions with stakeholders.		
corporate businesses:	Nil risks not identified.	Business plans have been reviewed. A		
Dubbo Regional		further review to take place pending the		
Livestock Markets		outcome of the new organisational		
Dubbo City Regional		structure.		
Airport				
Dubbo City Holiday Park				
Property development				
programme				
	No foreseeable business opportunities	4.4.1.2 Airlines are advised of any changes	Mar	DCD
	overlooked.	to fees associated with the adopted	annually	DOD
	Overlooked.	Business Plan for the Dubbo City Regional	armaany	
		Airport three months prior to the		
		commencement of any change in fees in		
		accordance with International Air Transport		
		Association (IATA) rules,		
	Achieved.	Airlines have been advised.		

Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
4.4.2 The development of the City is supported by Council's strategic, best practice and sustainable development of competitively priced residential and industrial land.	20% return on investment (measured by net profit over assets employed, on a commercial accounting basis). Achieved.	4.4.2.1 Maintain a comprehensive database of property market statistics and indicators from which to monitor the Dubbo market for residential and industrial development. Completed.	Ongoing	DCD
		4.4.2.3 Undertake construction of residential allotments based on market conditions. Keswick Stage 4 Release 3A construction completed February 2017. There are 13 lots remaining lots currently for sale in release 3A. Construction of Release 3B (29 lots) commences in August 2017.	Ongoing	DCD
4.4.3 The infrastructure and operating systems of the Dubbo Regional Livestock Markets support the facility being recognised as the market leader in terms of volume and selling price achieved.	Minimum of 75% of users are satisfied with the operation and facilities (as shown by survey). Survey undertaken with overall satisfaction rating of 70.1% achieved.	4.4.3.3 Meet regularly with Roads and Maritime Services, Livestock and Bulk Carriers, Selling Agents and Saleyard Operators Association to maintain 'Chain of Responsibility' processes. Completed.	Ongoing	DCD
	No sustained examples of Council not meeting its obligations with regard to statutory 'Chains of Responsibility'. Achieved.	4.4.3.4 Undertake an annual review of the National Saleyards Quality Assurance Programme and prepare for external audit annually. Audit undertaken in November 2016.	Nov annually	DCD

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
	Livestock selling facility throughput levels are maintained or increased Cattle: 215,000 Sheep: 1,200,000 Throughput achieved; Cattle 199,431 Sheep 1,437,030 Goats 9,462	4.4.3.5 Undertake an external audit process for user compliance with the Work Health and Safety System every three years. External audit undertaken in November 2016.	Nov 2016	DCD
		4.4.3.6 Implement the requirements of the Market's Environmental Management Plan and undertake an independent external audit of implementation every two years. Completed.	Nov 2016 Nov 2018	DCD
		4.4.3.9 Complete staged upgrade of the Cattle Management Facility. Holding yards project completed in August 2016. Construction of the stack pens, drafting area, ramps and weighbridge is complete. Construction of the selling pens to be completed August 2017.	June 2016	DCD
4.4.4 An economically viable caravan park business is operated which meets the contemporary requirements of tourists and visitors to the City.	No examples of reasonable criticism of the operation and/or facilities of the park. Achieved.	4.4.4.1 Monitor security breaches and develop strategies where appropriate to ensure Park remains a safe environment for users. Complete, a night watchman is employed at Park by ATPM.	Ongoing	DCD

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Strategy	Performance Target	Actions (What Council Will Do)	By When	Resp.
	AAA Tourism rating is four (4) stars. Achieved.	4.4.4.2 Review the rating criteria developed by AAA Tourism to ensure that the Park's long term Capital Improvement Programme is relevant to achieving a minimum 4 star rating. Completed.	Feb annually	DCD
		4.4.4.4 Implement a promotion programme which includes membership of the Top Tourist Park chain. Completed.	Ongoing	DCD
		4.4.4.5 Review and update the Capital Works Programme to ensure that the Caravan Park remains one of the leading caravan parks in the region. Completed.	Nov annually	DCD
		4.4.4.6 Implement a quality assurance programme for the Park. Completed.	Ongoing	DCD
4.4.5 A high quality showground facility is provided which meets the demands of a wide range of user groups and the community generally.	70% of users are satisfied with facilities and services. (As shown by survey). Achieved, 75% of users are satisfied with facilities and services.	4.4.5.1 Survey major event organisers of the Showground facility on an ongoing basis to ensure satisfaction levels retained, and return business achieved. Surveys have been issued to event holders at the conclusion of each event.	Nov annually	DCD
		4.4.5.2 Implement the marketing programme aimed at increasing the revenue of the facility. Completed.	Ongoing	DCD

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OUR LEADERSHIP

Planning and delivering the future of the Dubbo Local Government Area is a shared responsibility which can only be achieved through focused partnerships and relationships.

PRINCIPAL ACTIVITY AREA(S): CORPORATE SERVICES

OUR LEADERSHIP OUTCOME 5.1: Dubbo is a proud city.

Strategy	Performance Target	Actions	By When	Resp.
		(Statement of Means)		
5.1.1 There is demonstrated unity throughout the Community.	Number of volunteers involved in Council activities increased. Number of volunteers was 395 for	5.1.1.2 Undertake an annual review of the number of volunteers available to Council activities and the number of volunteered hours contributed. 13,485 hours for 2016 figures in	Nov annually	DOCS
	2016 compared to 294 for 2015. Cultural Festivals and Events are held in the City.	comparison to 10,298 hours in 2015. 5.1.1.3 Council supports Festivals and Events within the City that promote culture	Ongoing	DOCS
	Red Ochre Festival and Multicultural Festival not held in 2016, DREAM Festival held in October 2016 and Eisteddfod in June 2017. Carols by Candlelight held in December 2016.	and harmony. For 2016/2017 DREAM Festival provided with \$40,000, Multicultural Festival \$15,000, Eisteddfod \$8,000 and Carols by Candlelight \$2,500. Guidance and assistance provided by staff as required.		
		5.1.1.4 The Dubbo 2036 Champions Group report annually on the progress against the identified community Performance Indicators. End of term report reflects as appropriate Community Performance Indicators.	Jul annually	DCD

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		5.1.1.5 An annual report is provided to the Community on Council's progress in the delivery of Dubbo 2036. Completed.	Sep annually	DCD
		5.1.1.6 Continue to administer the City of Dubbo Hall of Fame and invite nominations each February for inductees. Hall of Fame deferred indefinitely.	Feb annually	DOCS

PRINCIPAL ACTIVITY AREA(S): CORPORATE SERVICES/ALL

OUR LEADERSHIP OUTCOME 5.2: Dubbo City Council is a representative and responsive government.

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
5.2.1 The community acknowledge that Dubbo Council is a representative and responsive Council.	Overall satisfaction with the performance of elected Councillors (measured biennially – target 85%). Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.	5.2.1.1 Undertake a community survey to determine community satisfaction levels of the elected Councillors. Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.	Apr 2017	DOS
5.2.2 The outcomes and strategies of the Dubbo Community Strategic Plan – Dubbo 2036 are implemented through Council's adopted Delivery Program and Operational Plan.	100% of adopted actions within both the Delivery Program and Operational Plan are achieved. Achieved.	5.2.2.1 Implement the adopted actions within both the Delivery Program and Operational Plan. Completed.	Jun annually	All Directors
		5.2.2.3 Report on the progress with the Community Strategic Plan, Delivery Program and Resourcing Strategy. Completed. Administrators report to be submitted to August Council meeting.	Jun 2017	DCD
		5.2.2.4 An annual Report is provided to the Community on Council's progress in the delivery of Dubbo 2036. Completed. Administrators report to be submitted to August Council meeting.	Sep annually	DCD

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Strategy	Performance Target	Actions	By When	Resp.
	_	(Statement of Means)		
		5.2.2.5 Report on the progress with the Delivery Program. Report to be submitted to August Council meeting.	Biannually	DCD

PRINCIPAL ACTIVITY AREAS: CORPORATE SERVICES

OUR LEADERSHIP OUTCOME 5.3

Sound management of the resources of Council is undertaken.

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
5.3.1 The organisation displays the elements of sound management and strategic planning.	100% of statutory requirements of the Local Government Act in respect of management planning and financial reporting are met. Achieved.	5.3.1.1 Co-ordinate Council's Integrated Planning and Reporting requirements. Completed.	Jun annually	DCD
		5.3.1.2 Operational Plan (including Budget) adopted in June each year. Consolidated Dubbo and Wellington Operational Plan adopted in June 2017.	Jun annually	DOS
		5.3.1.3 Complete Annual Financial Statements and other statutory reports and returns as required. Achieved.	Oct annually	DOS
		5.3.1.4 Finalise Annual Review of Workforce Plan, Asset Management Strategy and Long Term Financial Plan. Review completed as far as possible due to the merger.	Mar annually	DOS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	Current Assets (excluding externally and internally restricted cash and investments) less current creditors maintained at between \$1.5M and \$2.5M. Current assets have been maintained between \$1.5M and \$2.5 M.	5.3.1.5 Operational Plan (including budget) review undertaken by Council on a quarterly basis. Consolidated Dubbo and Wellington Quarterly reviews were undertaken at the end of September, December, March and June.	Oct, Feb Apr, Aug annually	DOS
	Debt service ratio (measure of extent of the impact of debt service on operating revenue) is below twelve (12) percent. The debt service ratio is 4.24%			DOS
		5.3.1.6 Update the Councillors' Notebook annually and incorporate any requirements under the Local Government Act or other legislation applicable to the elected representatives. Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.	Nov annually	DOS
		5.3.1.7 Provide funding to permit Councillors to undertake individual training programmes. Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.	Jul annually	DOS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		5.3.1.8 Review the Enterprise Risk Management Strategy to determine its effectiveness in managing risk. Echelon Australia engaged to review existing documentation and facilitate the development of an updated Enterprise Risk Management Policy and Plan. Draft copies of reviewed policies and plans provided by Echelon. Expected to be completed during August 2017.	Jun annually	DOS
		5.3.1.10 Monitor the Corporate wide planning, oversight and performance of Asset Management for functional areas of the Organisation. Completed.	Ongoing	DCD
		5.3.1.11 Monitor the use of the zero based budgeting framework by the Organisation. The use of zero based budgeting requirements were included in 2017/2018 budgets.	Ongoing	DOS
		5.3.1.12 Update Council's long term financial planning model annually. Consolidated Dubbo and Wellington Long Term Financial Plan for 2017/2018 adopted in June 2017.	Feb annually	DOS
		5.3.1.13 Provide a cost effective supply, contract administration purchasing, storage and distribution facility. Achieved.	Ongoing	DOS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		5.3.1.15 A review of the Community Strategic Plan, to develop the rolling 4 year Delivery Program, Operational Plan and Resourcing Strategy documents are adopted by Council. As per the proclamation a new Community Strategic Plan must be established by 1 July 2018. Draft 2040 plan in development by City Strategy.	Jun 2017	DCD
5.3.2 The system of raising revenue is regarded as equitable and revenue from grants and other income sources is maximised.	25% of total revenue is from user charges. Achieved.	5.3.2.1 Review each year the marketing strategies contained in the Business Plans. Business Plans have been reviewed.	Mar annually	DCD
		5.3.2.2 Provide relevant information to Directors and Managers in regard to accessing grant funding. Information relating to grants regularly distributed to staff. Reports submitted to Executive Staff and Administrator on grant related data.	Ongoing	DOCS
		5.3.2.3 Monitor the level of State and Federal Government grants payable to local government including Financial Assistance Grants (FAGs) and make any necessary submissions. Feedback received from Grants Commission on calculation of disabilities for 2016/2017 grant calculation. No scope for submission to vary the methodology.	Ongoing	DOS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		5.3.2.4 Complete an annual review of rating structure. Reviewed in February 2017, reported submitted to Council in March 2017.	Mar annually	DOS
		5.3.2.5 Council funds are invested in accordance with legislative provisions and Council's adopted Investment Policy and Strategy All funds invested in accordance with the Minister's Order and Council's Investment Policy and Strategy.	Ongoing	DOS
5.3.3 The Organisation's information management capability meets the requirements of the organisation and the community.	All staff to have access to required systems, applications, support and training. Achieved.	5.3.3.1 Implement actions within the adopted Information Management Strategy. Information Management Delivery Program adopted by Executive Staff Committee in July 2014. Actions have been prioritised by consultation throughout organisation and due dates have been determined.	Jun annually	DOS
		5.3.3.2 Undertake a full review of the Information Management Security Controls. Security Audit conducted by independent security specialist with resulting actions implemented.	Jun annually	DOS

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Strategy	Performance Target	Actions	By When	Resp.
		(Statement of Means)		
		5.3.3.3 Undertake a review of mobile alternatives for remote access to Council's systems. Mobile alternatives currently available for remote access to Council's systems include Apple iPads, Motion tablet devices, Getac devices and terminal services.	Jan 2017 Jan 2019	DOS
5.3.4 Council's ability and capacity to deliver services and respond to emergencies is enabled by the utilisation of a modern and efficient plant fleet that meets operational needs.	85% utilisation rate for major plant items. Utilisation rate of 92.63%.	5.3.4.1 Review the makeup of the fleet to ensure operational requirements are being met in a cost effective manner. Ongoing process that is reported on in the Quarterly Plant Reports.	Sep annually	DTS
	90% availability of major plant items. Availability rate of 96.75%.	5.3.4.2 Provide a quarterly and annual Plant Report to Motor Vehicle and Plant Committee. Quarterly and Annual Plant reports are provided within Corporate timeframe.	Oct, Feb, Apr, Aug annually	DTS
	55% utilisation rate for specialised plant items. Utilisation rate of 56.22%.	5.3.4.3 Monitor and take appropriate action in respect of motor vehicle accidents involving Council vehicles. Crash information is recorded on an ongoing basis and action regarding crashes is as per the policy.	Jun annually	DTS

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Strategy	Performance Target	Actions	By When	Resp.
5.3.5 Council strives for transparency and is an organisation that values two way communication with stakeholders and the broader community.	Community satisfaction with the current level of communication with the community (target - 85%, current level is 62%). 70% satisfaction rating achieved as per most recent Community Needs Survey. Community Satisfaction Survey for New Councils has been undertaken by Department of Premier and Cabinet.	(Statement of Means) 5.3.5.1 Implement Community Consultation procedures in line with Council's Community Engagement Policy. Completed, Community Consultation policy has been updated. Presentation has been provided to Executive Staff on increasing engagement though engaging communications.	Jun annually	DCD
		5.3.5.2 Review the adopted Social Media Policy. Completed.	Sep annually	DCD
		5.3.5.3 Conduct a biennial Community Needs Survey. Community Satisfaction Survey for New Councils has been undertaken by Department of Premier and Cabinet.	Apr 2017 April 2019	DCD
5.3.6 A corporate culture with an emphasis on quality customer service and community engagement is demonstrated by the Organisation.	100% of customer service level criteria met. Customer service benchmarks were achieved.	5.3.6.1 Review and update the implementation of the Customer Service. Review completed January 2017, the document is relevant and accurate.	Mar annually	DOS

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Strategy	Performance Target	Actions (Statement of Manne)	By When	Resp.
		(Statement of Means) 5.3.6.2 Review, test and update annually the Civic Administration Building Disaster Response Plan. Due to merger this has not been completed. The Disaster Response Plan will now be reviewed prior to 31 December 2017.	Mar annually	DOS
5.3.7 A highly skilled and motivated workforce is maintained.	Labour turnover is less than 10%. Labour turnover rate for the 16/17 period is 5.25%	5.3.7.1 The Equal Employment Opportunity (EEO) Management Plan is developed biennially. EEO Management Plan 2014-2016 in place.	Jul 2018 Jul 2020	DOS
		5.3.7.2 Implement actions within the adopted Workforce Management Strategy. Projects actioned as per timeframe.	Jun annually	DOS
		5.3.7.3 Implement and monitor the annual Safety Systems Development plan to ensure the organisation meets its legislative requirements. 2016/2017 Workplace Health and Safety Plan developed.	May annually	DOS
		5.3.7.4 Undertake a biennial Organisation wide Staff Climate Survey. My Say Survey undertaken in Dubbo in August 2015.Actions from this survey are no longer applicable. Currently reviewing options to conduct another survey to establish a baseline for the new Council.	Dec 2017 Dec 2019	DOS

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		5.3.7.5 A Corporate Training Programme is developed and implemented. 2016 Learning and Development Calendar was in place.	Dec annually	DOS
		5.3.7.6 Implement an audit programme that ensures that Work Safe Management Systems are being implemented an enable the organisation to meet the requirements of the Work Health and Safety Act. Complete organisational wide self-audit.	Mar annually	DOS
		5.3.7.11 Implement Councils employment brand and value proposition. This project has been deferred until the new organisational structure is in place.	Dec 2016	DOS
		5.3.7.12 Develop and implement Corporate succession plans. Plans Developed.	Dec 2016	DOS

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PRINCIPAL ACTIVITY AREA(S): CORPORATE SERVICES

OUR LEADERSHIP OUTCOME 5.4: Statutory requirements are met and services are provided to the organisation in a cost effective and timely manner.

Strategy	Performance Target	Actions	By When	Resp.
5.4.1 The Organisation structure maximises the competitive provision of services and is adaptable to potential growth of the Organisation.	No reasonable criticism of Council's organisation structure by Council's customer base. Not criticism received.	(Statement of Means) 5.4.1.1 Divisional structures, including people skills and numbers, are formally reviewed annually. New structure under development as part of merger.	Aug annually	DCD
		5.4.1.2 Pursue opportunities for strategic alliances and/or resource sharing with neighbouring councils. Opportunities have been monitored.	Ongoing	DCD
		5.4.1.3 Implement an annual Strategic Internal Audit Programme based on resource sharing model involving Bathurst/Orange/ Dubbo Councils. Internal Audit Programme 2017-2019 adopted at June 2017 meeting.	Jun annually	DCD
		5.4.1.5 Monitor the Local Government Reform Agenda and report to Council on issues, opportunities and threats. Completed.	Ongoing	DCD

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
5.4.2 The Organisation meets all statutory requirements.	No breaches of statutory requirements. No reported breaches.	5.4.2.1 Maintain an up to date database of Council's statutory requirements. Investigations into possible solutions to provide management tool for managing Council's Statutory requirements being investigated.	Ongoing	DOS
5.4.3 Council is recognised as a relevant, well managed, cost effective, and operationally efficient and customer focussed organisation that connects with all of its stakeholders.	Overall satisfaction with the performance of Council (measured biennially - target 85%, current is 53%). Community Satisfaction Survey for New Councils has been undertaken by Department of Premier and Cabinet.	5.4.3.1 Review, update and submit to Council a draft Corporate Communications Strategy. Completed, Community Engagement Strategy has been prepared in line with Department of Premier and Cabinet requirements for merged Councils. New Corporate Communications Strategy has been prepared for presentation to Executive Leadership Team in July 2017.	Jun annually	DCD

Strategy	Performance Target	Actions	By When	Resp.
		(Statement of Means)		
		5.4.3.2 Implement as required and report to	Jun	DCD
		Council annually on the achievements in	annually	
		implementing the adopted Corporate		
		Communications Strategy.		
		Completed, New Corporate		
		Communications Strategy adopted by		
		Executive Staff in December 2016.		
		Presentation has been provided to		
		Executive Staff on increasing		
		engagement though engaging		
		communications.		
		Social Media Policy presentations have		
		been undertaken for outdoor staff at		
		Dubbo and Wellington.		

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		5.4.3.3 Provide communications support for major projects. Communication support provided to: Free cuppa for the driver Stronger Communities Fund Airport Runway project Weir Safety Dubbo City website Rhino Adventure Wellington Guide Launch The Great Business Program My Dubbo Shopping card Wellington Pool Consultation Financial Assistance grants Luna Park Playground Daphne Park consultation Regional Platters Operational Plan and Budget ANZAC Day Wellington CBD Beautification Wellington Caves redevelopment Back to Business Week West View Drive-In Visit Wellington website Dubbo Ignite website Easy to do business Changes to Rates Fire Emergency Service Levy Council Elections Clean Up Australia Day Various Capital Works projects Capstan Drive roundabout, Eumungerie Water Supply, the Erskine	Ongoing	DCD

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
		5.4.3.4 Review, update and implement the Internal Communications Strategy. Completed, prepared and progressively implemented staff engagement plan for the Transition Project. All required internal communication activities have been completed. New staff e-newsletter has been developed and first distributed in April 2017. This has replaced the former Dubbo City Council's Communique newsletter. The new electronic format aims to celebrate the concept of "One Team" and has been extremely well-received.	Ongoing	DCD

1. GROWTH, PROSPERITY AND EMPLOYMENT

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
A thriving tourism industry including building on our Aboriginal culture and heritage	Monthly advertising. Biannual Visitor Guide. Aboriginal Cultural Strategy. Achieved, Discover Magazine promotions maintained and Wellington Visitor and Resident Guide has been developed. Dubbo Visitor Information Centre launched the Aboriginal Medicinal Garden.	Update tourist publications. Completed.	Ongoing	DCD
	Tourism website updated. Caves online booking system. Achieved.	Implementation of new websites for Tourism, Caves and Council. Completed.	Jun 2017	DCD
	Marketing Strategy. Collaboration with Western Plains. Achieved.	Ongoing participation in Western Plains and Central NSW Tourism Initiatives. Completed. Supported regional "Great Western Plains" initiatives.	Ongoing	DCD
	Adoption and implementation of Aboriginal Cultural Strategy. No action to date due to Council merger.	Develop an Aboriginal Cultural Strategy. No action to date due to Council merger.	Dec 2017	DOCS
Improved employment opportunities for all ages and sectors of the community.	4 work experience placements per year. On target to achieve placement requirements.	Support local schools with work experience placement Work Experience placements are accommodated where operationally able.	Jun 2017	DOS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	Develop succession planning strategies. Identify internal training opportunities. Succession planning to be revisited. Internal training opportunities incorporated into Training Plan for Council.	Continue to explore opportunities to employ apprentices. Apprentices to be considered as part of new Organisational Structure.	Jun 2017	DOS
	Participation in the Wellington Learning Community. No action.	Support the Wellington Learning Community. No action.	Jun 2017	DOS
A diverse and sustainable business sector, with the skills and business acumen to develop, grow and prosper	Adopt and implement prospectus. Achieved.	Develop prospectus for attraction and retention of industry and residents. Completed, current prospectus has been developed and displayed on website. Online data centre to support investment maintained. New Wellington guide developed. New Dubbo Resident Guide developed.	Jun 2017	DCD
	Adopt and implement plan. Action plan has been implemented.	Review existing Economic Development Plan and establish clear and identifiable linkages with Orana Regional Action Plan. Completed, Economic Development Action Plan reflects relevant Activities. Maintained communication with Regional Development Australia Orana.	Jun 2017	DCD

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
A recognized "Wellington" brand that promotes the opportunities and benefits of living, working or visiting the local government area.	Branding. Marketing Strategy. Economic Development prospectus. Investment/relocation (residents) prospectus. Achieved, Wellington Correctional Centre Opportunities Paper and Action Plan has been developed. Wellington Visitor and New Resident Guide has been developed. Wellington has been included in the Rhino Adventure visitor experience. Wellington Boot promotion completed.		Jun 2017	Resp.
	Wellington Caves promoted significantly in the Brisbane and Melbourne Train promotion for 'fly to a great adventure' campaign.			
	Wellington 200 Celebrations has been supported.			

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	Small business friendly Council participation. Renew Wellington project.	Community economic development projects.	Ongoing	DCD
	Achieved, Council remains small business friendly.	Completed, Wellington Correctional Centre Expansion Opportunities Paper and Action plan adopted by Council in December 2016. Project included consultation with 60 stakeholders.		
		Regional Platters Program has been developed in partnership with 60 producers and 6 tour operators and 7 Local Governments.		
		Great Business Program has been developed in partnership with Regional Australia Bank, Dubbo Chamber of Commerce, Wellington Business Chamber and 133 participating businesses. 657 Business owners and staff attended 2 business development workshops held in May 2017.		

2. BUILD AND IMPROVE COMMUNITY INFRASTRUCTURE

Strategy	Performance Target	Actions	By When	Resp.
	_	(Statement of Means)		
A range of aged facilities,	Senior Citizen Centre maintained	Provide and maintain the Wellington Senior Citizen	Ongoing	DOCS
respite and crisis	in accordance with Maintenance	Centre.		
accommodation options	Program.			
across the local government	Centre maintained.	Centre maintained in line with asset		
area.		maintenance requirements.		
An attractive and well	Complete CBD beautification	CBD Beautification Project	Jun 2017	DTS
maintained Central Business	project within grant funding budget	-		
District	and timeline.			
	The Nanima Street	The beautification of Nanima Street was carried out.		
	Beautification was completed within budget.	out.		
	within badget.			
	Weekly street sweeping program	Continue to maintain the CBD within Council's	Mar	DTS
	Litter removal, hedge trimming,	Maintenance and Renewal budgets.	annually	
	irrigation maintenance,			
	plant/shrub replacement.	CDD		
	All CBD presentation procedures were implemented	CBD was provided with a daily maintenance treatment.		
	on a cyclical basis.	treatment.		
	on a dyonous busio.			

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
Attractive and well maintained villages that showcase their heritage	Monthly Village Maintenance Program. Mowing, whipper snipping, general maintenance, monitored monthly.	Maintenance and improvements to villages within Council's Maintenance and Renewal budgets.	Jun 2017	DPL
	Support and assistance provided to village communities as requested. Communication has commenced with villages in the former Wellington Council LGA.	Achieved.		
Attractive and well maintained parks, recreation and sporting facilities.	Complete Rygate Park development project within grant funding budget and timeline. Stage one has been completed within grant funding budget and timeline. Council will look at other possibility grant	Rygate Park Development. Rygate Park lighting project funded under Infrastructure NSW, completed. Finalisation/acquittal of funds completed by August.	Jun 2017	DPL
	opportunity to complete the next stages of Rygate Park Development.			
	Sporting field maintenance in accordance with relevant sports and seasons. Preparation of sporting fields are being carried out in accordance to user group's requests that are within budget	Maintenance and improvement to parks and recreational areas within Council's Maintenance and Renewal budgets in conjunction with community sporting and facilities groups. Maintenance and improvements to the sporting facilities are being carried out according to the 2016/2017 Budget.	Jun 2017	DPL

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
Councils infrastructure maintained and improved to meet the needs of our	Unsealed maintenance program by zones. Town street maintenance schedule.	Systematic improvement of councils rural and town road network.	Mar annually	DTS
community	Maintenance programs executed as per budget.	Works programs are informed by contribution of routine condition monitoring and periodic road condition assessment from which works programs are developed.		
	Infrastructure maintained in accordance with maintenance plans. Capital works program in accordance with asset management plans.	Review Plant Replacement Programme.	Jan annually	DTS
	Capital works program on schedule.	Plant replacement reviewed as part of the four year budget.		
	Plant replacement program reviewed annually. Achieved.	Commit funds to plant modernisation. 10 Year Plant Replacement Program has been established to ensure that a modern and well utilised fleet is appropriately funded.	Jan annually	DTS
	Plant utilisation. Review plant hire rates. Purchase and disposal of plant. Plant replacement program is reviewed in conjunction with the 4 year budget and operational plan.	Buildings maintained in accordance with Asset Management Plans. Achieved.	Ongoing	DTS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	Maintenance of water and sewer infrastructure in accordance with adopted budget and 30 year financial plan.	Water and Sewer infrastructure maintained in accordance with Asset Management Plans.	Mar annually	DTS
	Maintenance plans being met.	Maintenance plans being met.		
Medical and specialist services are available and accessed across the local government area	Support the Wellington Learning Committee who link medical students to training opportunities in Wellington through Sydney University and Rural Far West.	Support programmes which assist in attracting medical professionals to the local government area.	Ongoing	DCD
4.04	No Action to date.	Completed, New Wellington Guide has been developed.		
		New "Live in Wellington" video developed.		
		Content has been updated on the 'Love the life we live' website including links to the new Wellington Visitor/New resident Guide.		
		New resident page on Council website has been updated to reflect LGA approach to managing new resident enquiries.		
		Tours and information packs provided to medical students.		
		Potential medical and aged care services investors provided support through Economic Development branch.		

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	Facilitate Senior Citizen activities which are health based Foster relationships with other Allied Health services to implement programmes. Activities delivered and relationships maintained.	Support in programmes that promote a healthy lifestyle. The Community Services Coordinator developed programs in consultation with agencies and the community.	Ongoing	DOCS
Provision of Community Transport in Wellington	Provide daily pickups for eligible community members (Monday-Friday) with wheelchair accessible buses. Fortnightly village transfers to Wellington from Yeoval and Mumbil. Provide transport to Dubbo and Orange as required (for specialist appointments). Provide a weekly hydrotherapy trip to Dubbo. Provide 3 day per week pickups for the "Young at Heart" Club.	Provision of Community Transport for Wellington LGA through existing community transport funding from Transport for NSW.	Ongoing	DOCS
	Community Transport provided. Submission made to Transport for NSW for Council to relinquish contract. Contract transferred to Live Better Services for 2017/18.	Community Transport still provided. Submission made to Transport NSW for Council to relinquish contract. Contract to be transferred to Live Better Services for 2017/18.		

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
Provision of Ageing & Disability position within Council	Community Services Coordinator to continue to provide information and referral for aged and disabled community members to receive services and support. Coordinator to collaborate with other service providers regarding ageing and disability services within the Wellington LGA. Coordinator to source continued funding for position through government agencies. Coordinator to review current service position relating to relevant future funding. All required activities delivered.	Community Services Coordinator position is provided in Council's organisational structure. Community services Coordinator position was funded on a permanent basis.	Ongoing	DOCS

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3. SHOW LEADERSHIP IN GOVERNANCE AND COMMUNITY ENGAGEMENT

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
Mentoring programmes are available and used across the community.	Communities for Children. Coordinator to continue Mums to Mentor program through external funding through Centacare. Program continued.	Support the Communities for Children Coordinator role in conjunction with supporting the mentoring programs run with Centacare and other appropriate organisations. Communities for Children position supported.	Ongoing	DOCS
	Engage with development proponents to establish training opportunities. Work experience program/identify training opportunities.	Work in partnership with education providers and business on programmes to develop employment skills.	Ongoing	DOCS
	All required activities delivered.	Council employed a Community Services Coordinator to undertake these activities. She attended regular meetings etc with key stakeholders.		
Young people have the facilities and opportunities to be engaged in recreation, learning and community life.	Provide intensive support to families who are not accessing services, focusing on Parent Education, children aged 6-12 years and providing service coordination and collaboration	Communities for Children Coordinator to provide activities for children aged 0-12 years.	Ongoing	DOCS
	Families supported.	Communities for Children Coordinator undertook activities.		

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	Liaise with Wellington Local Aboriginal land Council, local schools, TAFE and Interagency and Community Services Advisory Committee to support Indigenous Youth development programs. Liaison undertaken.	Support Indigenous Youth Development Programs. Council employed an Aboriginal Community Advisor to undertake these activities. She attended regular meetings etc with key stakeholders.	Ongoing	DOCS
Safe community and reduced levels of crime.	CCTV network maintained and renewed with minimum disruption in accordance with Council's annual maintenance budget. Request for footage from NSW Police provided within determined time frames. CCTV network maintained, footage provided within determined timeframes.	Continue maintenance of the CCTV network and its capability. CCTV network maintained.	Ongoing	DOCS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	Facilitate the outcomes of the Crime Prevention Plan. Bi-Monthly meetings of Crime Prevention committee. Work with community groups and agencies to promote a safer community and implementation of new Crime Prevention Plan. Work with grants and submission officer to apply for funding (when applicable) with Attorney Generals Department to implement strategies. The 2015-2018 Wellington Crime Prevention Plan has been approved by the Department of Justice.	Support Crime Prevention Committee. Crime prevention Committee disbanded due to merger.	Ongoing	DOCS
Capable and self-sufficient communities engaged in decision making about issues that affect them	Reviewed annually by Council (September). Committee agenda's in line with outcomes of Community Strategic Plan. Section 355 Committees disbanded due to merger.	Community representations on Council Section 355 Committees. Section 355 Committees disbanded due to merger.	Sep 2016	DOCS
	Encourage and support community participation in Activities. Support agencies that utilise community volunteers. All support and encouragement provided.	Encourage and support volunteer involvement across the community. Council employed a Community Services Coordinator to undertake these activities. She attended regular meetings etc with key stakeholders.	Ongoing	DOCS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	Engage with the community via methods listed in the Community Engagement Strategy including 2 x Community Consultation meetings per year and a dedicated email address haveyoursay@wellington.nsw.g ov.au Council employed a Community Services Coordinator to undertake these activities. She attended regular meetings with key stakeholders.	Engage in Community Consultation Meetings across the Wellington Local Government Area. All required activities delivered.	Ongoing	DOCS
Council is well managed, meeting its statutory and operational requirements.	Council resolutions promptly actioned. Timely reports presented to council with clear and concise information with stand-alone recommendations.	Ensure council decision making processes are transparent, ethical and accountable.	Jun 2017	DOS
	Council resolutions are promptly actioned. Timely reports are presented to council with clear and concise information with stand-alone recommendations.	Council decision making processes are transparent, ethical and accountable.		

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	Annual report submitted by November. Strategic Planning documents adopted by June. Financial statements audited September. Pecuniary interest returns completed September. Pension rebate, rating return submitted. Completed within required time frame.	Ensure council meets its statutory requirements. Financial Statements for both former Council's completed within statutory time frame.	Nov 2016	DOS
	Quarterly budget reviews completed and reported to Council. Long Term Financial Plan completed and reviewed Annually. Monthly reports on major projects submitted. Consolidated Operational Plan adopted by Council on 26 June 2017.	Ensure the long term financial sustainability of council. Consolidated Dubbo and Wellington Operational Plan, Budget and Long Term Financial Plan developed and adopted in June 2017.	Ongoing	DOS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
	Business Continuity Plan in place. Implementation of Disaster Recovery Plan. Risk management guidelines. Workforce and succession planning.	Ensure the continuity of council's functions and minimise risks associated with such activities.	Jun 2017	DOS
	Business continuity planning will be addressed with the introduction of the new organisational structure. It is expected that this will be undertaken prior to December 2017.	Business continuity planning will be addressed with the introduction of the new organisational structure. It is expected that this will be undertaken prior to December 2017.		
	A succession plan was introduced and adopted for the previous Dubbo City Council however this will need to be reviewed in regard to the new Dubbo Regional Council and new organisational structure.			

4. COMMUNITY PARTICIPATION IN THE ARTS AND CULTURE

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
Community cooperation, participation and coordination around arts and cultural activities.	Continued support of Major Local Events. Support external Arts and Culture program. Support Aboriginal Cultural Strategy. Financial support provided to major local events. Ongoing support provided. Event Development Fund (over \$1,000) applications reviewed and funding provided. Major Event Sponsorship program being implemented. Funding of \$64,257 provided to 12 events (Stream 2 – Event Development Fund and Major Event Sponsor Program).	Support provided to events including: - NSW Swimming Country Championships, NSW Correctional Services Golf Day and Wellington Bicentenary. Delivery of NSW Water Management Conference commenced.	Ongoing	DCD & DOCS
Develop arts and cultural programmes	Support external Arts and Culture program. Ongoing support provided e.g. Stuart Town Ironbark Festival.	Support the delivery of arts and cultural events within the local government area. Ongoing support provided	Ongoing	DOCS

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Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
Indigenous culture is valued, recognised and celebrated.	Aboriginal Community Advisor provides support to Aboriginal & Torres Strait Island activities and Wellington Local Aboriginal Land Council. Encourage opportunities to promote Aboriginal culture Adopt and Implement Wellington Aboriginal Cultural Strategy. Support other Aboriginal community based organisations (including Gungi) All required activities delivered.	Support the promotion of Indigenous culture. Council employed an Aboriginal Community Advisor to undertake these activities. She	Ongoing	DOCS
		attended regular meetings etc with key stakeholders.		
A contemporary community website that helps build participation in the arts	Update the Visit Wellington website with current links to cultural activities and events	Councils website provide links to cultural activities and events.	Ongoing	DCD
,	Completed.	Event calendar provided on Visit Wellington website.		

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5. GROW AGRICULTURAL, ENERGY & THE ENVIRONMENT

Strategy	Performance Target	Actions (Statement of Means)	By When	Resp.
A strong agricultural sector with increased value adding of locally produced commodities	Provide support for fundraising, promotional projects and grant applications within the sector. Planning proposals to support growth and development.	Support and encourage a strong agricultural sector.	Ongoing	DCD
	Achieved, Regional Platters Program completed. Support has been provided to	Completed, four Wellington and four Dubbo based businesses participated in the Regional Platters program.		
	private enterprise business for successful funding application to provide further engagement with agricultural industry through tourism development workshops.			
Increased production and use of renewable energy	Identify and apply for available grant funding. Participate in renewable energy program. Work on Council's energy efficiencies.	Recognise and examine the potential to produce renewable energy within Wellington Council activities.	Ongoing	DEVS
	Funding opportunities monitored.	E 21 program available to monitor energy use. Renewable energy opportunities monitored.		
Increased use of our river assets for leisure activities	Identify and apply for available grant funding with Council's Grants Officer Funding opportunities monitored.	Secure grant funding to provide improved ancillary recreation activities, signage, seating, boat ramps. No funding identified.	Jun 2017	DPL

Dubbo Regional Delivery Program – Annual Review June 2017

Strategy	Performance Target	Actions	By When	Resp.
	_	(Statement of Means)		
	Provide in-kind support to community groups and agencies Support has been provided upon request.	Support community and government groups to improve river habitat at recreational areas. Continue to support Macquarie River Bushcare and affiliate group in maintaining and improving the River corridor.	Jun 2017	DPL



REPORT: Audit and Risk Management Committee (ARMC)

AUTHOR: General Manager REPORT DATE: 22 August 2017 TRIM REFERENCE: ID17/1542

EXECUTIVE SUMMARY

This report proposes the changing of the name of Council's Audit, Risk and Improvement Committee (ARIC) to Audit and Risk Management Committee (ARMC), the referral of the Charter for Council's Audit and Risk Management Committee and the referral of Internal Audit Guidelines as prepared by the Department of Premier and Cabinet, Division of Local Government to such Committee for consideration, and further proposes independent membership and community membership for a minimum 12 month period to provide for continuity of this important Committee as the new Council moves forward.

ORGANISATIONAL VALUES

<u>Customer Focused</u>: The ARMC is an advisory Committee assisting the Council to fulfil its Governance and oversight responsibilities. Good governance assists the community to have confidence in the operations of Council.

<u>Integrity</u>: The ARMC has an oversight role of Council's internal audit program to assist in ensuring the integrity of Council's operations.

One Team: All operations of Council are subject to oversight of the Committee.

FINANCIAL IMPLICATIONS

Costs relating to the Audit and Risk Management Committee are covered by existing budgets.

POLICY IMPLICATIONS

The Audit and Risk Management Committee Charter, once adopted, will be a policy of Council which enhances the Governance and Risk Management Framework.

RECOMMENDATION

- 1. That effective immediately, the Audit, Risk and Improvement Committee be renamed the Audit and Risk Management Committee.
- 2. That the draft Audit and Risk Management Committee Charter be referred to the meeting of the Audit and Risk Management Committee to be held on 5 September 2017 for consideration and recommendation to Council.
- 3. That the Internal Audit Guidelines, as prepared by Premier and Cabinet, Division of Local Government, dated September 2010, be also referred to the meeting of the Audit and Risk Management Committee to be held on 5 September 2017 for information.
- 4. That Mr John Walkom be appointed as an Independent Member to the Audit and Risk Management Committee and Chairman for an initial period of 12 months ending 30 September 2018, pending review during this period.
- 5. That Mr Andrew Fletcher be appointed as an Independent Member to the Audit and Risk Management Committee for an initial period of 12 months ending 30 September 2018, pending review during this period.
- That Mr Steve Bassett be appointed as a Community Representative to the Audit and Risk Management Committee for an initial period of 12 months ending 30 September 2018, pending review during this period.
- 7. That it be noted that the remaining composition of the Audit and Risk Management Committee be determined by Council.

Mark Riley
General Manager

BACKGROUND

Dubbo Regional Council, in December 2016, adopted a Charter for its Audit, Risk and Improvement Committee. The name of this Committee and the Charter were both premised on a review of the Local Government Act undertaken by the Government and amended through the Local Government Amendment (Governance and Planning) Bill 2016.

Various changes were introduced in the Amendment including that Council must appoint an Audit, Risk and Improvement Committee. In this regard, it should be noted that although some amendments to the Act have been adopted, the amendments are being introduced in a staged manner by proclamation and not all the various amendment emanating from the Amendment Bill are yet in force. This is the case in respect of the Audit, Risk and Improvement Committee.

Accordingly, it is proposed to amend the name of the Committee immediately to Audit and Risk Management Committee, noting that such Committee is not currently mandatory and also review the Audit and Risk Management Charter to reflect the Local Government Act as it currently stands.

REPORT

The attached Audit and Risk Management Committee Charter dated August 2017 (**Appendix 1**) is generally consistent with the template suggested by the Office of Local Government in the Internal Audit Guidelines of September 2010.

A copy of Internal Audit Guidelines are attached (Appendix 2).

This report recommends that the Audit and Risk Management Committee Charter be referred to the meeting of the renamed Audit and Risk Management Committee to be held on 5 September 2017 for consideration and recommendation to Council. The Internal Audit Guidelines will also be referred to the Committee. On the basis that the ARMC determines the revised Charter, the matter will be referred to the October 2017 meeting of Council for determination.

It is further advised that the two independent members of Council's existing ARIC are Mr John Walkom (Chairperson) and Mr Andrew Fletcher, with Mr Steve Bassett being the community representative. These appointments were made by Council following public advertisement. Under the existing ARIC Charter, Messrs Walkom and Fletcher have been appointed until 30 days following the Local Government Elections in September 2017, after which they will be eligible for extension or reappointment. In regard to Mr Bassett, he was appointed for the term that Council was in Administration. His term is also able to be extended.

Given the timelines associated with the review of Council's 2016/2017 Financial Statements, which will occur during the period October to December 2017, the Council Elections and the role of the Audit and Risk Management Committee as per the Charter, it is considered appropriate that both Messrs Walkom, Fletcher and Bassett be appointed to the Audit and Risk Management Committee for a minimum 12 month period ending 30 September 2018, pending review by Council at this period.

It is further advised that as part of the Extraordinary meeting of Council expected to be held in early October 2017, it is proposed that Council determine the Councillor representatives to the Audit and Risk Management Committee so that the Committee is in a position to operate and review, amongst other matters, the audit of Council's 2016/2017 financial statements as undertaken by Luka Group, on behalf of the NSW Audit Office.

Appendices:

- 1. Audit and Risk Management Committee Charter
- 2. Internal Audit Guidelines



AUDIT AND RISK MANAGEMENT COMMITTEE CHARTER

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Audit and Risk Management Committee (ARMC) Charter

1 ARMC Purpose

The Audit and Risk Management Committee (ARMC) is an advisory Committee assisting the Council to fulfil its governance and oversight responsibilities. The primary duties and responsibilities of the ARMC are to assist the Council to discharge its responsibilities relating to:

- 1.1. Financial reporting process
- 1.2. Business ethics, policies and practices
- 1.3. Management and internal controls
- 1.4. Monitoring the integrity of the Council's financial reporting practices and finance and accounting compliance
- Reviewing internal controls, key corporate risks and all audit related matters
- 1.6. Encouraging continuous improvement of Council's systems and practices
- 1.7. Adoption of the Internal Audit Plan
- 1.8. The Council's process for monitoring compliance with policies, laws and regulations and the Council code of conduct.

2 Authority

- 2.1. The ARMC is delegated authority by Council to carry out its duties and responsibilities as defined in this charter. The ARMC has delegated authority to approve investigations into any matters within its scope of responsibility. It is empowered to:
 - 2.1.(a) Resolve any disagreements between management and the auditor regarding financial reporting (subject to confidentiality considerations).
 - 2.1.(b) Pre-approve all auditing and non-audit services.
 - 2.1.(c) After due consultation with the General Manager, retain independent counsel, accountants, or others to advise the Committee or assist in the conduct of an investigation.
 - Meet with Council management, external auditors, or outside counsel, as necessary.
 - 2.1.(e) That Council acknowledges that professional independence and objectivity are key attributes of an efficient and effective ARMC. The Council and General Manager are therefore committed to uphold and guarantee the professional independence and objectivity of the ARMC.

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2.2. The Committee will also review any other matters as prescribed by the Regulations from time to time.

3 Composition

- 3.1. All appointments to the ARMC shall be made by Council.
- 3.2. The ARMC will consist of:
 - 3.2.(a) Core Members (voting)
 - Mayor of the day (or a Councillor nominated by the Mayor as his/her representative)
 - One Councillor
 - Two independent external members (not members of Council and one to be Chairperson)
 - 3.2.(b) Attendee (non-voting)
 - General Manager
 - Internal Auditor
 - Director Corporate Services
 - Director Economic Development and Business
 - One Community Representative
 - 3.2.(c) Invitees (non-voting)
 - Representatives of the external auditor
 - Manager Financial Operations
 - Manager Governance and Risk
 - Other officers of Council as requested by the ARMC, Mayor and/or by the General Manager
- 3.3. In order to maintain independence, the ARMC shall elect one of the independent members as its chairperson.
- 3.4. The selection of independent members should be undertaken in a transparent and unbiased manner. This could include calling for expressions of interest from interested persons.

4 Tenure

- 4.1. The term of office for an ARMC member shall end on the earlier of:
 - 4.1.(a) the day on which the member resigns from the ARMC
 - 4.1.(b) in the case of a Councillor, the day on which the Councillor ceases to be a Councillor for the Dubbo Regional Council.
 - 4.1.(c) Two years in respect of the independent external members and the community representative or such other term as determined by Council.

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- 4.1.(d) the day on which the member's appointment is legally terminated by Council.
- 4.1.(e) the day on which the member is incapacitated by law from holding such office.
- 4.2. Members are encouraged to serve multiple terms and to plan for an orderly rotation of members so that experienced members will always be serving. The ARMC should make recommendations to Council on membership.
- 4.3. In any event, the appointment of each member of the ARMC will be reviewed at the end of the first year and confirmed for the remaining period subject to satisfactory performance as determined by Council. A member may be eligible for re-appointment to the Committee for a continuous period not exceeding eight years.
- 4.4. In considering new independent members for the ARMC, selection shall be influenced by:
 - (a) Industry standards for similar committees, particularly relating to the appointment of independents to ARMC's.
 - (b) Any guidelines issued by the NSW Government concerning Local Government ARMC's.
 - (c) The attributes and experience of candidates who respond to Expressions of Interest advertisements for Independent Members.
- 4.5. The independent members and community representative on the ARMC should be remunerated for attending committee meetings. The remuneration shall be adopted by Council.

5 Meetings & Quorum

- 5.1. The Committee will meet at least four times a year, with authority to convene additional meetings, as circumstances require.
- 5.2. A quorum shall not exist unless at least three voting members are present.
- 5.3. Members of the ARMC are generally expected to attend each meeting, in person or via tele or video-conference, with the approval of the Committee Chairperson.
- 5.4. The ARMC will invite members of management, auditors or others to attend meetings and provide pertinent information, as necessary.
- The Committee may hold private meetings with auditors (see below) and executive sessions.
- A meeting agenda will be provided in advance to members, along with appropriate briefing materials.
- The Chairperson shall determine the agenda for the ARMC in conjunction with Council staff.
- 5.8. Minutes will be prepared and distributed to the ARMC members and to the next Ordinary meeting of the Council.
- 5.9. Meetings are to be rescheduled if there is not a quorum. The Council's Internal Auditor (or if unavailable, another Council officer) will minute proceedings of all meetings.

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5.10. The chairperson shall endeavour to conduct meetings on a "consensus basis" but formal voting on recommendations shall be required. Each member shall have one vote and a majority of those present shall be required to pass a recommendation. The chairperson shall have a casting vote. The meetings should operate as far as is practical in accordance with the Council's Code of Meeting Practice.

6 Confidentiality

6.1 The ARMC will ensure that Committee members comply with all relevant laws and Council's policies regarding confidentiality, privacy and reporting. Committee members shall treat all information received as part of the Committee as confidential and only disclose the content to third parties with the consent of other members of the Committee.

7 Responsibilities

- 7.1 The ARMC has no executive powers, except those expressly provided by Council.
- 7.2 In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of Council rests with the Council and General Manager as defined by the Local Government Act 1993. The Council and General Manager shall ensure that reasonable resources are allocated to providing the ARMC with the information it needs to discharge its responsibilities.
- 7.3 The responsibilities of the ARMC may be revised or expanded by Council from time to time. The Committee will carry out the following responsibilities:

7.3.1 Financial Statements

- o Review significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, and recent professional and regulatory pronouncements, and understand their impact on the financial statements. The ARMC can add value for Councillors and the process by reviewing the audit objectives, timeline and process, settlement of identified issues and the independence of the External Auditor. This would be done in consultation with the External Auditor, Internal Auditor and management.
- Based on the Audit Objectives, review with management and the External Auditors the results of the audit, timeline and process, settlement of identified issues and the independence of the External Auditor. Review the process of the audit, identify unresolved issues.
- Review the audited annual financial statements and consider whether they are complete, consistent with information known to Committee members, and reflect appropriate accounting principles. Without having conducted its own assessment the ARMC will need to rely on the work Internal Auditor, External Auditor and management representations. Therefore any recommendation to the Council would be based on the external auditor's management letter and made under a disclaimer that identifies things such as the audit process, access to records, auditor

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- appears to be suitably qualified, had sufficient time to complete, items identified have been resolved to their satisfaction.
- As part of the External Auditor's presentation and management representations, review with management and the external Auditors all matters required to be communicated to the Committee under generally accepted auditing Standards.
- Understand how management develops interim financial information, and the nature and extent of internal and external auditor involvement.

7.3.2 Risk Management

- Review whether management has in place a current and comprehensive risk management framework, and associated procedures for effective identification and management of business and financial risks, including fraud.
- Review whether a sound and effective approach has been followed in developing strategic risk management plans for major projects or undertakings.
- Review the impact of the risk management framework on its control environment and insurance arrangements.
- Review whether a sound and effective approach has been followed in establishing business continuity planning arrangements, including whether plans have been tested periodically.

7.3.3 Internal Control

- Consider the adequacy and effectiveness of the Council's internal control system, incorporating the:
 - reliability and integrity of financial and operational information systems, including information technology security and control
 - effectiveness and efficiency of operations
 - safeguarding of assets
 - compliance with contracts, laws and regulations
 - governance framework
- Understand the scope of internal auditors' review of internal control over financial reporting, and obtain reports on significant findings and recommendations, together with management's responses.

7.3.4 Internal Audit

- Review and recommend approval of the Internal Audit Activity Charter, activities, and staffing, and organizational structure of the internal audit function; and any subsequent changes.
- Have final authority to review and approve the annual audit plan and all major changes to the plan.
- Ensure there are no unjustified restrictions or limitations to the activities of internal audit.
- Review the effectiveness of the internal audit function and objectives, including compliance with The Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing.

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7.3.5 External Audit

- Establish that an appropriate process is in place to give assurance that the Council complies with the Local Government Act requirements for financial reporting and auditing.
- Review the external auditors' proposed audit scope and approach, including coordination of audit effort with internal audit.
- In accordance with the provisions of section 422-427 of the Local Government Act 1993, support the General Manager in reviewing the performance of the external auditors.
- Review management's responses to the recommendations in the external auditor's management letter.
- On a regular basis, meet separately with the external auditors to discuss any matters that the Committee or auditors believe should be discussed privately.

7.3.6 Compliance

- Review the effectiveness of the system for monitoring compliance with laws, regulations and contracts and the results of management's investigation and follow-up of any instances of non-compliance.
- Review the findings of any examinations by regulatory agencies, and any auditor observations.
- Review the process for communicating the code of conduct to Council personnel, and for monitoring compliance therewith.
- Liaise with the General Manager to obtain regular updates from management and Council legal counsel regarding compliance matters.
- Review other sections of the annual report and related regulatory filings before release and consider the accuracy and completeness of the information.

7.3.7 Reporting Responsibilities

- Regularly report to the Council about Committee activities, issues, and related recommendations.
- Provide an open avenue of communication between internal audit, the external auditors, and the Council.
- Report annually to the Council, describing the Committee's composition, responsibilities and how they were discharged, and any other information required by law, including non-audit services.
- Review any other reports the Council issues that relate to Committee responsibilities.

7.3.8 Other Responsibilities

- Perform other activities related to this Charter as requested by the Council.
- Institute and oversee special investigations as needed.
- Review and assess the adequacy of the ARMC Charter annually, requesting Council approval for proposed changes, and ensure appropriate disclosure as may be required by law or regulation.
- Confirm annually that all responsibilities outlined in this Charter have been carried out.

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 Evaluate the Committee's and individual members' performance on a regular basis.

7.3.9 Individual Responsibilities of Members

Members of the ARMC are expected to:

- Understand the relevant legislative and regulatory requirements appropriate to Dubbo Regional Council.
- Contribute the time needed to study and understand the papers provided.
- Apply good analytical skills, objectivity and good judgment.
- Express opinions frankly, ask questions that go to the fundamental core of issues, and pursue independent lines of enquiry.
- Declare any conflicts of interest before participating in deliberations on the issue where the conflict of interest exists.
- Attend an induction meeting at which they receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities.

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Internal Audit Guidelines

September 2010

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Chief Executive's Foreword

Internal audit is an essential component of a good governance framework for all councils. At both a management and councillor level, councils must strive to ensure there is a risk management culture. Internal audit can assist in this regard.

Internal audit is widely used in corporate Australia as a key mechanism to assist councils to manage risk and improve efficiency and effectiveness. At Federal and State Government levels there are clear requirements for internal audit and risk management.

There is also growing acceptance of the importance of internal audit and risk management in local government. It is pleasing to see that a number of councils in New South Wales are showing leadership in fully embracing this concept. However, a survey of councils conducted in 2009 by the Division of Local Government designed to assess the progress of councils in implementation of the internal audit function highlighted that while progress is being made, there is still opportunity for improvement. Effective internal audit and risk management processes should become part of the 'business as usual' operations of councils.

With the implementation of Integrated Planning and Reporting, internal audit will play a vital role at ensuring that the strategies adopted by council are being followed.

These guidelines propose oversight of council systems and processes through an audit committee. The combination of an effective audit committee and internal audit function provide a formal means by which councillors can obtain assurance that risk management is working effectively. Similarly the internal audit process is an on-going mechanism to ensure that the recommendations of the Promoting Better Practice reviews undertaken by the Division of Local Government have been fully implemented.

This guide has been designed to help councils and county councils develop and implement internal audit and risk management frameworks that will in turn build community confidence in their managerial performance. I encourage all councils to use this guide to assist them in building their own internal audit capability within their organisations.

Ross Woodward Chief Executive, Local Government A Division of the Department of Premier and Cabinet

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1. Introduction

The NSW Division of Local Government (DLG) believes that a professional Internal Audit function is one of the key components of the effective governance of any council. In 2001, the Independent Commission Against Corruption (ICAC) found that while 80% of local council General Managers agreed that internal audit is important, only 20% of councils had an internal audit function or audit committee.

These Internal Audit Guidelines, first released in 2008, are aimed at assisting councils put into place effective internal audit practices.

In 2009 the DLG conducted a survey of councils to assess how they were progressing with the implementation of the recommendations of the Guidelines. While the results of the survey revealed that considerable progress has been made toward the implementation of the Guidelines, with more than 50% of councils reporting that they had an internal audit function, it also identified that there were some areas where some councils appeared to be having difficulties and some areas where the Guidelines needed to be clarified.

These revised Guidelines have been developed to address the issues arising from the survey.

The Guidelines are designed to provide councils with assistance to implement internal audit and risk management. There are already a large number of internal audit standards, guidelines and publications in existence, such as the Institute of Internal Auditors' Internal Audit Framework, Better Practice Guidelines — Local Government Entity Audit Committees and Internal Audit (Victoria) and A Guide to Leading Edge Internal Auditing in the Public Sector (Manitoba).

These Guidelines are Director General's Guidelines for the purposes of section 23A of the *Local Government Act 1993*, issued by the Chief Executive, Local Government under delegated authority. They describe internal audit and risk management systems for Local Government in NSW. The Guidelines also include appropriate structures, functions, charter, and membership of audit and risk management committees.

The Division acknowledges the lead role of the Local Government Internal Audit Network (LGIAN) and the Institute of Internal Auditors in the development of these Guidelines.

Terminology

The following terms are used throughout this guidance paper:

- Council is used in two contexts. Council can refer to the elected body of councillors, the local government administration and staff and/or the entity as a whole. The term also includes county councils.
- The General Manager is the most senior member of management as per section 335
 of the Local Government Act. Chief Financial Officer (CFO) refers to the most senior
 member of staff within the finance and accounts area of the council.
- Internal Audit Activity is used interchangeably with 'internal audit function' in recognition that there are several methods of resourcing an internal audit function, including outsourcing this to a third party provider or sharing resources with other councils.
- Audit Committee is the name used for the committee which provides independent oversight of both the internal audit function and the external audit function. It provides the council with independent oversight and monitoring of the council's audit processes,

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including the council's internal controls activities. This oversight includes internal and external reporting, risk management activities, internal and external audit, and compliance. It is not uncommon for the committee charged with these responsibilities to be referred to by other names such as governance and risk management committee; audit and risk management committee; internal audit committee.

- External Audit refers to the review and certification of the financial reports as per section 415 of the Local Government Act 1993.
- Enterprise Risk Management is the holistic management of all risks within council, not
 just insurable risks or Occupational Health and Safety.

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1.1. What is Internal Audit?

Internal audit is described as 'an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations.

It helps an organisation accomplish its objectives by bringing a systematic disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.' 1

Internal audit's role is primarily one of providing independent assurance over the internal controls and risk management framework of the council.

Management has primary day-to-day responsibility for the design, implementation, and operation of internal controls.

Internal audit has no direct involvement in day-to-day operations, but it has a direct functional relationship with the General Manager and the council. An effective internal audit function should evaluate and monitor the adequacy and effectiveness of the internal control framework as a minimum.

Risk management is also an essential part of a council's management and internal control framework. It looks at what risks the council may face and the best way to address these risks. Assessment and management of risk is central to determining internal audit activities.

Internal audit's core competencies are in the area of internal control, risk and governance. Typically, internal audit's scope will include some or all of the following areas:

- Reliability and integrity of financial and operational information
- Effectiveness and efficiency of operations and resource usage
- Safeguarding of assets
- · Compliance with laws, regulations, policies, procedures and contracts
- Adequacy and effectiveness of the risk management framework.

1.2. Why my council should have an internal audit function.

All councils should have an internal audit function for the following reasons:

- · it supports good internal governance
- · to ensure consistency with other levels of government
- · to improve the effectiveness of risk management, control and governance processes
- · helps to instil public confidence in an organisation's ability to operate effectively.

When considering an internal audit function, councils should consider the following issues:

- The need to extend council's understanding of risk management beyond traditional areas of public liability and occupational health and safety, into areas such as internal governance, fraud risk and broader regulatory risk.
- Whether council should have a uniform approach to assessing and managing risk, regardless of size or location.
- Whether it is feasible for council to pool resources with like councils or arrange through regional organisations of councils for internal audit services.

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International Professional Practice Framework (IPPF) 2009, The Institute of Internal Auditors, <u>www.iia.org.au</u>

- Whether small management teams can feasibly conduct audits or internal reviews in the absence of an audit function, with an appropriate degree of independence and objectivity.
- · How council can properly resource internal audit and internal control programs.

1.3. How does internal audit fit in with other governance functions and activities?

Good governance requires an organisation to have a proper framework in place to ensure excellence in decision making, and that decisions are implemented efficiently and effectively. Key components of good governance include the use of:

- Audit Committees
- Internal and External Audit
- Enterprise Risk Management

1.3.1. The Audit Committee

An audit committee plays a pivotal role in the governance framework. It provides councils with independent oversight and monitoring of the council's audit processes, including the council's internal controls activities. This oversight includes internal and external reporting, risk management activities, internal and external audit, and compliance². Given the key role of the Audit Committee, for it to be most effective it is important that it is properly constituted of appropriately qualified independent members.

A strong relationship between the audit committee and internal audit enables the committee to meet its responsibilities and carry out its functions. An audit committee establishes the role and direction for internal audit, and maximises the benefits from the internal audit function.

More information on the Division's expectations of audit committees in Local Government is set out in section 4 of this document.

1.3.2. External Audit

External audit is a statutory function that provides an opinion on the council's annual financial reports, as required under Divisions 2 and 3 of the *Local Government Act 1993*. The primary focus and responsibility is on providing an opinion on the financial report to council and its external stakeholders.

Councils should be aware that the external auditor should not be expected to conduct a deep or thorough review of the adequacy or effectiveness of a council's risk management framework or internal controls. To obtain a deeper understanding of the scope of the external auditor's report it is recommended that you read the disclaimer contained in the external audit report in your council's statutory financial reports. The external auditor may place some reliance on internal audit reviews, monitoring of internal control, including fraud control and risk management as per the Australian Auditing Standards.

An effective internal audit function may contribute to the performance of external audit, as the external auditor may be able to rely on some of the internal audit work performed, and the stronger internal control environment that a strong internal audit function can create. This may have an indirect benefit in reducing audit fees.

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² Auditing and Assurance Standards Board, Australian Institute of Company Directors, Institute of Internal Auditors, Audit Committees A guide to good practice 2008

1.3.3. Management

Management has primary responsibility for the design and operation of the risk management and internal control frameworks of the council. It is separate from the responsibilities of external audit, internal audit and the audit committee. While these functions provide advice and oversight in relation to the risk management and internal controls, they are not responsible for its design or implementation. This responsibility lies solely with management. Good governance in local government relies on a robust independent review of management, finances, risks and operations.

1.3.4. Risk Management

Risk management is an important component of corporate governance. Risk management is the responsibility of management with oversight by council and the audit committee. Internal audit can assist management to identify and evaluate the effectiveness of council's risk management system and contribute to the improvement of risk management and control systems. The annual Internal Audit plan should be developed after consideration of the council's risk registers and those areas that are high risk to the organisation.

Internal audit will usually provide advice and assurance over the risk management and internal control frameworks, but in order to maintain independence, internal audit will not be responsible for its implementation of risk management or making decisions on how risks should be treated. Risk management is an important area that is touched upon in more detail in section 5 of this document.

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2. Establishing an Internal Audit Function

Key strategies aimed at ensuring that internal audit services conform with good practice:3

- Establish an audit committee, with a majority of members who are external (independent) to council
- Set up an independent reporting structure for internal audit (i.e report functionally to the audit committee and administratively to the General Manager) and define its functions and responsibilities with an internal audit charter
- Adopt and comply with professional internal auditing standards
- Recruit and retain capable staff
- Establish and communicate a clear internal audit vision and strategy
- Demonstrate the value of internal audit
- Understand council, management and community stakeholder needs
- Focus on risk
- Review internal controls
- Educate management on risks and controls
- Continuously improve the quality of internal audit services.

Key Attributes of a good practice internal audit function in local government:4

- Maintain independence and objectivity
- Have clear roles and responsibilities
- Comply with the internal auditors International Standards for professional practice of internal auditing in planning and executing work
- Have sufficient and appropriate resources to carry out audit work, as well as the necessary skills, experience and personal attributes to achieve what is expected of internal audit
- Have regular and timely communication of findings and recommendations
- Systematically conduct regular follow-ups on audit recommendations
- Continuously monitor internal audit effectiveness
- Adding value by proactive auditing and advice
- Develop audit plans that are comprehensive and balanced, and are linked to council's management of risks.

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³ Jeffrey Ridley and Andrew Chambers. Leading Edge Internal Auditing. ICSA Publishing, 1998, pgs. xxxiii, and 10 to 17.

A Ridley and Chambers: as above

2.1. Internal Audit Charter

An internal audit charter provides a comprehensive statement of the purpose, authority, responsibilities and reporting relationships of the internal audit function. The audit committee or council should approve the internal audit charter.

The content of an internal audit charter should:

- · Identify the purpose, authority and responsibility of the internal audit function
- · Establish internal audit's position within the organisational structure
- Define reporting relationships of the internal auditor with the General Manager and the audit committee
- Define internal audit's relationship with the council's external auditor
- Have provisions that authorise access to records, personnel, physical property, and attendance at relevant meetings
- Define the scope of internal audit activities, including any restrictions.

The internal auditor should periodically assess whether the purpose, authority and responsibility, as defined in the charter, are still adequate. Results of the assessment should be communicated to the audit committee.

A sample internal audit charter is contained at Appendix 3. Councils should tailor their charters as considered appropriate for their circumstances.

The audit committee should also have a charter that sets out its roles and responsibilities and its oversight of the internal and external audit functions, including any statutory duties. The elected council should approve the audit committee charter (Appendix 2). An external quality assessment every 5 years would assist this process.

2.2. Professional Standards

Internal auditors in NSW local government should comply with appropriate professional standards, such as the Institute of Internal Auditors (IIA) Standards and Code of Ethics. A summary of the standards is shown at Appendix 1. The standards should be the basis of policies, procedures, and plans. Internal audit should be performed with integrity, objectivity, confidentiality and competency.

IIA Standards include the expectation that an internal audit function will establish policies and procedures to guide internal staff in carrying out their work. Policies and procedures should be periodically reviewed to ensure they are up to date with changes in professional practice.

The IIA is thanked for their kind permission to reproduce these standards in this document.

2.3. Reporting lines

Generally, the internal audit function is led by a chief audit executive who is the most senior member of staff in the organisation responsible for the internal audit function. The IIA's Standards for the professional practice of internal auditing state that "The Chief Audit Executive must report to a level within the organisation that allows the internal audit activity to fulfil its responsibilities. The chief audit executive must confirm to the board, at least annually, the organisational independence of the internal audit activity. The internal audit activity must be free from interference in determining the scope of internal auditing, performing work, and communicating results".

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For local government, the Internal Auditor should report functionally to the audit committee and administratively to the General Manager. If matters involve the conduct of the General Manager, an alternate reporting chain to the Mayor or a protected disclosure to the ICAC, Ombudsman or the Division of Local Government (about serious and substantial waste in local government) should be in place.

It should be remembered that pursuant to section 335 of the Local Government Act the General Manager is responsible for the day-to-day management of council activities including the direction of staff and implicitly the internal audit function. The General Manager may choose to delegate this responsibility provided always that the delegation does not directly or indirectly interfere with the ability of the Internal Auditor to conduct an internal audit function free from interference as required by the IIA's Standards, referred to above (see section 3.4 below).

A clear and properly defined reporting relationship ensures that the Internal Auditor is empowered to perform their role working with management. The direct reporting line to the Audit Committee also acts as an adequate safeguard in the event of a serious breakdown in internal controls or internal control culture at senior levels in the organisation.

Due to the reporting relationships of this key role, it is important that councils appoint an internal auditor who has credibility, and can build relationships and influence decisions at the most senior levels of council, including the audit committee and the General Manager.

2.4. Options for Resourcing Internal Audit

Regardless of size, councils are encouraged to have an appropriately resourced internal audit function. An internal audit function should have sufficient and appropriate resources to carry out its work, including skilled auditors, appropriate technology tools, budgets and professional development opportunities. Budget allocations should align to the approved audit plans.

While size and complexity of a council's operations will drive the size and overall budget of its internal audit function, a small size of operation does not justify forgoing internal audit altogether. The most efficient and effective means of resourcing the internal audit function depends upon the individual circumstances of the council. It is recognised that smaller councils may not be able to justify a full-time internal auditor. Guidance is provided below on alternative resourcing models that may achieve the required outcomes on a cost effective basis.

2.4.1. Appointment of Full-Time or Part-Time Internal Auditor

Ideally the internal auditor should be an independent position reporting directly to the Audit Committee and administratively to the General Manager, with no other operational or management responsibilities. The role and duties and a sample position description are described in more detail in the appendices.

Depending upon the size and complexity of the organisation, councils may consider appointing an internal auditor or internal audit team. The appointment could be full-time or part-time personnel and may be staffed by more than one auditor if the size of the council demands.

Position descriptions should be set for internal audit staff and should identify required qualifications and competencies, including:

- Proficiency in applying internal audit standards, procedures and techniques
- Proficiency in accounting principles and techniques if working extensively with financial records and reports

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- An understanding of management principles required recognising and evaluating the significance of deviations from good business practices
- An appreciation of fundamental concepts in areas such as accounting, economics, commercial law, taxation, finance, quantitative methods and IT
- Effective interpersonal skills
- Skills in oral and written communication
- Ability to identify key issues in any area under review
- Ability to influence senior management as and when required
- Knowledge of key information systems technology risks and controls and available technology-based audit techniques.

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2.4.2 Outsourced or co-sourced function

Providing that independence requirements are adhered to, councils can contract their internal audit function to private sector accounting firms or internal audit service providers. If this is the preferred option, then councils need to ensure that the service provided is for a professional internal audit service and not an extension of the financial assurance based external audit.

Councils should note that outsourcing or co-sourcing the internal audit function does not abrogate the council's responsibility to oversee and manage the internal audit function.

In monitoring the performance of the internal audit services provided by accounting firms, councils need to ensure that an appropriately qualified auditor is conducting the internal audit. To ensure an effective and comprehensive internal audit program, contracted internal auditors should have authority to independently set an ongoing audit program, which is not constrained by a narrow scope of audit coverage pre-determined by management.

A co-sourced function is one where a staff internal auditor supplements audit services with an outsourced internal audit service provider. An outsourced internal audit function is one where the service provider assumes all the responsibilities of the internal audit function.

Several options are set out below:

- Private sector accounting firms most large accounting firms have specialist internal audit divisions, which provide a good service. Internal audit is a specialised skill and hence councils are advised to only use firms who have a specialised internal audit division.
- Boutique firms a number of boutique firms exist that specialise in internal audit services.
- Internal audit contractors there a range of experienced internal audit contractors available for this sort of work.
- NSW GTE IAB Services is a State Government agency that provides internal audit services to the public sector.

Each of these options will have their advantages and can be appropriate for different circumstances. The advantages of using external providers include: flexibility; access to a wide range of expertise; ability to access the service as and when required. Disadvantages include loss of corporate knowledge and possible increased costs.

The NSW State Contracts Control Board has compiled a panel of qualified internal audit service providers at competitive rates through a competitive tender process. Councils are able to access this panel to save them time and effort in the procurement process and are encouraged to do so.

2.4.3 Regional or Inter-Council Sharing of Internal Audit Resources

Councils are also encouraged to consider resourcing their internal audit function via collaborative arrangements with other councils or through a regional organisation of councils

A ROC or some other body (such as a strategic council alliance) could agree to jointly employ or contract an appropriately qualified internal auditor. This may have benefits in terms of cross-council benchmarking, reduction in travel costs and access to a bigger resource pool than would be available to a single council.

Each council should nevertheless establish its own independent audit committee and the internal auditor would need to report separately to each council, maintaining confidentiality. A funding model could be established that shares the costs on a user-pays basis between participating councils, with internal audit costs based on an agreed cost sharing basis.

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Under this model, the appointed internal auditor would prepare an audit plan for each council, based on individual council requirements. There will be some common systems and shared knowledge and tools, such as audit planning, risk assessment, audit programs and procedures.

A small team of internal auditors directed by a suitably qualified and experienced auditor could be appropriate for serving several smaller councils in adjacent local government areas. This model should result in lower audit costs compared to councils employing separate internal auditors or consultants at various management levels.

Risk assessments and annual audit plans need to be designed with input from senior management of each of the participating councils. The internal audit team will need to retain a high degree of independence from management in the planning and conduct of audits. The reporting framework will need to ensure the independence of the audits and confidentiality of findings. The internal auditor should report directly to the General Manager and the Audit Committee of each council.

2.4.4 Other Resources

The Local Government Internal Audit Network (LGIAN) represents internal auditors in NSW local government and adds value to local government by promoting better practice internal audit and sharing of information and resources. This group provides sharing of technical expertise by internal audit professionals who are experienced in local government operations, legislation and governance. Member councils host quarterly meetings. Contact details are available from the Division of Local Government.

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3. Internal Audit Operations

3.1. Adding Value

One of the primary objectives of the internal audit function is to add value to the council operations. Adding value involves taking a proactive approach with a focus on risk, organisational concerns and effective controls at a reasonable cost. By focusing audit work on high risk areas, the organisation will benefit from assessments of their systems and gain independent assurance on whether those systems that are critical to program delivery are operating efficiently and effectively.

This risk approach contributes to preventative auditing, rather than relying on detecting issues and exceptions after they have already eventuated.

3.2. Roles and Responsibilities

An internal audit function should have clear roles and responsibilities. This includes complete and unrestricted access to employees, property and records. Roles and responsibilities should be communicated in the internal audit charter and position descriptions.

Policies and Procedures Checklist

Councils should establish a manual of policies / procedures that guide internal auditors in their work. The content of these policies / procedures should be consistent with relevant standards, such as the IIA Standards, and cover the following topics:

Attribute Standards

- Purpose, Authority and Responsibility
- Independence
- Proficiency and Due Care
- Quality Assurance

Performance Standards

- Managing the Internal Audit Activity
- Nature of the Work
- **Engagement Planning**
- Performing the Engagement
- Communication of Results
- Monitoring Progress
- Resolution of Management's Acceptance of Risk.

3.3. Independence and Objectivity

An internal audit function should maintain an appropriate level of independence and objectiveness through sound reporting relationships, and by those involved in internal audit activities avoiding bias and conflicts of interest.

Avoidance of Bias and Conflict of Interest 3.3.1

Policies and procedures should be in place to help an internal audit ensure against the risk of bias, particularly arising from perceived familiarity by virtue of long association with persons the subject of internal audit activity.

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The Avoidance of Bias and Conflict of Interest Checklist

An internal auditor or person responsible for internal audit should have a process in place to ensure that:

- An internal auditor does not undertake audit work regarding operations / services for which he / she has held responsibility within the last two (2) years.
- An internal auditor who provides consulting services regarding a particular operation / service is not the same auditor who provides assurance on that same operation / service.
- Internal auditors are rotated periodically whenever it is practical to do so; alternatively, some other method is put in place to address the risks associated with having the same auditors responsible for auditing the same unit / functional area over a prolonged period.

Position Description Checklist

The internal audit function should have written position descriptions for each level of audit staff. The position descriptions for audit staff should identify required qualifications and competencies, including:

- Proficiency in applying internal audit standards, procedures and techniques
- Proficiency in accounting principles and techniques
- An understanding of management principles required recognising and evaluating the materiality and significance of deviations from good business practices
- An appreciation of fundamental concepts in areas such as accounting, economics, commercial law, taxation, finance, quantitative methods and IT
- Effective interpersonal skills
- Skills in oral and written communication.

3.4. Reporting Relationships

Councils establishing an internal audit function must provide appropriate independence for the internal audit function by establishing some degree of separation of the function from management.

In private companies, the internal auditor is accountable to the Board of Directors through the Chairman of the Audit Committee. This approach cannot be directly reproduced under the provisions of the Local Government Act 1993. Internal audit is an operational matter that falls within the responsibility of the General Manager. Under section 335(1) of the Local Government Act, the General Manager is responsible for the efficient and effective operation of the council's organisation.

The separation of powers between the General Manager and the elected council is a key element to the Act and accordingly both need to ensure that they do not interfere with or control the exercise of each of these functions. It is therefore not appropriate for an internal auditor to report directly to the mayor and/or councillors.

Internal auditors should be mindful of their obligation under section 11 of the ICAC Act to report suspected areas of corrupt activity. Further, they may wish to report their findings under the provisions of the Protected Disclosures Act 1994. This may be necessary if concerns are raised in regard to the General Manager or other senior staff.

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Councils have the power to appoint an external audit firm to be the internal auditor. Where possible this firm should not be the same one that provides council's external audit services. This does not change the fact that internal audit remains an operational role. It should be remembered that pursuant to section 335 of the Local Government Act the General Manager is responsible for the day-to-day management of council activities including the direction of staff and implicitly the internal audit function.

While management employs the internal auditor, the internal auditor is also expected to review the conduct of management. Therefore, the internal auditor should be able to report to a person or body with sufficient authority to implement internal audit recommendations.

It is important for the internal auditor to have direct access to the audit committee to monitor the scope of the work of internal audit and to review the reports issued. This is achieved by having the internal auditor attend meetings of the audit committee.

The appointment of an internal auditor does not give council the ability to direct the performance of the internal audit function. However, councils can use the General Manager's employment contract to ensure that relevant internal audit work is being undertaken as a requirement of the General Manager's performance obligations.

The Internal Auditor should maintain independent reporting relationships with the audit committee, General Manager and management. This requires:

- Reporting functionally to the audit committee and administratively to the General Manager
- Reporting to an audit committee with external members
- Internal audit charter to be approved by the audit committee and the audit committee charter to be approved by council
- Audit committee to approve of internal audit plans, and provide a forum for discussion of areas worthy of internal audit attention
- Audit committee to ensure coordination and cooperation of internal and external auditors
- Audit committee to make enquiries of management to determine if the scope or budgetary limitations impede the internal audit's ability to function properly, and ensure that the internal audit function is properly resourced
- Reporting to the General Manager for budgeting and accounting, human resource administration, internal communications, administration of policies and procedures.

Reporting to an audit committee with a majority of members, who are external and independent to the council, ensures that internal audit operates independently from management and can effectively review risk, control, governance processes and management assertions.

Reporting Relationships Checklist

The audit committee should include persons external to the organisation. In the absence of an audit committee, the internal auditor should report to a level within the organisation that ensures that the internal audit is able to have broad audit coverage and to fulfil its responsibilities independently and objectively.

Reporting functionality to an audit committee means the committee:

Approves the internal audit charter

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- Approves short and long term audit plans
- · Comments on the performance of the internal auditor
- Makes enquiries of management to determine if there are scope or budgetary limitations that impede internal audit's ability to function properly
- · Ensures that the internal audit function is adequately resourced
- · Approves the scope of external assessments of the internal audit
- Provides a forum for discussion to identify areas worthy of examination by internal audit
- Recommends to Council who should be the internal audit provider and/or has input into the selection of the Chief Audit Executive.

Reporting administratively to the General Manager relates to day to day operations of internal audit including:

- · Budgeting and accounting
- · Human resource administration
- Internal communication / information flow
- Administration of internal policies and procedures.

3.5. Internal Audit Plans

Internal audit should prepare an audit plan that identifies internal audit's objectives and strategies, and the audit work they will undertake.

Good practice internal audit plans will be based on a risk assessment of the council's key strategic and operational areas to determine an appropriate timing and frequency of coverage of each of these areas. Best practice will also include audit judgment of areas that should also be reviewed despite not appearing as a high priority in the council's risk profile.

The annual plan will generally be developed with input from the General Manager and senior management and approved by the audit committee. Generally, such a plan will identify:

- The audit projects that will be carried out during the year and rationale for selecting each
- When each audit project is expected to commence and the time allocated for each
- The performance measures that will be used to evaluate the performance in relation to established goals / objectives and strategies
- Any areas that cannot be covered within existing budgets and additional areas, which in the opinion of the internal auditor, should be reviewed
- Whether the audit projects identified require the use of external expertise.

A rolling three year plan of coverage can be proposed so that it can be readily determined what areas will be covered in any given year, and if their area is not covered in a given year, when it is scheduled for review. The ability of the internal auditor to execute this plan over a three year cycle is a useful method to assess whether internal audit is adequately resourced. However the plan should be reviewed at least annually to ensure that it still aligns with the council's risk profile.

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Audit Plans Checklist

The internal auditor should have a long term strategic plan and annual work program to guide

Long term strategic plans that are prepared with input from and approval by the internal audit committee should be risk based. They would generally include:

- A description of the goals / objectives of internal audit
- Key organisational issues and risks of the organisation prepared in consultation with senior management, the audit committee, the external auditor and other relevant parties
- The strategies / priorities in order to address issues and risks.

Mid term operational plans may also be prepared to assist an organisation in the implementation of the key strategies / priorities identified in the strategic plan. Typically these plans would include aspects such as:

- Staffing, competency needs
- Professional development
- Information technology requirements
- **Budgeting requirements**
- How performance monitoring, measurement, and internal / external assessments will be operationalised.

The annual audit plan is prepared with input from and approval by the audit committee. It should be developed based on the long term strategic plan and the mid term plan. Generally, such a program will identify:

- The audits and other types of projects that will be carried out during the year and the rationale for selecting each
- Staffing for each project, when it is expected to commence and the time allocated for each
- Financial budgets
- The performance measures that will be used to evaluate performance in relation to established goals / objectives and strategies
- As applicable, the plans for internal / external assessments of an internal audit

3.6. Performing Internal Audits

Internal Auditors should perform internal audit reviews in accordance with the accepted Institute of Internal Auditors (IIA) Standards and the IIA Code of Ethics for performance standards, practices and guidelines. An outline is shown in the appendices. This includes:

- planning the audit
- defining the audit scope
- identifying sufficient, reliable, relevant, and useful information to achieve the audit's objectives
- identifying and evaluating the risks
- analysis and evaluation of controls
- maintaining proper records of the audit and evidence collected and analysed
- performing tests

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- making recommendations
- discussing audit results with relevant staff and management.

Internal Audit may also perform consulting engagements and investigations of allegations, depending on the roles conferred in the Internal Audit Charter. Professional standards should also be applied when conducting these types of reviews.

3.7. Communication of Audit Results

Internal audit should regularly communicate its findings and recommendations to the audit committee, General Manager and management of the areas audited. An internal audit report should communicate accurate, objective, clear, concise, constructive, complete and timely information.

Audit reports should normally include background information, the audit objectives, scope, approach, observations/findings, conclusions, recommendations and agreed management actions. Reports should promote better practice options and explain why the recommended changes are necessary and how they add value.

Reports and memos should share internal audit's observations on significant risk exposures, control issues, corporate governance issues, and other related audit matters. By sharing audit criteria, explaining causes and consequences of audit observations, councils can gain an understanding of the implications and impacts of the audit findings.

Depending on the size of the internal audit reports, summaries may be appropriate for the General Manager and the audit committee with full reports available on request.

Internal Audit Reports Checklist

The following table is based on the IIA Professional Practices Framework.

Background	✓ Identifies the organisational units and activities reviewed and provides explanatory information.
	Indicates why the audit project was conducted, including whether the report covers a scheduled engagement or is responding to a request.
	✓ Includes the status of observations, conclusions and recommendations from prior audits.
Objectives	✓ Statements that define intended engagement accomplishments.
Scope	✓ Identifies the audited activities.
	✓ Identifies the time period reviewed.
	✓ Identifies related activities that are not reviewed.
Approach	✓ Establishes the procedures for identifying, analysing, and evaluating sufficient information to achieve the engagement's objectives.
Observations / Findings	✓ Identifies the standards, measures, or expectations used in making an evaluation and / or verification (criteria).
	 Identifies the factual evidence that the internal auditor found during the examination that supports the conclusions and recommendations (conditions).
	✓ Identifies the reason for the difference between the expected and actual conditions (causes).

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	✓ Identifies the risk or exposure the organisation and / or others encounter because the condition is not consistent with the criteria (effect).
Conclusions	✓ Should be clearly identified.
	✓ Should be based on appropriate analyses and evaluations.
	✓ Should encompass the entire scope of an engagement.
	✓ Should relate directly to objectives.
Recommendations	✓ Should be based on engagement observations and conclusion.
	Should either be general or specific and call for action to correct existing conditions or improve operations.
	✓ Should suggest approaches to correct or enhance performance.
Agreed actions	An agreed set of actions proposed by management to address any recommendations. (In some cases the internal audit teams may move straight to agreeing actions and skip recommendations. This is considered good practice.)

3.8. Follow-Up on Audit Reports

The General Manager and audit committee should systematically review progress against audit recommendations and agreed action plans. This ensures that a clear message is sent to management and staff that these matters are important and are being reviewed at the most senior levels in the organisation.

If management accepts a risk that internal audit believes is unacceptable, then this should normally be discussed at an appropriate level in the organisation, including with the General Manager and the audit committee, as considered appropriate.

3.9. Access to Audit Reports

Internal audit reports are intended for internal use only. Where audit reports have findings that are useful to other areas of council, internal audit may share this information on a limited basis. Internal audit reports should be shared with the council's external auditor to assist them in the course of their work. This permission should be documented in the audit committee charter.

Councillors should also have access to the minutes of the Audit Committee. As the minutes may contain confidential information, broader public access should be controlled. However the council should be mindful of its obligations under the *Government Information (Public Access) Act 2009* to provide greater transparency and accountability.

3.10. Annual report from the Audit Committee to Council

The audit committee should report regularly to the council on the management of risk and internal controls. This may be done following each meeting of the audit committee, but as a minimum, the audit committee should report at least annually to the full council on its oversight role of the internal audit function. The General Manager should also provide an annual report to the audit committee on the performance of the internal audit function.

Council may request the Chairperson of the Audit Committee to address the Council to answer any enquiries about the operation of the Audit Committee.

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3.11. Performance Measurement

Internal audit should have performance measures that are based on its specific goals / objectives and performance targets that are derived from the internal audit group's plans / strategies. Quality assurance and review of audit work papers in accordance with Australian Auditing Standards is also an essential requirement to ensure the audit findings are adequately evidenced and documented. The work of internal audit can be used by the external auditors where they are satisfied of its quality as per the Australian Auditing Standards AA610.

Performance Measurement System Checklist

Performance measures should provide information that enables the internal audit function to determine whether its activities are achieving its charter and planned results (ie, the aims expressed in its various types of plans).

The performance measurement system should be documented and should be clear on:

- Performance data that is to be collected
- The frequency of data collection
- Who is responsible for data collection
- Data quality control
- Who generates performance data reports
- Who receives such reports.

Performance measures may cover aspects such as:

- Stakeholder satisfaction
- Internal audit processes (eg, risk assessment / audit planning, performing the audits, reporting, and value added)
- · Innovation and capabilities (training, technology, knowledge of business)
- Control deficiencies identified and resolved by management
- Cost/benefit analysis of internal audit recommendations.

An internal audit function should regularly report to the General Manager and the audit committee on its progress against the annual internal audit plan.

3.12. Independent Quality Review of Internal Audit

Internal audit should be subject to an external quality assessment of its performance using accepted standards for performance measurement and evaluation at least every five years.

This is to provide assurance to the General Manager and council that internal audit is effective and operating in accordance with the International Standards for the Professional Practice of Internal Auditing.

The Institute of Internal Auditors provides a quality assessment framework for this purpose.

3.13. Internal Audit and Protected Disclosures

Where there is otherwise no designated protected disclosures coordinator for the council, the internal auditor can be appointed to fulfil the requirements of the *Protected Disclosures Act* 1994 and the provisions of council's internal reporting policy. Alternatively, the General Manager can appoint the internal auditor to conduct an independent investigation of matters arising from a protected disclosure.

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Protected disclosures are an important means by which councils can signal commitment to ethical practice. They also can act as an early warning system for management and to assist staff in making any disclosures of alleged corrupt conduct, maladministration or serious and substantial waste of public money under the Protected Disclosures Act 1994.

Every public official has a statutory right to make a disclosure under the Protected Disclosure Act to the following external agencies:

- **NSW Ombudsman**
- Independent Commission Against Corruption (ICAC)
- Audit Office
- Police Integrity Commission or
- Division of Local Government, Department of Premier and Cabinet (about serious and substantial waste in local government).

Councils should inform their councillors, staff and council delegates of the requirements and protections of the Protected Disclosures Act 1994 through staff and councillor induction and training programs.

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4. Establishing an Audit Committee

What is an Audit Committee? 4.1.

An audit committee pays a pivotal role in the governance framework to provide council with independent oversight and monitoring of the council's audit processes, including the council's internal control activities. This oversight includes internal and external reporting, risk management activities, internal and external audit and compliance.⁵ A strong relationship between the audit committee and the internal audit function enables the committee to meet its responsibilities and carry out its functions. An audit committee establishes the importance and executive direction for an internal audit function, and ensures that the council achieves maximum value from the internal audit function. The audit committee sets the appropriate tone at the top. Guidelines for establishment and operations of audit committees in local government are set out below.

No two audit committees will function in exactly the same way, nor should they. A dynamic audit committee process is required for each council to cater for the particular internal and external influences impacting upon them. The size and conduct of council audit committees will also vary depending on a council's size and other circumstances.

Key characteristics of good practice audit committees are:

- A thorough understanding of the audit committee's position in the legal and governance framework
- Clearly defined roles and responsibilities
- Members with relevant personal qualities, skills and experience, including at least one member with a strong financial and/or audit background
- The ability to maintain effective relationships with key stakeholders
- The ability and capacity to conduct its affairs efficiently and effectively
- A robust and considered process of assessment and continuous improvement.

4.2. Independence and Objectivity

The audit committee will achieve its independence by having a majority of independent members external to council and its operations. In addition, it is highly desirable that all members chosen exhibit an independence of mind in their deliberations and do not act as a representative of a particular area of council, or with conflicts of interests. Regular rotation of some or all members is also desirable to keep a fresh approach.

Ideally the audit committee should consist of at least three and preferably no more than five members comprised of independent external members, who should be in the majority, and councillors other than the Mayor (or an Administrator). Staff should not be members of the

When selecting committee members it is important to ensure that they have appropriate qualifications and experience to fulfil their role. The following qualities are desirable when appointing members:

Individuals should have:

- Knowledge of local government
- Strong communication skills

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⁵ Auditing and Assurance Standards Board, Australian Institute of Company Directors, Institute of Internal Auditors, Audit committees, A Guide to Good Practice 2008

- High levels of personal integrity and ethics
- Sufficient time available to devote to their responsibilities as a committee member
- High levels of financial literacy and, if possible accounting; financial; legal compliance and/or risk management experience or qualifications.

The audit committee as a whole should have:

- At least one member with financial qualifications and experience
- Skills and experience relevant to discharging its responsibilities, including experience in business, financial and legal compliance, risk management

Selection and Appointment of Committee Members

Committee members and the audit committee chair should be appointed by the council. This could be done on the recommendation of a committee which has been convened by council with the power to interview and recommend suitable candidates. It is important that the process used is transparent and accountable.

If the council wishes to use this process then the committee should prepare a written report for the council that provides details of the qualifications and experience of all eligible applicants for the position(s) of independent audit committee member(s) or audit committee chair from which the council can select the most suitable appointees.

Sufficient funds need to be allocated to the audit committee for it to operate effectively. Council should resolve to provide a budget and funds for the audit committee, this should include fees payable to the audit committee members.

Independent and councillor members

Independent and councillor members must be free from any management, business or other relationships that could be perceived to interfere with their ability to act in the best interests of

When considering whether an individual has the necessary independence from council it is common to examine the individual's past and current relationships with the council. Some of the following are relationships that might affect the independent status of an independent and/or councillor:

- Is a substantial shareholder; an owner, officer or employee of a company; or a consultant, that is a material provider of professional advice, or goods, or services to the council:
- Is employed by or has previously been employed by a council and there has not been a period of at least two years between ceasing such employment;

To maximise both the real and perceived independence of the committee individuals currently employed by a council cannot be considered as an independent member of a council audit committee.

This list is not exhaustive and if one or more of the above examples is exhibited by an independent or councillor it is possible that their status as an "independent" member of the committee might be compromised.

Members and potential members of an audit committee need to ensure that they disclose to the council any relationships that could be viewed by other parties as creating conflicts of interests that impair either the individual's or the audit committee's actual or perceived independence.

In order to maximise the effectiveness of the audit committee it is important for members to be both independent and to be seen to be independent.

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Audit committee chair

The chair of the audit committee is critical to the overall effectiveness of the committee. The chair of the committee should be independent and should not be the mayor or a member of council. The council should select an audit committee chair who:

- Is knowledgeable of the duties and responsibilities of the position as outlined in the audit committee charter; especially about local government, financial reporting and auditing requirements;
- Has the requisite local government, financial and leadership skills;
- Has the ability to build good relationships; and
- Has strong communication skills

The term of appointment of the chair should be specified by the council.

4.3. Structure and Membership

The structure and membership of an audit committee in the NSW local government environment will depend on the size of the council. Membership should have a majority of independent members and councillors (excluding the Mayor), with between 3 and 5 members. Good practice in governance is that council staff should not to be members of the committee. However, this may not be practical for some councils. The chair should be an independent member. A suggested membership is:

- 1 or 2 councillors (excluding the mayor)
- 2 or 3 independent members, at least one with financial expertise and one of whom should be the chair.

The internal auditor and Chief Financial Officer should be invited to attend all meetings. The external auditor should also be invited to attend as an independent advisor.

To preserve the independence of the Audit Committee the General Manager should not be a voting member of the Audit Committee. In accordance with section 376(2) of the Local Government Act the General Manager is entitled to attend meetings of the Audit Committee. Furthermore pursuant to Section 376(3) of the Local Government Act the General Manager may only be excluded from the meeting while the committee deals with a matter relating to the standard of performance of the General Manager or the terms of the employment of the General Manager. However, the General Manager is not automatically entitled to be, nor should the General Manager be, a member of the audit committee.

General Managers are strongly encouraged to enable the audit committee to conduct its activities without undue influence from the General Manager.

It is recommended that, even though, pursuant to the Local Government Act, the General Manager is entitled to attend all meetings, in line with better practice, the General Manager should allow the audit committee to meet separately with each of the internal auditor and the external auditor without the presence of management on at least one occasion per year.

A suggested structure for smaller councils is as follows:

- 1 councillor (excluding the Mayor)
- 2 independents at least one with financial expertise

A structure for bigger councils could be:

- 1 or 2 councillors (excluding the Mayor)
- 2 or 3 independents at least one with financial expertise and/or one with financial, legal or business expertise

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The audit committee should also have its own charter that sets out the roles and responsibilities of the audit committee and its oversight of the internal and external audit functions, including any statutory duties. The elected council should approve the audit committee charter.

An example charter for audit committees is included in Appendix 2. Councils should not use this example verbatim but should tailor it according to their specific circumstances.

4.4. Audit Committee Operations

4.4.1. Meetings

The audit committee should meet with sufficient frequency to meet its responsibilities.

The number of meetings and their duration will vary depending on the range and complexity of the council and the committee's responsibilities. The audit committee should decide the number of meetings needed for the year after taking into consideration:

- The roles and responsibilities of the committee
- Maturity of the committee and audit arrangements
- The level and/or volume of internal and external audit activity
- Key reporting deadlines
- Significant developments or emerging risks for the entity, for example, restructuring, policy initiatives or new programs
- The potential resource implications versus the benefit to the committee and the entity of more frequent meetings.

Generally, the audit committee should meet at least four times a year. It is also appropriate to have meetings dedicated to considering the annual external audit plan, external management letters and council's audited annual financial reports. Where significant issues arise during the year, committees should consider the need to schedule additional meetings.

Where possible, the dates for audit committee meetings should be established 12 months in advance, particularly where the committee has independent members with other commitments. Each year the committee should agree a forward meeting plan, including meeting dates, location and agenda items. When developing the forward meeting plan, the committee should ensure it covers all the responsibilities outlined in its charter.

The audit committee charter should require the chair of the committee to hold a meeting if asked to do so by another committee member or by the council or the General Manager. There should also be provision for both the internal and external auditors to meet privately with the chair of the audit committee if required, and this should be documented in the audit committee charter.

4.4.2. **Functions**

Clear roles and responsibilities should be given to an audit committee, and documented in the audit committee charter (see Appendix 2 for a model charter). The broad responsibilities for best practice include the following:

- Risk management
- The control framework
- External accountability (including the council's annual audited financial reports)
- Legislative compliance
- Internal audit

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- External audit
- Approving the internal audit charter that will guide the activities of an internal audit group
- Having input into and approving an internal audit's long-term strategic plan and annual audit plan
- Having input into the appointment and remuneration of the internal auditor
- Making enquiries of management and the internal audit to determine if there are scope or budgetary limitations that impede an internal auditor's ability to function properly
- Approving the scope of an external assessment or equivalent internal assessment
 of internal audit to be undertaken every 5 years; and internal assessments which
 can be undertaken in intervening years if desired.

An audit committee, as a crucial component of corporate governance, is fundamental to assisting the General Manager and council with their oversight function to:

- · Ensure all key controls are operating effectively
- Ensure all key controls are appropriate for achieving corporate goals and objectives
- · Meet their statutory and fiduciary duties
- Provide a forum for discussing problems and issues that may affect the operations
 of the internal audit group and acting as a forum for discussion
- Provide a forum for discussion to identify areas worthy of examination by an internal audit group
- Review the implementation of the annual audit plan and implementation of audit recommendations.

4.4.3. Conflict of Interests

Councillors, council staff and members of council committees must comply with the applicable provisions of council's code of conduct in carrying out their functions as council officials. It is the personal responsibility of council officials to comply with the standards in the council's code of conduct and regularly review their personal circumstances with this in mind.

There will in all likelihood be times where matters to be considered by the Committee raise a conflict of interests for a member of the committee. To preserve the integrity and independence of the Audit Committee it is of utmost important that any conflict of interests is appropriately managed.

This can be done by Committee members declaring any conflict of interests at the start of each meeting or before discussion of a relevant agenda item or topic. Details of any conflict of interests should be appropriately minuted.

Where members or invitees at Committee meetings are deemed to have a real or perceived conflict of interests, it may be appropriate they be excused from Committee deliberations on the issue where the conflict of interests may exist. The final arbiter of such a decision is the Chair of the Committee.

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5. Enterprise Risk Management

5.1. What is Risk Management

Internal audit is not responsible for designing or implementing risk management in councils, but is required to consider the risk management framework in planning and conducting audits.

Risk management is an essential part of effective corporate governance. It is defined as "the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects." Enterprise Risk Management is the holistic management of all risks within council, not just insurable risks or occupational health and safety.

The concept of risk has two elements, the likelihood of something happening and the consequences if it happens. It is recommended that councils refer to the International Standard "Risk Management - Principles and Guidelines" ISO 31000:2009(E) for detailed guidance on risk management.

Risk can arise from internal or external sources, and might include exposure to such things as economic or financial loss or gain, physical damage, failure of a project to reach its objectives, ratepayer dissatisfaction, unfavourable publicity, a threat to physical safety or breach of security, mismanagement, failure of equipment, corruption and fraud. Risks should not necessarily be avoided. If managed effectively, they allow us to seize opportunities for improving services and business practices.

Risks can be categorised according to the goals, objectives or outcomes in the council's strategic, management or business plans. At the highest level, these represent risks to the council's ability to implement policy and deliver outcomes to the community. Risks also can be categorised into:

- Strategic risks (risks to the council's direction, external environment and to the achievement of its plans)
- Commercial risks (risks of commercial relationships, such as failed contractual relationships)
- Operational risks (risks to core business activities, such as inadequate human resources, disasters or threats to physical safety)
- Technical risks (risks of managing assets, such as equipment failure or structure
- Financial and systems risks (risks with financial controls and systems, such as fraud)
- Compliance risks (risks to meeting regulatory obligations).

Risk management is a logical and systematic process that can be used when making decisions and in managing performance. It is a means to an end and should be integrated into everyday work. Good risk management is forward-looking and helps to improve business decisions. It is not just about avoiding or minimising losses, but also about dealing positively with opportunities. It is a powerful tool for local government managers.

Good risk management is based on a well-planned, logical, comprehensive and documented strategy. This strategy provides general policy guidance, and plans and procedures that can be used as part of the organisation's everyday work to manage risk.

Good risk management must be based on a strategy, but a strategy itself doesn't manage risks. Leadership, effort by all levels of management and staff, and careful monitoring by councillors and risk committees, are needed to make the strategy a success.

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⁶ "Risk Management – Principles and Guidelines" ISO 31000:2009(E)

Focus should be on embedding a risk management philosophy into organisational decision making and providing tools to enable this process. Where major risks are identified then managerial effort should be directed to managing those risks. Overly complex approaches to risk management will divert resources from the main objective of better management performance, and hence a common sense approach is encouraged.

5.2. Why Implement Risk Management?

Increasingly, risk management is a mainstream activity embedded into good management in both the private and public sectors. Through better understanding of risks, and their likelihood and consequences, councils and their staff will be better prepared to anticipate these risks and take appropriate action.

By utilising risk management principles, councils are able to maximise the likelihood of successfully achieving their goals through proactive treatment of risks resulting in the following outcomes:

- Higher level of service delivery
- Efficient and effective allocation of resources
- Improved responsiveness and flexibility
- Increased accountability and transparency
- Reduced stress to council staff and management.

It is also hoped that effective risk management will result in fewer surprises and unanticipated negative events.

5.3. Risk Management in New South Wales Local Government

The Local Government Act 1993 was enacted in an era before enterprise risk management was a widely accepted element of good governance. The Act nevertheless requires councils, among other things, to:

"provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively".

The Act also requires Councillors:

"to review the performance of the council and its delivery of services, and the management plans and revenue policies of the council"6

and that the General Manager:

"is generally responsible for the efficient and effective operation of the council's organisation and for ensuring the implementation, without undue delay, of decisions of the council".5

While there is currently no specific reference to risk management in the Act, it is implicit in each of the above broader requirements for efficiency, effectiveness and oversight.

The Division of Local Government's Promoting Better Practice Program reviews have frequently made recommendations to actively encourage councils to undertake a comprehensive risk management plan across all functions of council to proactively identify and manage risk exposures.

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⁷ Local Government Act 1993 - Section 8

⁸ Local government Act 1903 Section 232(1)

⁹ Local government Act 1903 Section 335(1)

One of the key roles of the internal auditor is to provide advice and assurance over the risk management and internal control frameworks. To maintain independence, internal audit will not normally be responsible for the implementation of risk management or making decisions on how risks should be treated.

5.4. Risks Inherent Within Local Government

While each council will have different sizes and complexities in its structure and operations, and these in turn will generate different risks, there are a number of risks that will be common to the sector and be applicable in some form to most councils.

As a first step, councils may wish to identify material risks to the achievement of the council's goals, objectives and desired outcomes of the council's strategic, management and/or business plans. At the highest level, these represent risks to the council's ability to implement policy and deliver outcomes to the community.

A number of common risks for local government are set out in Appendix 5, which may assist in this process.

5.5. Whole-Of-Government Risk Management

Councils often face risks that significantly influence other risks (such as inadequate staff skills or low morale that influence productivity). These links between risks are important - a risk may not look significant in isolation, but is significant when its flow-on effect is considered.

As whole-of-government approaches become more common, state-sector risks – risks that affect the state as a whole – are becoming better understood and therefore can be better managed.

Councils will increasingly need to understand state-sector risks, and to pay greater attention to identifying and working with other layers of government to manage them. There are 3 types of state-sector risk, each of which calls for a different response:

- Council-level risks (such as the risks above). These can become risks to the State because of their size and significance, because of the wider impact of measures to manage them, or because of poor management by councils.
- Inter-agency risks, which if unmitigated by one agency, become risks for other agencies (such as the link between meeting the educational and social needs of teenagers and anti-social behaviour).
- State-wide risks, which are beyond the boundaries of any one council and call for a response across councils coordinated by a central council (such as bushfires, floods and other emergencies).

There is no such thing as a risk-free environment, but many risks can be avoided, modified or shared through good risk management. Similarly it is not desirable to attempt to create a risk-free environment and not all risks should be reduced. It may be appropriate in some circumstances to retain the risk, or even look at increasing the level of risk taken.

Risk management is an effective tool to identify, evaluate and manage both risks and opportunities at all levels of the organisation. Good risk management also takes advantage of opportunities while analysing and dealing with risks.

Risks should not necessarily be avoided. If managed effectively, they allow councils to seize opportunities for improving services and business practices and avoiding unexpected negative impacts.

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5.6. Other Guidance

Risk management is a common sense, yet highly evolved discipline. This guide aims to provide grounding on some of the key principles and practices councils should embrace. For those seeking a deeper understanding of risk management principles and practice, the Division recommends:

- International Standard ISO 31000:2009(E) risk management Principles and guidelines
- ISO Guide 73:2009 Risk Management Vocabulary
- IS/IEC 31010 Risk Management Risk Assessment Techniques

These important publications provide detailed and authoritative guidance about risk management practices. They constitute a step-by-step guide for councils wanting to develop and implement risk management frameworks.

Although not all organisations use this approach, public sector risk management continues to expand beyond a financial focus to encompass all parts of an organisation's business and services. The Commonwealth Government based its *Guidelines for Managing Risk in the Australian Public Service* on this standard. See www.apsc.gov.au/mac/index.htm.

The Australian National Audit Office describes the key components of effective risk management, as well as the importance of developing a risk management culture, in its better practice guide, *Public Sector Governance Volume 16*. See www.anao.gov.au.

CPA Australia has a number of publications relating to public sector risk management. They include Case Studies in Public Sector Risk Management: Better Practice Guide; Enterprisewide Risk Management: Better Practice Guide; Public Sector Risk Management: A State of Play; and Research Report on Public Sector Risk Management. See www.cpaaustralia.com.au/20 cpastore.

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Appendix 1 - Summary of Internal Audit Standards and Professional Practices Framework

The Institute of Internal Auditors

International Standards for the Professional Practice of Internal Auditing

Reprinted with permission of the Institute of Internal Auditors, Australia. Note that these standards are under continuous development and hence while correct at the time of publication, readers should obtain the latest version of the standards from IIA Australia.

The purpose of the Standards is to:

- Delineate basic principles that represent the practice of internal auditing, as it should be.
- Provide a framework for performing and promoting a broad range of value-added internal audit activities.
- 3. Establish the basis for the evaluation of internal audit performance.
- 4. Foster improved organisational processes and operations.

The structure of the Standards is divided between Attribute and Performance Standards. Attribute Standards address the attributes of organisations and individuals performing internal auditing. The Performance Standards describe the nature of internal auditing and provide quality criteria against which the performance of these services can be measured. The Attribute and Performance Standards are also provided to apply to all internal audit services.

Implementation Standards are also provided to expand upon the Attribute and Performance standards, by providing the requirements applicable to assurance (A) or consulting (C) activities.

The Standards are part of the International Professional Practices Framework (IPPF). The IPPF includes the Definition of Internal Auditing, the Code of Ethics, the Standards, and other guidance. Guidance regarding how the Standards might be applied is included in Practice Advisories that are issued by the Professional Issues Committee.

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Attribute Standards

Attribute Standards

1000 - Purpose, Authority, and Responsibility

The purpose, authority, and responsibility of the internal audit activity must be formally defined in an internal audit charter, consistent with the Definition of Internal Auditing, the Code of Ethics, and the *Standards*. The chief audit executive must periodically review the internal audit charter and present it to senior management and the board for approval.

Interpretation:

The internal audit charter is a formal document that defines the internal audit activity's purpose, authority, and responsibility. The internal audit charter establishes the internal audit activity's position within the organisation; authorizes access to records, personnel, and physical properties relevant to the performance of engagements; and defines the scope of internal audit activities. Final approval of the internal audit charter resides with the board.

1000.A1 – The nature of assurance services provided to the organisation must be defined in the internal audit charter. If assurances are to be provided to parties outside the organisation, the nature of these assurances must also be defined in the internal audit charter.

1000.C1 – The nature of consulting services must be defined in the internal audit charter.

1010 – Recognition of the Definition of Internal Auditing, the Code of Ethics, and the Standards in the Internal Audit Charter

The mandatory nature of the Definition of Internal Auditing, the Code of Ethics, and the *Standards* must be recognized in the internal audit charter. The chief audit executive should discuss the Definition of Internal Auditing, the Code of Ethics, and the *Standards* with senior management and the board.

1100 - Independence and Objectivity

The internal audit activity must be independent, and internal auditors must be objective in performing their work.

Interpretation:

Independence is the freedom from conditions that threaten the ability of the internal audit activity or the chief audit executive to carry out internal audit responsibilities in an unbiased manner. To achieve the degree of independence necessary to effectively carry out the responsibilities of the internal audit activity, the chief audit executive has direct and unrestricted access to senior management and the board. This can be achieved through a dual-reporting relationship. Threats to independence must be managed at the individual auditor, engagement, functional, and organisational levels.

Objectivity is an unbiased mental attitude that allows internal auditors to perform engagements in such a manner that they believe in their work product and that no quality compromises are made. Objectivity requires that internal auditors do not subordinate their judgment on audit matters to others. Threats to objectivity must be managed at the individual auditor, engagement, functional, and organisational levels.

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1110 - Organisational Independence

The chief audit executive must report to a level within the organisation that allows the internal audit activity to fulfil its responsibilities. The chief audit executive must confirm to the board, at least annually, the organisational independence of the internal audit activity.

1110.A1 - The internal audit activity must be free from interference in determining the scope of internal auditing, performing work, and communicating results.

1111 - Direct Interaction with the Board

The chief audit executive must communicate and interact directly with the board.

1120 - Individual Objectivity

Internal auditors must have an impartial, unbiased attitude and avoid any conflict of interest.

Interpretation:

Conflict of interest is a situation in which an internal auditor, who is in a position of trust, has a competing professional or personal interest. Such competing interests can make it difficult to fulfil his or her duties impartially. A conflict of interest exists even if no unethical or improper act results. A conflict of interest can create an appearance of impropriety that can undermine confidence in the internal auditor, the internal audit activity, and the profession. A conflict of interest could impair an individual's ability to perform his or her duties and responsibilities objectively.

1130 – Impairment to Independence or Objectivity

If independence or objectivity is impaired in fact or appearance, the details of the impairment must be disclosed to appropriate parties. The nature of the disclosure will depend upon the impairment.

Interpretation:

Impairment to organisational independence and individual objectivity may include, but is not limited to, personal conflict of interest, scope limitations, restrictions on access to records, personnel, and properties, and resource limitations, such as funding.

The determination of appropriate parties to which the details of an impairment to independence or objectivity must be disclosed is dependent upon the expectations of the internal audit activity's and the chief audit executive's responsibilities to senior management and the board as described in the internal audit charter, as well as the nature of the impairment.

- 1130.A1 Internal auditors must refrain from assessing specific operations for which they were previously responsible. Objectivity is presumed to be impaired if an internal auditor provides assurance services for an activity for which the internal auditor had responsibility within the previous year.
- 1130.A2 Assurance engagements for functions over which the chief audit executive has responsibility must be overseen by a party outside the internal audit activity.
- 1130.C1 Internal auditors may provide consulting services relating to operations for which they had previous responsibilities.
- 1130.C2 If internal auditors have potential impairments to independence or objectivity relating to proposed consulting services, disclosure must be made to the engagement client prior to accepting the engagement.

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1200 - Proficiency and Due Professional Care

Engagements must be performed with proficiency and due professional care.

1210 - Proficiency

Internal auditors must possess the knowledge, skills, and other competencies needed to perform their individual responsibilities. The internal audit activity collectively must possess or obtain the knowledge, skills, and other competencies needed to perform its responsibilities.

Interpretation:

Knowledge, skills, and other competencies is a collective term that refers to the professional proficiency required of internal auditors to effectively carry out their professional responsibilities. Internal auditors are encouraged to demonstrate their proficiency by obtaining appropriate professional certifications and qualifications, such as the Certified Internal Auditor designation and other designations offered by The Institute of Internal Auditors and other appropriate professional organisations.

- 1210.A1 The chief audit executive must obtain competent advice and assistance if the internal auditors lack the knowledge, skills, or other competencies needed to perform all or part of the engagement.
- 1210.A2 Internal auditors must have sufficient knowledge to evaluate the risk of fraud and the manner in which it is managed by the organisation, but are not expected to have the expertise of a person whose primary responsibility is detecting and investigating fraud.
- 1210.A3 Internal auditors must have sufficient knowledge of key information technology risks and controls and available technology-based audit techniques to perform their assigned work. However, not all internal auditors are expected to have the expertise of an internal auditor whose primary responsibility is information technology auditing.
- 1210.C1 The chief audit executive must decline the consulting engagement or obtain competent advice and assistance if the internal auditors lack the knowledge, skills, or other competencies needed to perform all or part of the engagement.

1220 - Due Professional Care

Internal auditors must apply the care and skill expected of a reasonably prudent and competent internal auditor. Due professional care does not imply infallibility.

1220.A1 – Internal auditors must exercise due professional care by considering the:

- Extent of work needed to achieve the engagement's objectives;
- Relative complexity, materiality, or significance of matters to which assurance procedures are applied;
- Adequacy and effectiveness of governance, risk management, and control processes;
- Probability of significant errors, fraud, or noncompliance; and
- Cost of assurance in relation to potential benefits.
- 1220.A2 In exercising due professional care internal auditors must consider the use of technology-based audit and other data analysis techniques.
- 1220.A3 Internal auditors must be alert to the significant risks that might affect objectives, operations, or resources. However, assurance procedures alone, even when performed with due professional care, do not guarantee that all significant risks will be identified.

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1220.C1 – Internal auditors must exercise due professional care during a consulting engagement by considering the:

- Needs and expectations of clients, including the nature, timing, and communication of engagement results;
- Relative complexity and extent of work needed to achieve the engagement's objectives; and
- · Cost of the consulting engagement in relation to potential benefits.

1230 - Continuing Professional Development

Internal auditors must enhance their knowledge, skills, and other competencies through continuing professional development.

1300 - Quality Assurance and Improvement Program

The chief audit executive must develop and maintain a quality assurance and improvement program that covers all aspects of the internal audit activity.

Interpretation:

A quality assurance and improvement program is designed to enable an evaluation of the internal audit activity's conformance with the Definition of Internal Auditing and the Standards and an evaluation of whether internal auditors apply the Code of Ethics. The program also assesses the efficiency and effectiveness of the internal audit activity and identifies opportunities for improvement.

1310 - Requirements of the Quality Assurance and Improvement Program

The quality assurance and improvement program must include both internal and external assessments.

1311 - Internal Assessments

Internal assessments must include:

- . Ongoing monitoring of the performance of the internal audit activity; and
- Periodic reviews performed through self-assessment or by other persons within the organisation with sufficient knowledge of internal audit practices.

Interpretation:

Ongoing monitoring is an integral part of the day-to-day supervision, review, and measurement of the internal audit activity. Ongoing monitoring is incorporated into the routine policies and practices used to manage the internal audit activity and uses processes, tools, and information considered necessary to evaluate conformance with the Definition of Internal Auditing, the Code of Ethics, and the Standards.

Periodic reviews are assessments conducted to evaluate conformance with the Definition of Internal Auditing, the Code of Ethics, and the Standards.

Sufficient knowledge of internal audit practices requires at least an understanding of all elements of the International Professional Practices Framework.

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1312 - External Assessments

External assessments must be conducted at least once every five years by a qualified, independent reviewer or review team from outside the organisation. The chief audit executive must discuss with the board:

- The need for more frequent external assessments; and
- The qualifications and independence of the external reviewer or review team, including any potential conflict of interest.

Interpretation:

A qualified reviewer or review team consists of individuals who are competent in the professional practice of internal auditing and the external assessment process. The evaluation of the competency of the reviewer and review team is a judgment that considers the professional internal audit experience and professional credentials of the individuals selected to perform the review. The evaluation of qualifications also considers the size and complexity of the organisations that the reviewers have been associated with in relation to the organisation for which the internal audit activity is being assessed, as well as the need for particular sector, industry, or technical knowledge.

An independent reviewer or review team means not having either a real or an apparent conflict of interest and not being a part of, or under the control of, the organisation to which the internal audit activity belongs.

1320 - Reporting on the Quality Assurance and Improvement Program

The chief audit executive must communicate the results of the quality assurance and improvement program to senior management and the board.

Interpretation:

The form, content, and frequency of communicating the results of the quality assurance and improvement program is established through discussions with senior management and the board and considers the responsibilities of the internal audit activity and chief audit executive as contained in the internal audit charter. To demonstrate conformance with the Definition of Internal Auditing, the Code of Ethics, and the Standards, the results of external and periodic internal assessments are communicated upon completion of such assessments and the results of ongoing monitoring are communicated at least annually. The results include the reviewer's or review team's assessment with respect to the degree of conformance.

1321 - Use of "Conforms with the International Standards for the Professional Practice of Internal Auditing"

The chief audit executive may state that the internal audit activity conforms with the International Standards for the Professional Practice of Internal Auditing only if the results of the quality assurance and improvement program support this statement.

1322 - Disclosure of Nonconformance

When nonconformance with the Definition of Internal Auditing, the Code of Ethics, or the Standards impacts the overall scope or operation of the internal audit activity, the chief audit executive must disclose the nonconformance and the impact to senior management and the board.

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Performance Standards

2000 - Managing the Internal Audit Activity

The chief audit executive must effectively manage the internal audit activity to ensure it adds value to the organisation.

Interpretation:

The internal audit activity is effectively managed when:

- The results of the internal audit activity's work achieve the purpose and responsibility included in the internal audit charter;
- The internal audit activity conforms with the Definition of Internal Auditing and the Standards; and
- The individuals who are part of the internal audit activity demonstrate conformance with the Code of Ethics and the Standards.

2010 - Planning

The chief audit executive must establish risk-based plans to determine the priorities of the internal audit activity, consistent with the organisation's goals.

Interpretation:

The chief audit executive is responsible for developing a risk-based plan. The chief audit executive takes into account the organisation's risk management framework, including using risk appetite levels set by management for the different activities or parts of the organisation. If a framework does not exist, the chief audit executive uses his/her own judgment of risks after consultation with senior management and the board.

2010.A1 – The internal audit activity's plan of engagements must be based on a documented risk assessment, undertaken at least annually. The input of senior management and the board must be considered in this process.

2010.C1 – The chief audit executive should consider accepting proposed consulting engagements based on the engagement's potential to improve management of risks, add value, and improve the organisation's operations. Accepted engagements must be included in the plan.

2020 - Communication and Approval

The chief audit executive must communicate the internal audit activity's plans and resource requirements, including significant interim changes, to senior management and the board for review and approval. The chief audit executive must also communicate the impact of resource limitations.

2030 - Resource Management

The chief audit executive must ensure that internal audit resources are appropriate, sufficient, and effectively deployed to achieve the approved plan.

Interpretation:

Appropriate refers to the mix of knowledge, skills, and other competencies needed to perform the plan. Sufficient refers to the quantity of resources needed to accomplish the plan. Resources are effectively deployed when they are used in a way that optimizes the achievement of the approved plan.

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2040 - Policies and Procedures

The chief audit executive must establish policies and procedures to guide the internal audit activity.

Interpretation:

The form and content of policies and procedures are dependent upon the size and structure of the internal audit activity and the complexity of its work.

2050 - Coordination

The chief audit executive should share information and coordinate activities with other internal and external providers of assurance and consulting services to ensure proper coverage and minimize duplication of efforts.

2060 – Reporting to Senior Management and the Board

The chief audit executive must report periodically to senior management and the board on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan. Reporting must also include significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by senior management and the board.

Interpretation:

The frequency and content of reporting are determined in discussion with senior management and the board and depend on the importance of the information to be communicated and the urgency of the related actions to be taken by senior management or the board.

2100 - Nature of Work

The internal audit activity must evaluate and contribute to the improvement of governance, risk management, and control processes using a systematic and disciplined approach.

2110 - Governance

The internal audit activity must assess and make appropriate recommendations for improving the governance process in its accomplishment of the following objectives:

- Promoting appropriate ethics and values within the organisation;
- Ensuring effective organisational performance management and accountability;
- Communicating risk and control information to appropriate areas of the organisation;
- Coordinating the activities of and communicating information among the board, external and internal auditors, and management.
 - 2110.A1 The internal audit activity must evaluate the design, implementation, and effectiveness of the organisation's ethics-related objectives, programs, and activities.
 - 2110.A2 The internal audit activity must assess whether the information technology governance of the organisation sustains and supports the organisation's strategies and objectives.
 - 2110.C1 Consulting engagement objectives must be consistent with the overall values and goals of the organisation.

2120 - Risk Management

The internal audit activity must evaluate the effectiveness and contribute to the improvement of risk management processes.

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Interpretation:

Determining whether risk management processes are effective is a judgment resulting from the internal auditor's assessment that:

- Organisational objectives support and align with the organisation's mission;
- Significant risks are identified and assessed;
- Appropriate risk responses are selected that align risks with the organisation's risk appetite: and
- Relevant risk information is captured and communicated in a timely manner across the organisation, enabling staff, management, and the board to carry out their responsibilities.

Risk management processes are monitored through ongoing management activities, separate evaluations, or both.

2120.A1 - The internal audit activity must evaluate risk exposures relating to the organisation's governance, operations, and information systems regarding the:

- Reliability and integrity of financial and operational information.
- Effectiveness and efficiency of operations.
- Safeguarding of assets; and
- Compliance with laws, regulations, and contracts.

2120.A2 - The internal audit activity must evaluate the potential for the occurrence of fraud and how the organisation manages fraud risk.

2120.C1 - During consulting engagements, internal auditors must address risk consistent with the engagement's objectives and be alert to the existence of other significant risks.

2120.C2 - Internal auditors must incorporate knowledge of risks gained from consulting engagements into their evaluation of the organisation's risk management processes.

2120.C3 - When assisting management in establishing or improving risk management processes, internal auditors must refrain from assuming any management responsibility by actually managing risks.

The internal audit activity must assist the organisation in maintaining effective controls by evaluating their effectiveness and efficiency and by promoting continuous improvement.

2130.A1 - The internal audit activity must evaluate the adequacy and effectiveness of controls in responding to risks within the organisation's governance, operations, and information systems regarding the:

- Reliability and integrity of financial and operational information;
- Effectiveness and efficiency of operations;
- Safeguarding of assets; and
- Compliance with laws, regulations, and contracts.

2130.A2 - Internal auditors should ascertain the extent to which operating and program goals and objectives have been established and conform to those of the organisation.

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- 2130.A3 Internal auditors should review operations and programs to ascertain the extent to which results are consistent with established goals and objectives to determine whether operations and programs are being implemented or performed as intended.
- 2130.C1 During consulting engagements, internal auditors must address controls consistent with the engagement's objectives and be alert to significant control issues.
- 2130.C2 Internal auditors must incorporate knowledge of controls gained from consulting engagements into evaluation of the organisation's control processes.

2200 - Engagement Planning

Internal auditors must develop and document a plan for each engagement, including the engagement's objectives, scope, timing, and resource allocations.

2201 - Planning Considerations

In planning the engagement, internal auditors must consider:

- The objectives of the activity being reviewed and the means by which the activity controls its performance;
- The significant risks to the activity, its objectives, resources, and operations and the means by which the potential impact of risk is kept to an acceptable level;
- The adequacy and effectiveness of the activity's risk management and control processes compared to a relevant control framework or model; and
- The opportunities for making significant improvements to the activity's risk management and control processes.
- 2201.A1 When planning an engagement for parties outside the organisation, internal auditors must establish a written understanding with them about objectives, scope, respective responsibilities, and other expectations, including restrictions on distribution of the results of the engagement and access to engagement records.
- 2201.C1 Internal auditors must establish an understanding with consulting engagement clients about objectives, scope, respective responsibilities, and other client expectations. For significant engagements, this understanding must be documented.

2210 - Engagement Objectives

Objectives must be established for each engagement.

- 2210.A1 Internal auditors must conduct a preliminary assessment of the risks relevant to the activity under review. Engagement objectives must reflect the results of this assessment.
- 2210.A2 Internal auditors must consider the probability of significant errors, fraud, noncompliance, and other exposures when developing the engagement objectives.
- 2210.A3 Adequate criteria are needed to evaluate controls. Internal auditors must ascertain the extent to which management has established adequate criteria to determine whether objectives and goals have been accomplished. If adequate, internal auditors must use such criteria in their evaluation. If inadequate, internal auditors must work with management to develop appropriate evaluation criteria.
- 2210.C1 Consulting engagement objectives must address governance, risk management, and control processes to the extent agreed upon with the client.

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2220 - Engagement Scope

The established scope must be sufficient to satisfy the objectives of the engagement.

2220.A1 - The scope of the engagement must include consideration of relevant systems, records, personnel, and physical properties, including those under the control of third parties.

2220.A2 - If significant consulting opportunities arise during an assurance engagement, a specific written understanding as to the objectives, scope, respective responsibilities, and other expectations should be reached and the results of the consulting engagement communicated in accordance with consulting standards.

2220.C1 - In performing consulting engagements, internal auditors must ensure that the scope of the engagement is sufficient to address the agreed-upon objectives. If internal auditors develop reservations about the scope during the engagement, these reservations must be discussed with the client to determine whether to continue with the engagement.

2230 - Engagement Resource Allocation

Internal auditors must determine appropriate and sufficient resources to achieve engagement objectives based on an evaluation of the nature and complexity of each engagement, time constraints, and available resources.

2240 - Engagement Work Program

Internal auditors must develop and document work programs that achieve the engagement objectives.

2240.A1 - Work programs must include the procedures for identifying, analysing, evaluating, and documenting information during the engagement. The work program must be approved prior to its implementation, and any adjustments approved promptly.

2240.C1 - Work programs for consulting engagements may vary in form and content depending upon the nature of the engagement.

2300 - Performing the Engagement

Internal auditors must identify, analyse, evaluate, and document sufficient information to achieve the engagement's objectives.

2310 - Identifying Information

Internal auditors must identify sufficient, reliable, relevant, and useful information to achieve the engagement's objectives.

Interpretation:

Sufficient information is factual, adequate, and convincing so that a prudent, informed person would reach the same conclusions as the auditor. Reliable information is the best attainable information through the use of appropriate engagement techniques. Relevant information supports engagement observations and recommendations and is consistent with the objectives for the engagement. Useful information helps the organisation meet its goals.

2320 - Analysis and Evaluation

Internal auditors must base conclusions and engagement results on appropriate analyses and evaluations.

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2330 - Documenting Information

Internal auditors must document relevant information to support the conclusions and engagement results.

- 2330.A1 The chief audit executive must control access to engagement records. The chief audit executive must obtain the approval of senior management and/or legal counsel prior to releasing such records to external parties, as appropriate.
- 2330.A2 The chief audit executive must develop retention requirements for engagement records, regardless of the medium in which each record is stored. These retention requirements must be consistent with the organisation's guidelines and any pertinent regulatory or other requirements.
- 2330.C1 The chief audit executive must develop policies governing the custody and retention of consulting engagement records, as well as their release to internal and external parties. These policies must be consistent with the organisation's guidelines and any pertinent regulatory or other requirements.

2340 - Engagement Supervision

Engagements must be properly supervised to ensure objectives are achieved, quality is assured, and staff is developed.

Interpretation:

The extent of supervision required will depend on the proficiency and experience of internal auditors and the complexity of the engagement. The chief audit executive has overall responsibility for supervising the engagement, whether performed by or for the internal audit activity, but may designate appropriately experienced members of the internal audit activity to perform the review. Appropriate evidence of supervision is documented and retained.

2400 - Communicating Results

Internal auditors must communicate the engagement results.

2410 - Criteria for Communicating

Communications must include the engagement's objectives and scope as well as applicable conclusions, recommendations, and action plans.

- 2410.A1 Final communication of engagement results must, where appropriate, contain internal auditors' overall opinion and/or conclusions.
- 2410.A2 Internal auditors are encouraged to acknowledge satisfactory performance in engagement communications.
- 2410.A3 When releasing engagement results to parties outside the organisation, the communication must include limitations on distribution and use of the results.
- 2410.C1 Communication of the progress and results of consulting engagements will vary in form and content depending upon the nature of the engagement and the needs of the client.

2420 - Quality of Communications

Communications must be accurate, objective, clear, concise, constructive, complete, and timely.

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Interpretation:

Accurate communications are free from errors and distortions and are faithful to the underlying facts. Objective communications are fair, impartial, and unbiased and are the result of a fair-minded and balanced assessment of all relevant facts and circumstances. Clear communications are easily understood and logical, avoiding unnecessary technical language and providing all significant and relevant information. Concise communications are to the point and avoid unnecessary elaboration, superfluous detail, redundancy, and wordiness. Constructive communications are helpful to the engagement client and the organisation and lead to improvements where needed. Complete communications lack nothing that is essential to the target audience and include all significant and relevant information and observations to support recommendations and conclusions. Timely communications are opportune and expedient, depending on the significance of the issue, allowing management to take appropriate corrective action.

2421 - Errors and Omissions

If a final communication contains a significant error or omission, the chief audit executive must communicate corrected information to all parties who received the original communication.

2430 – Use of "Conducted in Conformance with the International Standards for the Professional Practice of Internal Auditing"

Internal auditors may report that their engagements are "conducted in conformance with the *International Standards for the Professional Practice of Internal Auditing*", only if the results of the quality assurance and improvement program support the statement.

2431 - Engagement Disclosure of Nonconformance

When nonconformance with the Definition of Internal Auditing, the Code of Ethics or the Standards impacts a specific engagement, communication of the results must disclose the:

- Principle or rule of conduct of the Code of Ethics or Standard(s) with which full conformance was not achieved;
- Reason(s) for nonconformance; and
- Impact of nonconformance on the engagement and the communicated engagement results.

2440 - Disseminating Results

The chief audit executive must communicate results to the appropriate parties.

Interpretation:

The chief audit executive or designee reviews and approves the final engagement communication before issuance and decides to whom and how it will be disseminated.

2440.A1 – The chief audit executive is responsible for communicating the final results to parties who can ensure that the results are given due consideration.

2440.A2 – If not otherwise mandated by legal, statutory, or regulatory requirements, prior to releasing results to parties outside the organisation the chief audit executive must:

- Assess the potential risk to the organisation;
- Consult with senior management and/or legal counsel as appropriate; and
- Control dissemination by restricting the use of the results.

2440.C1 – The chief audit executive is responsible for communicating the final results of consulting engagements to clients.

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2440.C2 – During consulting engagements, governance, risk management, and control issues may be identified. Whenever these issues are significant to the organisation, they must be communicated to senior management and the board.

2500 - Monitoring Progress

The chief audit executive must establish and maintain a system to monitor the disposition of results communicated to management.

2500.A1 – The chief audit executive must establish a follow-up process to monitor and ensure that management actions have been effectively implemented or that senior management has accepted the risk of not taking action.

2500.C1 – The internal audit activity must monitor the disposition of results of consulting engagements to the extent agreed upon with the client.

2600 - Resolution of Senior Management's Acceptance of Risks

When the chief audit executive believes that senior management has accepted a level of residual risk that may be unacceptable to the organisation, the chief audit executive must discuss the matter with senior management. If the decision regarding residual risk is not resolved, the chief audit executive must report the matter to the board for resolution.

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Glossary

Add Value

Value is provided by improving opportunities to achieve organisational objectives, identifying operational improvement, and/or reducing risk exposure through both assurance and consulting services.

Adequate Control

Present if management has planned and organised (designed) in a manner that provides reasonable assurance that the organisation's risks have been managed effectively and that the organisation's goals and objectives will be achieved efficiently and economically.

Assurance Services

An objective examination of evidence for the purpose of providing an independent assessment on governance, risk management, and control processes for the organisation. Examples may include financial, performance, compliance, system security, and due diligence engagements.

Board

A board is an organisation's governing body, such as a board of directors, supervisory board, head of an agency or legislative body, board of governors or trustees of a non-profit organisation, or any other designated body of the organisation, including the audit committee to whom the chief audit executive may functionally report.

Charter

The internal audit charter is a formal document that defines the internal audit activity's purpose, authority, and responsibility. The internal audit charter establishes the internal audit activity's position within the organisation; authorizes access to records, personnel, and physical properties relevant to the performance of engagements; and defines the scope of internal audit activities.

Chief Audit Executive

Chief audit executive is a senior position within the organisation responsible for internal audit activities. Normally, this would be the internal audit director. In the case where internal audit activities are obtained from external service providers, the chief audit executive is the person responsible for overseeing the service contract and the overall quality assurance of these activities, reporting to senior management and the board regarding internal audit activities, and follow-up of engagement results. The term also includes titles such as general auditor, head of internal audit, chief internal auditor, and inspector general.

Code of Ethics

The Code of Ethics of The Institute of Internal Auditors (IIA) are Principles relevant to the profession and practice of internal auditing, and Rules of Conduct that describe behaviour expected of internal auditors. The Code of Ethics applies to both parties and entities that provide internal audit services. The purpose of the Code of Ethics is to promote an ethical culture in the global profession of internal auditing.

Compliance

Adherence to policies, plans, procedures, laws, regulations, contracts, or other requirements.

Conflict of Interest

Any relationship that is, or appears to be, not in the best interest of the organisation. A conflict of interest would prejudice an individual's ability to perform his or her duties and responsibilities objectively.

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Consulting Services

Advisory and related client service activities, the nature and scope of which are agreed with the client, are intended to add value and improve an organisation's governance, risk management, and control processes without the internal auditor assuming management responsibility. Examples include counsel, advice, facilitation, and training.

Control

Any action taken by management, the board, and other parties to manage risk and increase the likelihood that established objectives and goals will be achieved. Management plans, organises, and directs the performance of sufficient actions to provide reasonable assurance that objectives and goals will be achieved.

Control Environment

The attitude and actions of the board and management regarding the significance of control within the organisation. The control environment provides the discipline and structure for the achievement of the primary objectives of the system of internal control. The control environment includes the following elements:

- Integrity and ethical values
- Management's philosophy and operating style
- Organisational structure
- Assignment of authority and responsibility
- Human resource policies and practices
- Competence of personnel.

Control Processes

The policies, procedures, and activities that are part of a control framework, designed to ensure that risks are contained within the risk tolerances established by the risk management process.

Engagement

A specific internal audit assignment, task, or review activity, such as an internal audit, control self-assessment review, fraud examination, or consultancy. An engagement may include multiple tasks or activities designed to accomplish a specific set of related objectives.

Engagement Objectives

Broad statements developed by internal auditors that define intended engagement accomplishments.

Engagement Work Program

A document that lists the procedures to be followed during an engagement, designed to achieve the engagement plan.

External Service Provider

A person or firm outside of the organisation that has special knowledge, skill, and experience in a particular discipline.

Any illegal act characterized by deceit, concealment, or violation of trust. These acts are not dependent upon the threat of violence or physical force. Frauds are perpetrated by parties and organisations to obtain money, property, or services; to avoid payment or loss of services; or to secure personal or business advantage.

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Governance

The combination of processes and structures implemented by the board to inform, direct, manage, and monitor the activities of the organisation toward the achievement of its objectives.

Impairment

Impairment to organisational independence and individual objectivity may include personal conflict of interest, scope limitations, restrictions on access to records, personnel, and properties, and resource limitations (funding).

Independence

The freedom from conditions that threaten objectivity or the appearance of objectivity. Such threats to objectivity must be managed at the individual auditor, engagement, functional, and organisational levels.

Information Technology Controls

Controls that support business management and governance as well as provide general and technical controls over information technology infrastructures such as applications, information, infrastructure, and people.

Information Technology Governance

Consists of the leadership, organisational structures, and processes that ensure that the enterprise's information technology sustains and supports the organisation's strategies and objectives.

Internal Audit Activity

A department, division, team of consultants, or other practitioner(s) that provides independent, objective assurance and consulting services designed to add value and improve an organisation's operations. The internal audit activity helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes.

International Professional Practices Framework

The conceptual framework that organises the authoritative guidance promulgated by The IIA. Authoritative Guidance is comprised of two categories - (1) mandatory and (2) strongly recommended.

Must

The Standards use the word "must" to specify an unconditional requirement.

Objectivity

An unbiased mental attitude that allows internal auditors to perform engagements in such a manner that they have an honest belief in their work product and that no significant quality compromises are made. Objectivity requires internal auditors not to subordinate their judgment on audit matters to others.

Residual Risk

The risk remaining after management takes action to reduce the impact and likelihood of an adverse event, including control activities in responding to a risk.

Risk

The possibility of an event occurring that will have an impact on the achievement of objectives. Risk is measured in terms of impact and likelihood.

Risk Appetite

The level of risk that an organisation is willing to accept.

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Risk Management

A process to identify, assess, manage, and control potential events or situations to provide reasonable assurance regarding the achievement of the organisation's objectives.

Should

The Standards use the word "should" where conformance is expected unless, when applying professional judgment, circumstances justify deviation.

Significance

The relative importance of a matter within the context in which it is being considered, including quantitative and qualitative factors, such as magnitude, nature, effect, relevance, and impact. Professional judgment assists internal auditors when evaluating the significance of matters within the context of the relevant objectives.

Standard

A professional pronouncement promulgated by the Internal Audit Standards Board that delineates the requirements for performing a broad range of internal audit activities, and for evaluating internal audit performance.

Technology-based Audit Techniques

Any automated audit tool, such as generalized audit software, test data generators, computerized audit programs, specialized audit utilities, and computer-assisted audit techniques (CAATs).

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Appendix 2 - Sample Audit Committee Charter

AUDIT COMMITTEE CHARTER

Objective

The objective of the Audit Committee (Committee) is to provide independent assurance and assistance to the NAME OF COUNCIL on risk management, control, governance, and external accountability responsibilities.

Authority

The Council authorises the Committee, within the scope of its role and responsibilities, to:

- Obtain any information it needs from any employee or external party (subject to their legal obligations to protect information).
- Discuss any matters with the external auditor or other external parties (subject to confidentiality considerations).
- Request the attendance of any employee or councillor at Committee meetings.
- Obtain external legal or other professional advice considered necessary to meet its responsibilities.

3. Composition and Tenure

The Committee will consist of:

3.1 Members (voting)

- > Councillor
- Independent external member (not a member of the Council).
- Independent external member (not a member of the Council to be the chairperson).

3.2 Attendee (non-voting)

- General Manager
- Head of Internal Audit
- > Chief Financial Officer

3.3 Invitees (non-voting) for specific Agenda items

- > Representatives of the external auditor.
- Other officers may attend by invitation as requested by the Committee.

The independent external member will be appointed for the term of council, after which they will be eligible for extension or re-appointment following a formal review of their performance.

The members of the Committee, taken collectively, will have a broad range of skills and experience relevant to the operations of NAME OF COUNCIL. At least one member of the Committee shall have accounting or related financial management experience, with understanding of accounting and auditing standards in a public sector environment.

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4. Role and Responsibilities

The Committee has no executive powers, except those expressly provided by the Council.

In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of Council rests with the Council and the General Manager as defined by the Local Government Act.

The responsibilities of the Committee may be revised or expanded by the Council from time to time. The Committee's responsibilities are:

4.1 Risk Management

- Review whether management has in place a current and comprehensive risk management framework, and associated procedures for effective identification and management of business and financial risks, including fraud.
- Review whether a sound and effective approach has been followed in developing strategic risk management plans for major projects or undertakings;
- Review the impact of the risk management framework on its control environment and insurance arrangements; and
- Review whether a sound and effective approach has been followed in establishing business continuity planning arrangements, including whether plans have been tested periodically.

4.2 Control Framework

- Review whether management has adequate internal controls in place, including over external parties such as contractors and advisors;
- > Review whether management has in place relevant policies and procedures, and these are periodically reviewed and updated;
- Progressively review whether appropriate processes are in place to assess whether policies and procedures are complied with;
- Review whether appropriate policies and procedures are in place for the management and exercise of delegations; and
- > Review whether management has taken steps to embed a culture which is committed to ethical and lawful behaviour.

4.3 External Accountability

- Satisfy itself the annual financial reports comply with applicable Australian Accounting Standards and supported by appropriate management sign-off on the statements and the adequacy of internal controls.
- > Review the external audit opinion, including whether appropriate action has been taken in response to audit recommendations and adjustments.
- To consider contentious financial reporting matters in conjunction with council's management and external auditors.
- Review the processes in place designed to ensure financial information included in the annual report is consistent with the signed financial statements.
- Satisfy itself there are appropriate mechanisms in place to review and implement, where appropriate, relevant State Government reports and recommendations.
- Satisfy itself there is a performance management framework linked to organisational objectives and outcomes.

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4.4 Legislative Compliance

- Determine whether management has appropriately considered legal and compliance risks as part of risk assessment and management arrangements.
- Review the effectiveness of the system for monitoring compliance with relevant laws, regulations and associated government policies.

4.5 Internal Audit

- Act as a forum for communication between the Council, General Manager, senior management, internal audit and external audit.
- Review the internal audit coverage and Internal Audit Plan, ensure the plan has considered the Risk Management Plan, and approve the plan.
- Consider the adequacy of internal audit resources to carry out its responsibilities, including completion of the approved Internal Audit Plan.
- Review all audit reports and consider significant issues identified in audit reports and action taken on issues raised, including identification and dissemination of better practices.
- Monitor the implementation of internal audit recommendations by management.
- Periodically review the Internal Audit Charter to ensure appropriate organisational structures, authority, access and reporting arrangements are in place.
- Periodically review the performance of Internal Audit.

4.6 External Audit

- > Act as a forum for communication between the Council, General Manager, senior management, internal audit and external audit.
- > Provide input and feedback on the financial statement and performance audit coverage proposed by external audit, and provide feedback on the external audit services provided.
- > Review all external plans and reports in respect of planned or completed external audits, and monitor the implementation of audit recommendations by management.
- > Consider significant issues raised in relevant external audit reports and better practice guides, and ensure appropriate action is taken.

4.7 Responsibilities of Members

Members of the Committee are expected to:

- Understand the relevant legislative and regulatory requirements appropriate to NAME OF COUNCIL.
- Contribute the time needed to study and understand the papers provided.
- Apply good analytical skills, objectivity and good judgment.

Guidelines under section 23A of the Local Government Act 1993

Express opinions frankly, ask questions that go to the fundamental core of issues, and pursue independent lines of enquiry.

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Reporting

At the first Committee meeting after 30 June each year, Internal Audit will provide a performance report of:

- The performance of Internal Audit for the financial year as measured against agreed key performance indicators.
- The approved Internal Audit Plan of work for the previous financial year showing the current status of each audit.

The Committee may, at any time, consider any other matter it deems of sufficient importance to do so. In addition, at any time an individual Committee member may request a meeting with the Chair of the Committee.

The Committee will report regularly, and at least annually, to the governing body of council on the management of risk and internal controls.

6. Administrative arrangements

6.1 Meetings

The Committee will meet at least four times per year, with one of these meetings to include review and endorsement of the annual audited financial reports and external audit opinion.

The need for any additional meetings will be decided by the Chair of the Committee, though other Committee members may make requests to the Chair for additional meetings.

A forward meeting plan, including meeting dates and agenda items, will be agreed by the Committee each year. The forward meeting plan will cover all Committee responsibilities as detailed in this Audit Committee Charter.

6.2 Attendance at Meetings and Quorums

A quorum will consist of a majority of Committee members, including at least one independent member. Meetings can be held in person, by telephone or by video conference.

The Head of Internal Audit will be invited to attend each meeting unless requested not to do so by the Chair of the Committee. The Committee may also request the Chief Finance Officer or any other employees to participate for certain agenda items, as well as the external auditor.

The General Manager may attend each meeting but will permit the Committee to meet separately with each of the Head of Internal Audit and the External Auditor in the absence of management on at least one occasion per year.

6.3 Secretariat

The Committee has appointed the Head of Internal Audit to be responsible for ensuring that the Committee has adequate secretariat support. The Secretariat will ensure the agenda for each meeting and supporting papers are circulated, at least one week before the meeting, and ensure minutes of the meetings are prepared and maintained. Minutes shall be approved by the Chair and circulated to each member within three weeks of the meeting being held.

6.4 Conflict of Interests

Councillors, council staff and members of council committees must comply with the applicable provisions of Council's code of conduct in carrying out the functions as council officials. It is the personal responsibility of council officials to comply with the standards in the code of conduct and regularly review their personal circumstances with this in mind.

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Committee members must declare any conflict of interests at the start of each meeting or before discussion of a relevant agenda item or topic. Details of any conflicts of interest should be appropriately minuted.

Where members or invitees at Committee meetings are deemed to have a real or perceived conflict of interest, it may be appropriate they be excused from Committee deliberations on the issue where the conflict of interest may exist. The final arbiter of such a decision is the Chair of the Committee.

6.5 Induction

New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities.

6.6 Assessment Arrangements

The Chair of the Committee will initiate a review of the performance of the Committee at least once every two years. The review will be conducted on a self-assessment basis (unless otherwise determined by the Chair), with appropriate input from management and any other relevant stakeholders, as determined by the Chair.

6.7 Review of Audit Committee Charter

At least once every two years the Audit Committee will review this Audit Committee Charter.

The Audit Committee will approve any changes to this Audit Committee Charter.

Approved: Audit Committee Meeting Date:

Appendix 3 - Sample Internal Audit Charter

The mission of internal auditing is to provide an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance

Internal Audit at NAME OF ORGANISATION is managed by the TITLE OF INTERNAL AUDIT MANAGER who is the designated Head of Internal Audit within the organisation. The Head of Internal Audit is the top position within an organisation for internal audit activities, as defined in The International Standards for the Professional Practice of Internal Auditing (Standards) issued by the Institute of Internal Auditors.

1. Introduction

This Internal Audit Charter is a formal statement of purpose, authority and responsibility for an internal auditing function within NAME OF ORGANISATION.

- > It establishes Internal Audit within NAME OF ORGANISATION and recognises the importance of such an independent and objective service to the organisation.
- It outlines the legal and operational framework under which Internal Audit will operate.
- It authorises the Head of Internal Audit to promote and direct a broad range of internal audits across NAME OF ORGANISATION and, where permitted, external bodies.

THIS VARY WILL FROM ORGANISATION Mandate for Internal Audit ORGANISATION AND MAY INCLUDE LEGISLATIVE OR REGULATORY REQUIREMENTS).

2. Role and Authority

The Head of Internal Audit is authorised to direct a comprehensive program of internal audit work in the form of reviews, previews, consultancy advice, evaluations, appraisals, assessments and investigations of functions, processes, controls and governance frameworks in the context of the achievement of business objectives.

For this purpose, all members of Internal Audit are authorised to have full, free and unrestricted access to all functions, property, personnel, records, information, accounts, files, monies and other documentation, as necessary for the conduct of their work.

3. Objectivity, Independence and Organisational Status

Objectivity requires an unbiased mental attitude. As such, all Internal Audit staff shall perform internal audit engagements in such a manner that they have an honest belief in their work product and that no significant quality compromises are made. Further, it requires Internal Audit staff not to subordinate their judgment on internal audit matters to that of others.

To facilitate this approach, Internal Audit shall have independent status within NAME OF ORGANISATION, and for this purpose shall be responsible directly through the Head of Internal Audit to the Audit Committee and administratively to the General Manager. Internal Audit shall be independent of the activities reviewed, and therefore shall not undertake any operating responsibilities outside internal audit work. Neither shall Internal Audit staff have any executive or managerial powers, authorities, functions or duties except those relating to the management of Internal Audit. Internal Audit staff and contractors shall report to the Head of Internal Audit any situations where they feel their objectivity may be impaired. Similarly, the Head of Internal Audit should report any such situations to the Audit Committee.

The work of Internal Audit does not relieve the staff of NAME OF ORGANISATION from their accountability to discharge their responsibilities. All NAME OF ORGANISATION staff are responsible for risk management and the operation and enhancement of internal control. This includes responsibility for implementing remedial action endorsed by management following an internal audit.

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Internal Audit shall not be responsible for operational activities on a daily basis, or in the detailed development or implementation of new or changed systems, or for internal checking processes.

4. Scope of Work

The scope of services provided by Internal Audit shall encompass:

- The examination and evaluation of the adequacy and effectiveness of systems of internal control, risk management, governance, and the status of ethical behaviour.
- Ascertaining conformity with the goals and objectives of NAME OF ORGANISATION.
- Assessment of the economic and efficient use of resources.
- > The examination of compliance with policies, procedures, plans and legislation.
- > Assessment of the reliability and integrity of information.
- > Assessment of the safeguarding of assets.
- > Any special investigations as directed by the Audit Committee.
- All activities of NAME OF ORGANISATION, whether financial or non-financial, manual or computerised.

5. The scope of work may include

- Assurance services objective examination of evidence for the purpose of providing an independent assessment on risk management, control, or governance processes for the organisation. Examples may include financial, performance, operational, compliance, system security, and due diligence engagements.
- Consulting services advisory and related client service activities, the nature and scope of which are agreed with the client and which are intended to add value and improve an organisation's governance, risk management, and control processes without the internal auditor assuming management responsibility. Examples include counsel, advice, facilitation and training.

6. Internal Audit Methodology

Internal Audit shall use the most appropriate methodology for each internal audit engagement, depending on the nature of the activity and the pre-determined parameters for the engagement. Generally, internal audits will include:

- Planning
- Reviewing and assessing risks in the context of the audit objectives.
- > Examination and evaluation of information.
- Communicating results.
- Following up on implementation of audit recommendations.

7. Operating Principles

Internal Audit shall conform with:

- The Standards and Code of Ethics issued by the Institute of Internal Auditors.
- Where relevant, the Statement on Information Systems Auditing Standards issued by the Information Systems and Control Association.
- > Relevant auditing standards issued by the Auditing and Assurance Standards Board.

8. Internal Audit shall:

Possess the knowledge, skills, and technical proficiency essential to the performance of internal audits.

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- Be skilled in dealing with people and in communicating audit issues effectively.
- Maintain their technical competence through a program of continuing education.
- Exercise due professional care in performing internal audit engagements.

9. Internal Audit staff shall:

- Conduct themselves in a professional manner.
- Conduct their activities in a manner consistent with the concepts expressed in the Standards and the Code of Ethics.

10. Reporting Arrangements

The Head of Internal Audit shall at all times report to the Audit Committee. At each Audit Committee meeting the Head of Internal Audit shall submit a report summarising all audit activities undertaken during the period, indicating:

- Internal audit engagements completed or in progress.
- Outcomes of each internal audit engagement undertaken.
- ✓ Remedial action taken or in progress.

On completion of each internal audit engagement, Internal Audit shall issue a report to its audit customers detailing the objective and scope of the audit, and resulting issues based on the outcome of the audit. Internal Audit shall seek from the responsible senior executive an agreed and endorsed action plan outlining remedial action to be taken, along with an implementation timetable and person responsible. Responsible officers shall have a maximum of ten working days to provide written management responses and action plans in response to issues and recommendations contained in internal audit reports.

The Head of Internal Audit shall make available all internal audit reports to the Audit Committee. However, the work of Internal Audit is solely for the benefit of NAME OF ORGANISATION and is not to be relied on or provided to any other person or organisation, except where this is formally authorised by the Audit Committee or the Head of Internal Audit.

In addition to the normal process of reporting on work undertaken by Internal Audit, the Head of Internal Audit shall draw to the attention of the Audit Committee all matters that, in the Head of Internal Audit's opinion, warrant reporting in this manner.

11. Planning Requirements

Internal Audit uses a risk-based rolling program of internal audits to establish an annual Internal Audit Plan to reflect a program of audits over a 12 month period. This approach is designed to be flexible, dynamic and more timely in order to meet the changing needs and priorities of NAME OF ORGANISATION.

The Head of Internal Audit shall prepare an annual Internal Audit Plan for review and approval by the Audit Committee, showing the proposed areas for audit. The annual Internal Audit Plan shall be based on an assessment of the goals, objectives and business risks of NAME OF ORGANISATION, and shall also take into consideration any special requirements of the Audit Committee and senior executives.

The Head of Internal Audit has discretionary authority to adjust the Internal Audit Plan as a result of receiving special requests from management to conduct reviews that are not on the plan, with these to be approved at the next meeting of the Audit Committee.

12. Quality Assurance & Improvement Program

The Head of Internal Audit shall oversee the development and implementation of a quality assurance and improvement program for Internal Audit, to provide assurance that internal audit work conforms to the Standards and is focused on continuous improvement.

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13. Co-ordination with External Audit

The Head of Internal Audit shall periodically consult with the external auditor, to discuss matters of mutual interest, to co-ordinate audit activity, and to reduce duplication of audit

14. Review of the Internal Audit Charter

The Head of Internal Audit shall periodically review the Internal Audit Charter to ensure it remains up-to-date and reflects the current scope of internal audit work.

15. Evaluation of Internal Audit

The Head of Internal Audit shall develop performance measures (key performance indicators) for consideration and endorsement by the Audit Committee, as a means for the performance of Internal Audit to be periodically evaluated.

Internal Audit shall also be subject to an independent quality review at least every five years. Such review shall be in line with the Standards of Professional Practice in Internal Audit and be commissioned by and report to the Audit Committee.

16. Conflict of Interests

Internal auditors are not to provide audit services for work for which they may previously have been responsible. Whilst the Standards provide guidance on this point and allow this to occur after 12 months, each instance should be carefully assessed.

When engaging internal audit contractors, the Head of Internal Audit shall take steps to identify, evaluate the significance, and manage any perceived or actual conflicts of interest that may impinge upon internal audit work.

Instances of perceived or actual conflicts of interest by the Head of Internal Audit or Internal Audit staff and contractors are to be immediately reported to the Audit Committee by the Head of Internal Audit.

Any changes to this Internal Audit Charter will be approved by the Audit Committee.

Approved:	Audit Committee Meeting	Date

Appendix 4 - Risk Management Assessment Tool

This tool is designed to assist the Audit Committee's consideration of risk management, through the review of material, and discussion or presentations from senior management.

The Committee's charter will determine the extent to which the Audit Committee needs to consider risk management or whether this is to be overseen by a separate Risk Committee.

The tool consists of a series of questions, or high level prompts, which should be tailored to meet the Council's particular circumstances. The extent and nature of the Committee's consideration of risk will largely be dependent on whether or not the Council has in place a formal and structured risk management framework.

Some elements, for example, questions on risk strategy and structure, could be addressed on an annual basis while others could be considered on a more regular basis, depending on Council's individual risk management activities, and the Committee charter.

A 'no' answer does not necessarily indicate a failure or breakdown in Council's risk management framework but may indicate where more detailed discussion or consideration by the Committee is warranted.

Risk Strategy	Yes	No
Is Council's risk management framework clearly articulated and communicated to all staff?		
Is Council's risk posture clear? (i.e. the amount of risk Council is willing to take)		
Has the 'tone at the top' from the General Manager's perspective permeated the risk culture of the Council?		
Is there a clear link between risk management, the control environment and business planning?		
Risk Structure	Yes	No
Is responsibility and accountability for risk management clearly assigned to individual managers?		
Are risk management activities/responsibilities included in job descriptions, where appropriate?		
Are the primary risk management activities (for example, business continuity planning, fraud control plan, annual risk assessment, and so on) across Council, clearly defined?		
Is responsibility for co-ordinating and reporting risk management activity to the Audit Committee, or other relevant committee clearly defined?		
Does Council have a risk management support capability to assist the development of emerging risk management practices?		
Is there a common risk management language/terminology across Council?		

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Does management have a formal business continuity plan incorporating a disaster recovery plan?		
Risk Identification and Assessment	Yes	No
Are risk assessments undertaken at both strategic and operational levels?		
Have the risks associated with cross-agency governance arrangements been identified?		
Does a comprehensive risk profile exist?		
Is a risk assessment undertaken for all significant organisational changes/projects?		
Does management have effective processes for ensuring risk assessments have been performed in each major business area?		
Is there a process in place to identify emerging risks and to incorporate these into the Council's risk management plan?		
Do the Council's policies appropriately address relevant operational and financial risks?		
Have any frauds, material irregularities or possible illegal acts been identified?		
Does Council have a current fraud control policy and plan in place which identifies all fraud related risks?		
Risk Mitigation and Improvement	Yes	No
Has management assessed the effectiveness of controls over the highest priority risks?		
Does management consider the controls to mitigate risks to within Council's risk tolerance to be adequate?		
Have all significant recommendations that impact on risk or the effective operation of controls, made by Council's internal and external auditors, been addressed in a timely manner?		
Is there a response plan for prompt and effective action when fraud or an illegal act is discovered?		
Monitoring and Assurance	Yes	No
Are systems in place for measuring and monitoring risk, including consideration of common risk themes across Council?		
Are risks, including suspected improprieties, escalated to the appropriate levels of management within Council?		
Does Council have a formal process by which senior management periodically assure the General Manager/Council that key control strategies are operating effectively?		

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Continuous Improvement		Yes	No	
Do Council's management practices reflect the concept of risk management?				
Does Council have a culture of continuous improvement? (for example does Council 'learn' from past risk exposures)				
Does management periodically review its risk profile?				
Is risk a priority consideration whenever business processes are improved?				
Name				
Position	(To be completed by the most senior executive responsible for risk management within council)			
Signed		Date		

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Appendix 5 - Common risks in the council environment

This appendix lists some of the more significant risk exposures which are likely to be faced in the council environment.

Warning - This list is provide as an aid to check completeness. It should only be used after a thorough risk identification process is conducted and should not be used as a substitute for an effective risk identification process. Not adhering to this advice is likely to result in significant risks which are specific to your council not being identified, which may have significant consequences if that risk were to eventuate.

Governance

- Advocacy processes ineffective at State and Federal Government level leading to unwanted results/lack of funding etc.
- Governance training processes (Code of Conduct, Protected Disclosures, Conflict of Interests, councillor interaction with staff, identifying fraud) not undertaken/ineffective leading to higher risk of fraud and corruption.
- Corruption (development applications/rezonings/election funding) leading to loss of reputation of Council.
- Lack of cohesion of Councillors leading to lack of strategic direction/poor decision making.
- Complaints handling processes ineffective leading to legal disputes/lack of transparency.
- Misuse of personal information leading to penalties under Privacy legislation or loss of confidence in Council.
- Poor processes for the disclosure and management of staff conflicts of interest leading to partial decision making.
- Inappropriate delegations or delegations not properly exercised.
- Failure to implement council resolutions leading to breakdown of council/staff relationships.

Planning and Regulation

- Unanticipated population arowth leading to unsustainable natural environment/infrastructure demand.
- strategies not developed in timely delayed manner leading delayed/inappropriate development/community angst.
- Population decrease leading to community breakdown.
- Planning controls outdated, leading to poor urban design.
- Legislation not complied with leading to legal disputes/penalties
- Poor planning controls leading to poor planning decisions

Assets and Finance

- Adequate asset management processes not being in place, leading to substantial additional long term financial burdens to council.
- Adequate long term financial management processes not being in place leading to poor decision making by council.
- Limited opportunities to increase rates and user charges, leading to increasing reliance on grants/one off funding.
- Cost of infrastructure to be funded under section 94 contributions underestimated/unaffordable, leading to funding shortfalls/reduced level of infrastructure.
- Limited regional collaboration between councils, leading to on-going inefficiencies and additional costs to regional residents.

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- Operational unit business plans not effectively in place, leading to poor decision making/performance monitoring.
- Inadequate disaster/crisis management processes, leading poor response in real situation.
- Community assets under-utilised leading to closure in longer term.
- Quasi commercial operations of Council (child care/tourist parks/airports/cultural centres etc) not operated effectively leading to higher than appropriate council subsidisation.
- Project management practices not effectively in place, leading to cost over run/quality issues.
- Appropriate procurement processes not undertaken, leading to value for money issues/questions of probity.
- Council assets under insured leading to financial exposure to Council
- Plant fleet under utilised leading to additional costs to Council.
- Minor road condition unable to be maintained at satisfactory level leading to community dissatisfaction.
- Mismanagement of Council supported community entities leading additional financial burden to Council/cessation of service.
- Knowledge management processes not effectively in place leading to poor decision making.
- Inadequate information security leading to issues of confidentiality or legal/financial penalties to Council.

Community and Consultation

- Inability to maintain/increase employment base leading to adverse socio/economic consequences.
- Poor issues management, leading to sustained loss of public support for council in media and/or public.
- Unnecessary bureaucratic processes/red tape leading to additional costs to those dealing with Council.

Workforce Relations

- Productivity levels of council below industry/commercial benchmarks or not measured, leading to additional costs/perpetuation of inefficiencies.
- Skill shortages in professional areas, leading to inability to maintain standards/deliver services.
- Loss of trained staff with specific knowledge, leading to loss of knowledge, ability and experience.
- Inadequate/insufficient staff training leading to reduced skills, currency of knowledge, errors and omissions, turnover of staff.
- Information technology systems outdated leading to on-going inefficiencies...
- OHS not appropriately embedded in operational processes leading to major injury/death or penalty against Council or Council staff.

Guidelines under section 23A of the Local Government Act 1993 September 2010



REPORT: On-boarding of Councillors

AUTHOR: Director Corporate Services

REPORT DATE: 23 August 2017

TRIM REFERENCE: ID17/1435

EXECUTIVE SUMMARY

Council will be holding an election for Councillors on 9 September 2017 to elect ten (10) Councillors. It is expected that the Council will consist of a mixture of both new and former Councillors.

Best practice identifies that a structured, comprehensive on-boarding (training) program for Councillors to provide them with the knowledge and skills to perform competently in the role of a Councillor is made available to all Councillors. This report details the proposed on-boarding program and activities for the newly elected Council.

ORGANISATIONAL VALUES

<u>Customer Focused</u>: The on-boarding program has been designed to provide Councillors with the knowledge and skills required to be able to serve the community to the best of their ability.

<u>Integrity</u>: The on-boarding program has been designed to provide Councillors with the knowledge and skills required for them to undertake their role.

<u>One Team</u>: An objective of the on-boarding program is to develop a team environment within the group of Councillors and senior staff.

FINANCIAL IMPLICATIONS

Funding is available within Council's adopted 2017/2018 Operational Plan and Budget for the proposed on-boarding program.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

That the proposed on-boarding program and activities be endorsed and that appropriate notice in respect of the actual dates for the Oath/Affirmation Ceremony and Extraordinary Meeting for the Mayoral Election be provided to Councillors in due course by the Administrator, in consultation with the General Manager.

Craig Giffin
Director Corporate Services

REPORT

Dubbo Regional Council will be holding an election for Councillors on 9 September 2017 to elect ten (10) Councillors. It is expected that the Council will consist of a mixture of both new and former Councillors.

Council will provide a structured, comprehensive on-boarding (training) program for Councillors to provide them with the knowledge and skills to perform competently in the role of a Councillor as an individual, as well as being part of a team of Councillors. It is proposed that the on-boarding program will be delivered by internal and external providers to obtain the best possible result for the Councillors. The proposed on-boarding program as detailed below is considered appropriate to meet the needs of Council, noting however that should further training and development be required, this will be discussed with Councillors, and arranged as appropriate.

In developing the on-boarding program and in attempting to determine dates in respect of the Oath/Affirmation Ceremony and the Extraordinary Meeting in regard to the Mayoral Election, the issue of when such ceremony and meeting are held is somewhat complicated given the advice of the NSW Electoral Commission that it is likely that the election will be declared within 2 weeks of the election being held. In this regard, 2 weeks is considered the maximum timeframe for the count and declaration to be made. Where it does become somewhat difficult in terms of determining dates of the ceremony and the meeting, is in the instance where the election is declared earlier than anticipated and opportunities potentially exist to bring the Oath/Affirmation Ceremony and Extraordinary Meeting forward. Accordingly, it is acknowledged that the dates detailed in this report in respect of the Oath/Affirmation Ceremony and Extraordinary Meeting are tentative, noting that as per the "Guidance to Support Seamless Transition From Administration to Elected Councils" document, as prepared by the Office of Local Government, that "appropriate notice of the first meeting date should be provided by the Administrator, in consultation with the General Manager".

Councillors are strongly encouraged to attend all training opportunities.

Oath/Affirmation Ceremony

Proposed Date: 12 noon, Monday 25 September 2017, Conference Room Area, Civic Administration Building, Dubbo.

Due to recent changes to the Local Government Act 1993, Section 233A requires Councillors to "take an Oath of Office or make an Affirmation of Office at or before the first meeting of the council after the councillor is elected". It is proposed to hold an Oath/Affirmation Ceremony prior to the Extraordinary Council Meeting in respect to the election of the Mayor. Councillors and their families will be invited to attend. This important event will be conducted by the Administrator with senior Council staff and media also invited to attend.

Should elected Councillors be unavailable to attend this Oath/Affirmation Ceremony, they will have an opportunity to perform the Oath/Affirmation at the commencement of the first Council meeting they are able to attend. It should be noted that in accordance with Section 233A(6) of the Local Government Act 1993, the General Manager is required to ensure that formal records shall be kept of the taking of the Oath or Affirmation by each of the Councillors.

At the conclusion of the ceremony, a brief meeting with newly elected Councillors will occur to allow the Administrator to confirm the date of the Mayoral election. Once this date is determined, the business papers will be distributed in hardcopy format along with nomination forms for the positions of Mayor and Deputy Mayor.

Extraordinary Meeting - Mayoral Election

Proposed Date: 5.30 pm, Thursday 28 September 2017, Council Chamber, Civic Administration Building, Dubbo.

In setting the date for the Mayoral Election it is advised that in accordance with Section 290(1)(d) of the Local Government Act 1993, the first council meeting must be held no more than 14 days after the results are declared by the NSW Electoral Commission, for the purpose of electing the Mayor.

The proposed agenda for this meeting is as follows:

- Election of the Mayor for a 2 year period commencing September 2017 and ceasing in September 2019.
- Creation of the Office of Deputy Mayor and election of Deputy Mayor, if required, for the Mayoral term.
- Formation of Standing Committees and other Committees/Working Parties.
- Determination of meeting dates, times and locations.
- Councillor and Mayoral Fees.

There will be a Councillor briefing with the General Manager prior to this meeting at 4.00 pm to informally go through the agenda for this meeting, with the business paper being distributed electronically by 5.00 pm Monday 25 September 2017, on the assumption that the meeting is held on Thursday 28 September 2017.

It is also appropriate to note that Council's Administrator was appointed for the 'initial period' of the merger under the Government's Merger Proclamation. The 'initial period' commenced on the amalgamation day and ends immediately before the meeting of the new Council held following the elections. Accordingly, the Administrator's role ends before the first meeting of the Council.

It is advised that a photographer will be in attendance at this meeting to take formal photographs of Councillors so that such photos can be posted on Council's website the following day.

Initial Workshop of Councillors and Senior Staff

This workshop is planned for Saturday 7 October 2017 from 9.00 am to 3.00 pm in the Conference Room Area, Civic Administration Building, Dubbo. This date has been chosen given that the previous weekend is the October Long Weekend.

Proposed Itinerary:

- Welcome by Mayor/General Manager
- Councillor induction and on-boarding (what is proposed and when)
- Purpose of Council, general overview, Councillors and Senior Staff to work as a team strategically
- Role of Mayor, Councillor, General Manager as per Act
- Values, purpose, etc
- Progress made during Administration process
- Organisation Structure
- Presentation from each Director regarding the functions of their divisions and any issues, current or future, relating to their division
- Councillor Notebook overview
- Committee structure and composition (other Committees and Working Parties)
- Issuing of iPads to Councillors, discussion of acceptable use of iPads, instruction on Dashboard, confidentiality

Code of Conduct and Meeting Procedures Training

Confirmed Date: 5.30 pm – 8.30 pm, Wednesday 11 October 2017, Conference Room Area, Civic Administration Building, Dubbo.

Sinc Solutions have been confirmed to undertake Code of Conduct and Meeting Procedures training for Councillors at this time. The training will educate Councillors on the Model Code of Conduct for NSW Local Government and also basic meeting procedures to provide the skills to Councillors to participate in Council meetings correctly.

Externally Facilitated Training – University of Technology, Sydney – Centre for Local Government – Day One

Confirmed Date: 9.00am – 4.30pm, Saturday 14 October 2017, Conference Room Area, Civic Administration Building, Dubbo.

The University of Technology, Sydney – Centre for Local Government (UTS-CLG), has been engaged to facilitate an on-boarding program and additional training for Councillors that includes modules such as:

- Working as an elected member
- Working Collaboratively
- Integrated Planning and Reporting

As part of the training to be provided by UTS-CLG, the facilitators of this training will be contacting Councillors by phone in advance of the first workshop to understand their needs, their existing level of knowledge and to provide information regarding the on-boarding process to be provided by UTS-CLG. It is expected that this conversation could take up to one hour.

First Standing Committee Meetings

Proposed Date: 5.30pm, Monday 16 October 2017, Council Chamber, Civic Administration Building, Dubbo

The first meetings of the Planning, Development and Environment Committee, the Infrastructure, Community and Recreation Committee and the Economic Development, Business and Corporate Committee are proposed to be held at this time. There will be a Councillor briefing with senior staff prior to these meetings at 4.00 pm to informally go through the agendas for these Committees, with business papers being distributed electronically by 5.00 pm Thursday 12 October 2017. The date of these Committee meetings is subject to Council determination at the Extraordinary Meeting previously mentioned.

Externally Facilitated Training – University of Technology, Sydney – Centre for Local Government – Day Two

Confirmed Date: 9.00 am – 4.30 pm, Saturday 28 October 2017, Conference Room Area, Civic Administration Building, Dubbo.

The second session of the UTS-CLG program will be held at this time and includes modules such as:

- Strategic Community Engagement
- Understanding the Land Use Planning System
- Principles of Good Corporate Governance

Initial Ordinary Meeting of Council

Proposed Date: 5.30 pm, Monday 23 October 2017, Council Chamber, Civic Administration Building, Dubbo

The initial Ordinary Meeting of Council is proposed to be held at this time. There will be a Councillor briefing with senior staff prior to this meeting at 4.30 pm to informally go through the agendas for this meeting, with the business paper being distributed electronically by 5.00 pm Thursday 19 October 2017. The date of this meeting is subject to Council determination at the Extraordinary Meeting previously mentioned.

Local Government Area Tour

Proposed Dates: Saturday 25 November 2017 and Sunday 26 November 2017

It is proposed to conduct a tour of the Local Government Area over two (2) days in late November utilising coach travel, with Councillors and senior staff visiting the towns and villages of the Dubbo Regional Council Local Government area, as well as inspecting major facilities. An itinerary is currently under development and will be presented to Councillors prior to finalisation.



REPORT: Defined Asset Management Policy (DAMP)

AUTHOR: Director Corporate Services

REPORT DATE: 21 August 2017

TRIM REFERENCE: ID17/1530

EXECUTIVE SUMMARY

Council has adopted a Defined Asset Management Policy (DAMP) in one form or another for in excess of 20 years. During this time, changes to the management and operational structure have been made in response to management, statutory requirements, community and customer service needs. As a result of the merger of the former Dubbo City and Wellington councils in May 2016, the DAMP was substantially expanded and streamlined to ensure that the policy was relevant and responsive to the new Council's present and future asset and service management requirements over the entire Local Government Area.

The DAMP policy has been reviewed by Council's DAMP Co-ordinator and adopted by Council's Executive Leadership Team for consideration by Council.

It is recommended that the report of the General Manager as attached as **Appendix 1** to the report of the Director Corporate Services be adopted. It is further recommended that the Defined Asset Management Policy as **Appendix 2** to the report of the Director Corporate Services also be adopted.

ORGANISATIONAL VALUES

<u>Customer Focused</u>: Adoption of the DAMP will provide a consistent basis for the management of assets and service management across the organisation to ensure the best possible outcome for residents of the Local Government Area.

<u>Integrity</u>: This policy offers integrity to asset management techniques by ensuring a consistent approach across the organisation.

<u>One Team</u>: The DAMP has been substantially expanded and streamlined to ensure that the policy was relevant and responsive to the new Council's present and future asset and service management requirements over the entire Local Government Area.

FINANCIAL IMPLICATIONS

The DAMP recognises that Council can only undertake asset management activities and maintain defined service levels within the capacity of existing resources. Accordingly, adoption of the DAMP has no financial implications on the organisation or community outside of the existing adopted operational plan and budgets.

POLICY IMPLICATIONS

Adoption of the revised 2017 Defined Asset Management Policy (DAMP) will supersede the existing 2012 Defined Asset Management Policy (DAMP).

RECOMMENDATION

- 1. That the report of the General Manager as attached as Appendix 1 to the report of the Director Corporate Services be adopted.
- 2. That the Defined Asset Management Policy as attached as Appendix 2 to the report of the Director Corporate Services be adopted.
- 3. That with regard to the Wongarbon Flood and Drainage Works, the options as detailed in the Cardno report not be implemented but subject to the following:
 - a. For 2017/2018, \$71,456 be allocated and approved for engineering investigation works for the design of Wongarbon flood and drainage works to be carried out in 2017/2018.
 - b. For 2017/2018, \$556,449 be allocated and approved for flood and stormwater improvement works at Wongarbon.
 - c. Council actively pursue grant funding opportunities to carry out the recommended option 5 from the Cardno report or to fund works in excess of the level of works authorised in (a) or (b) above.
- 4. That, with respect to the South Dubbo Weir, the physical environment of the weir location not be altered by reinstalling the "fan" shaped barriers on top of the weir, no further risk warning signs be erected at or about the South Dubbo Weir, no fencing or physical protective measures be erected on, around or about the South Dubbo Weir and no dedicated supervision or rescue services shall be provided at the South Dubbo Weir.

Craig Giffin
Director Corporate Services

BACKGROUND

Council originally adopted a Strategic Asset Management Policy (SAMP) in 1994 and then further adopted an updated SAMP in 1998. The 1998 SAMP was substantially reviewed and revised in 2008 when it was adopted by Council as the Defined Asset Management Policy (DAMP). This policy was then readopted in 2012 and has now been revised once more following the merger of the former Dubbo City and Wellington councils in May 2016.

REPORT

Council has a substantial community investment in its physical assets, currently \$2.9billion. It is critical that a strategic and corporate-wide asset management approach be developed and implemented so that assets are used in an effective and efficient way so that Council's investment is maximised.

The *Defined Asset Management Policy ("DAMP")* integrates the management of all of Council's assets into one unified policy. The Asset Management Policy, also scheduled to be adopted by Council in August 2017, forms a critical component of the DAMP. The DAMP sets clear policy and operational standards so that all assets are managed in accordance with defined strategic outcomes, while allowing each functional area of responsibility to effectively manage assets under its control.

Importantly, the DAMP sets clear, measurable and sustainable management standards that will significantly improve productivity and the opportunity for cost containment and cost reduction. This will ensure that asset management is a planned and proactive process that further transforms reactive and inefficient methods of asset management into transparent, predictable, measurable and sustainable outcomes.

The primary role of DAMP is asset and resource management, together with productivity improvement.

The secondary role of DAMP is to provide Council with a sophisticated level of legal liability defence arising under common law and public law and under the Civil Liability Act 2002. The availability of these defences is substantially enhanced by the way in which the DAMP is developed, adopted by Council and implemented. Effective compliance audits will further enhance the availability of these defences.

The report of the General Manager identifies two key issues that have been addressed in the review of the DAMP. These issues relate to flooding and stormwater issues in Wongarbon and the South Dubbo Weir.

The village of Wongarbon is, from time-to-time, affected by high intensity short duration storms which result in flooding and stormwater issues. Council engaged Cardno Pty Ltd in 2014 to undertake a study into these issues and propose engineering solutions to the problem. Several options were provided in this report that ranged in cost from \$6.7million to \$9.8million. Council has an obligation to the wider local government area to consider this

expenditure within its budget constraints and available resources. Following consideration it is recommended that Council utilise the budgeted funds of \$71,456 and \$556,449 to undertake stormwater improvements within the available resources and to continue to seek grant funding to allow a more comprehensive solution to be developed, as previously resolved by Dubbo City Council.

Council has also recently undertaken a significant upgrade at the South Dubbo Weir to reduce the risk to users of the area through the installation of a rock ramp and a fishway. The DAMP Co-ordinator has reviewed these works and the site and recommends in part that Council readopt its resolution of December 2015 to not re-construct the "fan" shaped barriers on top of the weir after the construction of the rock ramp and fishway", no further risk warning signs be erected at or about the South Dubbo Weir, no fencing or physical protective measures be erected on, around or about the South Dubbo Weir and no dedicated supervision or rescue services shall be provided at the South Dubbo Weir.

Following the merger of the former Dubbo City and Wellington councils in May 2016, the existing DAMP policy at that time required significant updating to reflect the larger Local Government Area. The DAMP Co-ordinator has undertaken a review of the Policy which is now before Council for consideration.

Appendices:

- **1** DAMP General Manager's Report
- **2** Draft DAMP Policy

Provided under separate cover

Report of the General Manager—Defined Asset Management Policy

Dubbo Regional Council REPORT OF GENERAL MANAGER On the

Defined Asset Management Policy (Readoption)

1 Subject

The readoption of the 'Defined Asset Management Policy' ("DAMP") and amendments and changes, including the inclusion of the Village of Wongarbon flood and stormwater and drainage development options for improvements to eliminate or reduce flood and stormwater and drainage flooding at the western end and elsewhere in the Village.

2 Context

In accordance with my direction the DAMP Coordinator, in collaboration with other relevant Council employees, has considered the relevant and reasonably foreseeable prospective risk arising from or in connection with Council's assets and services. I also directed that the DAMP Coordinator consider and conservatively estimate the financial impact of managing the identified prospective risk at a reasonable common law standard of care and to ignore financial and operational practicability. The DAMP Coordinator's recommendations are included in the financial analysis of this report.

This report is prepared in accordance with the DAMP protocol and having regard to section A.2. "Policy Intent" and sub-section A.2.1. "Objective".

DAMP applies to all of Council's assets and services that are relevant to be included in the policy. It is almost five years (2012) since the last policy upgrade was done and adopted by Council. Much change has occurred since 2012, including the amalgamation of Dubbo City Council and Wellington Shire Council. The DAMP now needs to be again upgraded to reflect changes in Council's structure, strategy, financial and economic capacity, operations and, of course, the integration of assets and services. New management standards, including levels of service, need to be set.

Wongarbon stormwater drainage and flooding risk must be considered and balanced against a similar or greater risk to Dubbo City and the township of Wellington and to the villages of Moriguy, Ballimore, Eumungerie, Brocklehurst Euchareena, Geurie, Mumbil, Stuart Town, Elong Elong and to other localities including Rawsonville and Toongi.

The Wongarbon stormwater drainage and flooding risk and any long or short term solution must be considered in context with the DAMP policy intent and objective and section C.12. The interests of each affected ratepayer or resident who is or who is likely to be at risk from flooding whether from Eulomogo Creek flow path overtopping or elsewhere in Wongarbon from stormwater and drainage flooding must be considered, as must the interests of the whole body of the ratepayers of the Dubbo Regional Council.

3 Reports previously presented to Council (pre-merger)

The following reports are attached for the Council's consideration or reconsideration respectively:

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Report of the General Manager—Defined Asset Management Policy

3.1 DAMP Reports (reconsideration)

Defined Asset Management Policy (Attachment A)

3.2 Wongarbon Reports (initial consideration)

- Report to the Committee of the Whole dated 27 July 2015 (Attachment 1)
- Report by Manager Technical Support to Executive Staff Committee dated 25 November 2014 ESC14/509 (Trim Reference: ID14/3450) (Attachment 2)
- Report by the Director Technical Services: "REPORT: Wongarbon Stormwater Drainage Concept Strategy dated 13 July 2015 reference WSC15/63 (Trim Reference: ID15/926) (Attachment 3)
- Report by Manager Special Engineering Projects entitled "Wongarbon Drainage Alternative Delivery Strategy—Option 6" reference ED14/114621 (Attachment 4).
- Report by Cardno (NSW/ACT) Pty Ltd entitled Concept Drainage Strategy and flood models: Report NA49913175 dated 9 October 2014 refers (Attachment 5).

Council has previously considered these reports and they are attached for reference and to assist the Council in its deliberations.

4 The DAMP Policy

The DAMP policy reflects the Council's corporate-wide asset and risk management initiatives. These policy initiatives enable, amongst other key outcomes, critical examination of existing and future management standards and levels of service for affordability, practicability, redundancy and productivity improvement, wealth and risk distribution, improved decision-making transparency, reporting, accountability, and increased policy and operational flexibility.

DAMP ensures a consistent strategic and corporate approach to the stewardship and management of all assets; with a clear focus on the present, the future and on predictable and not reactive outcomes.

Initially developed in 1994 as the Strategic Asset Management Policy (SAMP), the DAMP policy and system represents a major strategic investment by Council. Since 1994 it has been regularly upgraded to ensure a consistent, relevant, dynamic and flexible approach to the seamless integration of policy, management, financial, risk and legal requirements.

DAMP has and will continue to produce substantial benefits and improvements for the Council in areas such as but not limited to: asset sustainability outcomes, management decision-making flexibility, wealth allocation and risk distribution, asset quality improvement, resource management efficiencies, productivity, and increased public safety.

Critically, the DAMP policy is a dynamic and not a static policy; it is, of necessity, a continual 'work-in-progress' so that the dynamic decision-making process of the Council and management in terms of systems, objectives and outcomes for assets and services can be achieved at a Council or management defined and achievable level and standard.

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4.1 All Asset Groups

The asset groups listed in **Table 13** (and each of the assets in each asset group) have been developed by Council to provide important strategic infrastructure and service facilities. These assets are crucial to the community in terms of providing, for example, opportunities for regional development; economic growth; transportation; water and sewerage; buildings and structures; social, cultural and community services; recreational and sporting facilities and opportunities; efficient management of motor vehicle, cyclist and pedestrian traffic; and for the efficient and effective control and management of flood and stormwater within the Dubbo Regional Council local government area. Relevantly, each of these asset or service groups play an important role in promoting and maintaining the amenity, health, safety and welfare of all residents and visitors to the Council's local government area.

Council now needs to give consideration to the establishment of appropriate management standards for the respective assets, particularly as it has already spent vast financial and operational resources over the years by creating these important assets for the region. In addition, consideration must also be given to such things as the erection of risk warning and prohibition signs, and the lighting and fencing of the assets as is appropriate.

Apart from any mandatory statutory management standard with which Council must comply, all other management standards for the assets can only be set at a level that Council, through its budget, can reasonably afford.

However, before such management standards can be effectively set and at a level that Council's budget can afford, Council must consider, amongst other things it may deem relevant, and to take into account:

- any reasonably foreseeable prospective risk exposure to people who may foreseeably use the assets;
- any reasonably foreseeable prospective risk exposure to private or public property, including property owned by or under the legal care and control of Council;
- the duty and standard of care at common law, and relevantly under the Civil Liability Act 2002, and which may be imposed upon Council in respect to the various assets presented for public use;
- its financial and economic capacity to meet its various statutory functions and common law obligations;
- · the whole-of-life management and maintenance requirements of all assets;
- the impact of adopting the management standards recommended by the DAMP Coordinator (as reasonably necessary for Council to discharge its common law duty of care) on Council's wider and conflicting statutory, social, economic, environmental, political and community obligations.

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4.2 Policy Objective

The DAMP policy objective currently adopted by the Council is:

To create and establish management standards for all assets and services under the control of Council to a reasonably safe standard and condition that is, in fact, the highest standard and condition that Council has determined it can reasonably afford in all of its circumstances and having regard to all of its statutory service and other functions including the following factors or constraints:

- · financial and economic limitations
- · environmental and aesthetic considerations
- · social and community expectations
- · political considerations; and
- · any other factors or constraints,

that impact on Council's ability to efficiently and effectively distribute its wealth and allocate risk across the whole of its ratepayer and resident, and visitor population.

The wording of this Objective remains unchanged and is fundamental to achieving management and legal liability defence outcomes.

4.3 Policy Outcome

The DAMP policy has six key simultaneous outcomes:

- The equitable distribution of wealth and the allocation of risk amongst Council's
 ratepayers, community, customers and the wider public having regard to,
 amongst other factors, the vulnerability of individuals and the public to risk,
 and the consequence of risk materialising in terms of probability, magnitude
 and severity.
- The provision of reasonably safe assets for the use and enjoyment of Council's
 multi-cultural community, ratepayers, customers, and the wider public in
 accordance with statutory management standards or in the absence of such
 standards, to the highest management standard that the Council can reasonably
 afford in all of its circumstances.
- The protection of the Dubbo Regional Council's councillors, staff, contractors, volunteers, assets, resources and financial integrity.
- The distribution and application of resources for asset and service management functions against defined management standards to achieve predicted asset or service outcomes, and to achieve resource and financial efficiencies.
- The establishment of one consolidated and transparent management policy for all asset, service and resource management activities.

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 The seamless integration of the relevant statutory and legal requirements impacting on decision-making and respective management standards.

5 Wongarbon

5.1 Key Issue

The Village of Wongarbon, along with the whole of the Dubbo Regional Council local government area is, from-time-to-time, adversely affected by high intensity short duration storms which are of a periodic and unpredictable nature. The frequency, magnitude and severity of any particular storm is unpredictable. Subject to the availability of funds and the practicability of any proposed engineering solution, it is desirable, if possible, that flooding be eliminated or reduced.

Unusually heavy rain can cause parts of or all of the Village of Wongarbon to occasionally flood. Flooding generally occurs for two reasons: Firstly, the Eulomogo Creek (the Creek) flow path, which runs through the former Government Dam (Wongarbon Dam) and to the south and west through Wongarbon, periodically floods and overtops. Secondly, heavy rain falling on Wongarbon can cause localised flooding due to the inadequacy of existing stormwater drainage structures (where a particular storm event exceeds a structures design capacity) or the absence of such structures. The latter reason can exacerbate the former and vice versa.

5.2 Brief History

The Village of Murrumbidgerie (now Wongarbon) was proclaimed a Village on 20 October 1888. It appears that the layout of the Village was probably based on a 19th century Crown land grid system without regard to stormwater drainage issues which then existed. At that time the Village comprised 32 Portions; now all but a few Portions are subdivided into typically ten lots each; most are now built on. Administration of the Village has been the responsibility of the Crown (c.1888 ~c.1906) and Talbragar Shire Council (c.1906 ~ c.1980) and Dubbo City Council (c.1980 ~ 2016) and now Dubbo Regional Council (May 2016 ~) administers the Village.

Historically, storms which cause flooding appear to be of a localised high intensity short duration character. Immediately to the north of Wongarbon is the relatively small Eulomogo Creek catchment of approximately +200 hectares. It can shed big storm flows during heavy rain. It is obvious from the local geology that the catchment has produced substantial catchment flows and flooding in the Creek long before the Village of Murrumbidgerie (now Wongarbon) was established.

Maps and plans since 1900 indicate that the Creek would have flooded when high intensity short duration storms occurred over the catchment. Flooding would have been, as it now is, typically localised to some properties situated along or adjacent to the Creek's flow path downstream from the Wongarbon Dam, which was established to provide a non-potable water supply for the community. Water from the Dam is now occasionally used for stock and fire-fighting and the Dam now acts as a retarding basin of very limited capacity.

Records are very scarce or not available about flooding that may have occurred in the very early days of the Village. But flooding would have occurred and at a frequency, magnitude and severity similar to recently experienced storms. The only difference

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between then and now would be the number of residents at risk and the increased imperviousness caused by the built environment which exacerbates stormwater runoff and flooding.

The Creek is non-perennial (or episodic) and commences north of and runs into and through the Wongarbon Dam. The Dam is situated across the Creek. When full, the Dam spillway operates and discharges water into the downstream section of the Creek. When full the Dam has no effect on storm flows. The Creek runs generally through the western part of the Village and finally discharges into the Macquarie River south of Dubbo.

It is reasonable to assume that in 1888 Portions 10, 11, 19 and 20 (most Portions now subdivided into residential blocks), which are situated along Eulomogo Creek, would have flooded to the same or similar extent as they now do. The exception being that some choke points now exist along the present constructed drainage system which can cause a back-up of stormwater and exacerbate flooding to some adjoining properties either fully or partially depending on the characteristics of a particular storm. However, exacerbation only happens when water from storm events exceed the constructed design capacity of the drainage system (where such design parameters exist), and the drainage system choke points cause overtopping of the Creek. Also debris can block choke points and exacerbate flooding. Flooding can and often does occur when storm runoff exceeds the constructed capacity of street drainage structures such as: swales, table drains, overland flow paths and culverts and the like.

Some stormwater flooding will continue to occur in other parts of Wongarbon not affected by the Creek overtopping or related drainage system choke points. This is due to the lack of or the inadequacy of existing stormwater drainage systems. 'Inadequacy' in this sense does not refer to design or construction faults but simply that existing natural or constructed drainage systems can't handle, particularly, high intensity short duration storms and that upgrading of such systems needs to be considered—Cardno (infra) has done this.

There has been an ongoing issue of flooding within the Village, in particular over the past two decades', as the Village has experienced growth due to the introduction of town water supply and sewerage.

As mentioned above, parts of the Village are constructed along what is known to be the original Eulomogo Creek formation. At present, as the Creek passes through the Village it consists of a series of open channels, swales, culverts and laneways, all of which have limited capacity to convey the expected combined flows from the rural and Village catchments. None of these elements have anything approaching the capacity of 22.4 cubic metres per second required to safely pass expected flood flows. In recent times the Village has experienced several flooding events (2001, 2007 and in December 2010). Following the 2010 event, a meeting with residents of the Village was held and a commitment was given to develop stormwater drainage related flooding solutions.

Modelling by Cardno (infra) indicates typical catchment flows, modelled at an Average Recurrence Interval (ARI) of 100 years, can exceed around 30 cubic metres per second or 30,000 litres per second. This figure includes about six cubic metres per second of storm runoff from those parts of the Village not affected by the Creek overtopping. Comparatively, the present discharge capacity of the Wongarbon Village drainage system is around six cubic metres per second, far short of the required 30 cubic metres per second. It is explicit in the 100 year ARI that storms of greater intensity will exceed the capacity of a stormwater drainage system designed to this standard and cause flooding of

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and damage to affected properties. At, above or below the 100 year ARI it is reasonably foreseeable that if people, particularly young children, play in or about the Creek or in or about constructed or naturally occurring drainage structures that they may be injured or in very remote circumstances be drowned.

This drainage capacity disparity is caused by a time accumulated stormwater drainage planning deficit initially by the Crown in 1888 and since c.1906 by subsequent responsible local authorities. Historically, it appears that the deficit was consistently driven by, what was considered to be, a disproportionate expenditure of funds to remedy a relatively small risk to a few ratepayers at the expense of the whole body of ratepayers.

5.3 Cardno Report, Prospective Risk and cost estimates

5.3.1 Background, Purpose and Objective

In response to concerns by Wongarbon ratepayers and residents about stormwater flooding, Council, in 2014, commissioned Cardno (NSW/ACT) Pty Ltd to prepare a *Concept Drainage Strategy* and flood models ("the Report"): Report NA49913175 dated 9 October 2014 refers.

The purpose of the Report is to inform Council about available engineering options to treat the risk of stormwater flooding to properties within Wongarbon affected by flooding of the Eulomogo Creek as well as flooding to the whole Village of Wongarbon not directly affected by the overtopping of the Creek flow path downstream from the Wongarbon Dam.

The objective of the Report is to identify, by modelling, properties at risk of flooding and to recommend engineering solutions that will eliminate or reduce the risk. But the elimination or reduction of the risk must be considered against the adopted design engineering standards identified and used in the Report; storm events which exceed these standards will cause flooding, and this characteristic is inherent in the standards.

5.3.2 Prospective Risk Assessment

Relevant prospective risk has been specifically considered by the DAMP Coordinator.

Stormwater prospective risk assessment is implicit in the Cardno Report; and it is explicit in the 100 and 10,000 year ARI event modelling. The consequence and damage likely to be sustained to individual properties as well as to the whole Village of Wongarbon is identified. Solutions proposed by Cardno are set out in the following five Options (Executive Summary at p. ii) with relevant comment by Council's Manager Technical Support (as he then was) in italics (ESC14/509):

5.3.3 Engineering Options to date

OPTION 1

A 100 year ARI capacity basin. A secondary spillway would discharge flows in storm events between 100 and 10,000 year ARI into a trapezoidal channel through Lot 7 DP1167877 (owned by L and M Barnes) which would convey flows to the recreational reserve on the western side of Berida St.

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Top wall of proposed Basin to be set at 393.00m AHD, with a secondary overflow channel through Lot 11 DP1190911 (land currently owned by L & M Barnes – refer to Figure 3.8B in the appended Cardno report). This option involves construction of the Basin to accommodate the 100 year ARI event, with the overflow channel diverting storm events between the 100 and 10,000 ARI around the north-western side of the Village into the recreational reserve on the western side of Berida Street.

This option provides the Village with 10,000 year ARI protection, however, requires the acquisition of land to construct the diversion channel.

OPTION 2

Same as Option 1 but without the trapezoidal channel through Lot 7 DP1167877. The secondary spillway would discharge flows through the village in storm events between 100 and 10,000 year ARI.

Top wall of proposed Basin at 393.00m AHD, however, without the overflow channel. This option is the same as the first, except without the diversion channel. It would provide the Village with 100 year ARI protection. Flows greater than the 100 year event would flow through the Village.

OPTION 3

A 1,000 year ARI capacity basin. The secondary spillway would discharge flows through the village in storm events between 1,000 and 10,000 year ARI (instead of via a channel through Lot 7 DP1167877). Spillway flows would be less than those discharged under Option 2 due to the larger basin capacity.

Top wall of proposed Basin at 394.00m AHD, without overflow channel. This option is similar to option 2; however, an enlarged dam would be constructed. This option would give 1,000 year ARI protection, with events larger than 1,000 year ARI flowing through the Village.

OPTION 4

A 4,000 year ARI basin. Flows between 4,000 and 10,000 year ARI would discharge through the village via a secondary spillway.

Top wall of proposed Basin at 394.50m AHD, without overflow channel. This option is similar to options 2 & 3; however, an enlarged dam would be constructed. This option would give 4,000 year ARI protection to the Village.

OPTION 5

A 10,000 year ARI capacity basin with or without a secondary spillway.

Top wall of proposed Basin at 394.60m AHD, without overflow channel. This option is similar to options 2, 3 & 4; however would provide the Village with 10,000 year ARI protection.

Option 5 has been identified by Council as its preferred option subject to a risk analysis and to affordability and practicability. Detail of each Option is set out in the Cardno Report and in other attached reports prepared by Infrastructure and Operations.

Infrastructure and Operations carried out detailed feasibility estimates for implementing each Cardno option including the alternative option known as Option 6 (discussed below). The estimates are:

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Option 1 - \$ 7,837,740.00

Option 2 - \$ 6,784,978.00

Option 3 - \$ 6,984,257.00

Option 4 - \$ 7,099,736.00

Option 5 - \$ 7,169,739.00

Option 6 - \$ 9,819,596.00

It is important to note that each of these estimates do not include 'whole of asset life' recurrent inspection and maintenance requirements. At this stage it is not considered relevant to estimate these additional costs given the recommendations made in this report. However, and for completeness, these additional costs based on Option 5 would likely be around 2 percent of the capital cost and annualised over the whole-of-life of the built assets—of course the outflow costs (expressed as an annual demand against the assets objective need for inspection and maintenance) would need to be technically and financially modelled for cash flow and resource allocation purposes once the project was complete and all costs capitalised.

5.3.4 Option 6—Council's Alternative Wongarbon Alternative Delivery Strategy

In addition to Cardno's five Options, Council's Manager Special Engineering Projects prepared a report entitled "Wongarbon Drainage Alternative Delivery Strategy—Option 6" reference ED14/114621 dated 13 November 2014.

The purpose of this Strategy was to provide an alternative strategy that remedied perceived or actual inadequacies in the five Cardno options. However, analysis of this Option exposed "serious issues... with the potential to create a hazardous situation for residents" (Appendix 4–Council Assessment of Option 1 to 6, Item Number WSC15/63 at p.103). Also, this Option was 39.96% more expensive than Cardno Option 5 and more expensive than Options 1 to 4. Accordingly, Option 6 was rejected as inadequate on financial, technical and safety grounds.

5.3.5 Current Engineering Challenges and Tasks

In an attempt to eliminate or reduce the potential for stormwater and drainage flooding within the Village of Wongarbon, discussions held with the Village residents in 2010 (plus the on-going discussions with Council and Executive Staff during 2014, 2015 and 2016), it was decided that to 'do nothing' is no longer an option.

However, it should equally be recognised that to spend anywhere between \$6.8 million (cheapest option – Option 2) and \$9.8+ million (the dearest option) – Option 6) out of Council's Stormwater Function Budget are not considered viable options. Particularly when preliminary work and estimates, so far, have identified approximately \$49 million worth of stormwater deficiencies within the Urban area of Dubbo City alone (with these deficiencies only focused on the 1:10 year piped storm events).

As demonstrated in this report (and previous reports to Executive Staff and Council), the currently explored engineered solutions to address the stormwater and drainage flooding within the Village of Wongarbon (with an estimated cost expenditure of between \$7 million to \$10+ million) is unrealistic having regard to the Council's financial position

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and the risk identified in Cardno's and the DAMP Coordinator's risk assessments and the population density of the Village compared with the estimated forecast expenditure on infrastructure deficiencies within other parts of the Dubbo Regional Council area.

Council has allocated \$71,456 for investigation and design and \$556,449.00 for limited mitigation works (funds are both internally restricted assets) to assist in preparing an 'engineered solution' to the current stormwater and drainage flooding within the Village. This is the limit of Council's commitment at this time.

The question now posited is: "What is the highest level of expenditure that Council can reasonably afford to allocate to Wongarbon having regard to past and prospective risk of flooding and having regard to the broad range of service functions required to be exercised by Council (and not merely by reference to the Wongarbon flooding issue)."?

For the Council, the answer is both complex and challenging, but ultimately the answer will include a trade-off between affordability and risk distribution.

Council's consultants, Cardno, have been engaged to undertake a review of their current options in an attempt to provide an affordable (less expensive) Option while providing a reasonable level of service for the Village residents related to stormwater and drainage flooding protection.

Council staff have also undertaken detailed field surveys of existing roads, table drains, culverts, trees, etc. within the north-western sector of the Village (below the existing Government Dam). This process will be on-going until such time as an effective cost efficient Option can be established.

6 Council's Wider Asset Management Responsibilities

Definition: "management standard" or "management standards" are defined in the DAMP policy and include capital funds for new, renewal and upgrading or recapitalisation projects and the level and standard of control, management, supervision, inspection, maintenance and regulatory enforcement.

Council has under its control, care and management extensive public assets and services (referred to collectively as "the assets"). These assets include and are listed by Asset Group in Table 13.

The assets have been created and developed by Council to provide important services and facilities for residents and visitors to the Dubbo Regional Council local government area. These assets offer services and facilities for all classes of persons, and are critical to the economic, social and efficient functioning of the Council's local government area. Critically, the importance of the assets to the development of the Dubbo Regional Council's wider economic catchment areas cannot be overstated (i.e. those catchments beyond Council's local government area that depend on the City of Dubbo and to varying degree on other townships within Council's local government area for commerce, trade and socio-economic intercourse and which is fundamental to Council's economic development).

Management Standards for asset management can only be set at a level which Council, through its budget, can reasonably afford. This requirement applies to and includes all flood and stormwater assets including at all Villages and Locations.

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Report of the General Manager—Defined Asset Management Policy

The Wongarbon flood and stormwater drainage risk and assets (and the risk associated with these assets) must be viewed against all of Council's asset management responsibilities and risks. For example, flood and stormwater risk at Wellington is yet to fully identified and quantified. Flood and stormwater drainage is but one of many of Council's service functions and many asset groups: see **Table 13**. Take for example the limited funds allocated to the outlying villages for flood and stormwater drainage: see **Table 1**.

Table 1— Outlying Villages and Locations

Village/Location	Funds Allocated	Funding Year	Purpose
Ballimore	225,000	2018/19/20	Flood Study
Brocklehurst	Nil	N/A	
Elong Elong	Nil	N/A	
Euchareena	Nil	N/A	
Eumungerie	\$150,000	2017/18	Flood Study
Geurie	Nil	N/A	9
Mogriguy	Nil	NA	
Mumbil	Nil	N/A	
Rawsonville	Nil	NA	
Toongi	Vil	NA	

Note to Table: Funds budgeted for Eumungerie will only be expended subject to Council receiving grant funds from the Office of Environment and Heritage (OEH) on a 2:1 basis.

Council needs to consider if it should allocate reasonable funds to eliminate or reduce the risk of flood and stormwater flooding in these villages and locations.

The individual Assets in each of these Asset Groups are listed in their respective asset register databases.

7 Asset Management and Financial Considerations and Other Data

7.1 Asset Management

Council has under its care and management extensive infrastructure assets.

An indication of the extensiveness of these assets is shown in Attachment D.

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Excluding land values, the total estimated value of all assets under Council's management and control at 12 May 2016 was approximately \$2.2 billion dollars (this does not included all merged assets as the post-merger valuation process in not complete).

The assets have been created and developed to provide infrastructure and recreational facilities for the use by residents, ratepayers and visitors to the Dubbo Regional Council local government area. These assets are an important and inherent feature of the Region. Unrestricted access to assets (subject to regulation) is available generally to all ages and classes of persons—the exception being assets on operational land and inclosed lands where access is usually restricted and subject to terms and conditions. Unrestricted access, with or without regulation, is an important consideration when deciding what management standard to set in relation to a particular asset(s) or in a particular circumstance; particularly where public safety is a factor.

Council has a predominantly aging asset base. A substantial increase in maintenance funds and resources is now required to reinstate or maintain them to a reasonable condition. This is particularly so for but not limited to flood and drainage, livestock market facilities, airports, sewer, water, parks and landcare, buildings and road and footpath assets. It also means that an increased level of capital funds will, from now on, be required for asset reconstruction or replacement.

As the Region's residential, commercial, industrial and rural capacity expands, existing assets will further deteriorate due to increased usage, and an increasing level and standard of maintenance will be required.

The population of Dubbo Regional Council local government area was 50,077 on Census Night 2016. Population projections released in 2014 by the Department of Planning and Environment indicate that by 2026, the population will be 53,500. This represents an overall increase of 13.1% or 0.8% annual growth or 413 new residents each year. Such growth will create additional stress on all assets, and on Council's financial capacity to maintain assets to a reasonable standard. All of Council's functions will be adversely affected to varying degree.

Particular consideration now needs to be given to, amongst other things, the management standards to be adopted particularly as Council has already spent vast financial and operational resources over the years by creating and maintaining these important assets for the Region. Design and construction standards must also be considered.

But such management standards can only be set at a level that Council through its budget can reasonably afford.

7.2 Risk Analysis and Financial Impact

However, before such management standards can be effectively set and at a level which Council and its budget can reasonably afford, Council must fully consider all matters and options available with respect to what management standards should be adopted and at what level these must be set.

To assist Council to fully consider all matters and options available the DAMP Coordinator has considered the prospective risk that attaches to or arises from the assets or services, including the impact of such prospective risk.

The recommendations of the DAMP Coordinator are incorporated into this Report and represent the ideal level at which Council should manage and maintain the assets, given no restrictions on Council's funding and given an unlimited budget.

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As Council's asset and service base evolves it may be necessary to carry out a specific risk analysis for any new asset or service, or where the characteristics or use of an existing asset or service is to be changed or modified beyond the prospective risk exposure considered by the DAMP Coordinator.

Table 2 sets out the additional costs of adopting the total recommendations advised by the DAMP Coordinator. The recommendations represent a reasonable standard of care in accordance with common law standards of reasonableness. These estimates represent the cost to eliminate or reduce reasonably foreseeable risk identified by the DAMP Coordinator. The relevant Council officers, in conjunction with the DAMP Coordinator, prepared these estimates.

Table 2—Additional Cost to Construct or Reconstruct or Upgrade or Inspect
& Maintain Assets at Ideal Standard in Accordance with DAMP
Coordinator's Recommendations

Asset/Service Group	Capital Cost	Recurrent Annual Cost	Total
Airports	5,731,520	6,307,929	12,039,449
Dubbo Aquatic Leisure Centre and other Swimming Pools	8,750	87,348	96,098
Dubbo Regional Livestock Markets	894,250	206,893	1,101,233
Flood & Stormwater Drainage Systems	289,777,500	3,131,164	292,908,664
Public Buildings, Facilities	1,793,250	5,401,309	7,194,559
Public Footpaths, Walking Trails and Tracks	26,060,000	1,440,450	27,500,450
Public Parks, Reserves, Sporting and Recreational Facilities and Cemeteries	6,148,463	17,459,018	23,607,481
Public Roads, Bridges, Public Car Parks (free standing) and Cycleways	7,124,920	38,941,696	46,066,616
Sewerage & Water Treatment Works and associated reticulation infrastructure	1,450,000	3,329,536	4,779,536
Waste Management Facilities	1,375,000	201,280	1,576,280
Wongarbon – design, construct and maintain flood & stormwater drainage system to Cardno Option 5 standard	7,219,739.00	\$80,800	\$ 7,250,539.00
TOTAL	\$347,533,392	\$76,587,423.00	\$424,090,105.00

Explanatory Notes to Table 2

Cost estimates: Except for Wongarbon (a current Infrastructure and Operations
estimate), all other asset/service group estimates are those estimated by relevant
Council technical staff in collaboration with the DAMP Coordinator and used for
the 2011/12 DAMP upgrade. The DAMP Coordinator is satisfied that these

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estimates remain relevant and reasonable. However, if Council decides to adopt the DAMP Coordinator's recommendations, either in full or in part, then these estimates will need to be adjusted for inflation. Using ABS 6427.0 Producer Price Indexes, Australia Table 17. Output of the Construction industries, subdivision and class index numbers (Row 49/Column AM) inflation is likely to be in the order of 10.20%; so the Total in Table 2 will inflate to around \$467.3 million.

- For public roads the capital cost includes the cost of fencing off roads at vulnerable
 locations and installing extra pedestrian crossings where the design speed is greater
 than 60 km/h to prevent the public from crossing a road and being exposed to
 harm
- 3. For public roads the recurrent annual cost has two main components. Firstly, a very significant increase in maintenance costs to bring all roads up to a reasonable standard sufficient to discharge Council's duty of care and, secondly, a significant increase in annual maintenance cost to maintain public roads at this standard. The reason for this approach is that Council's road assets are already to a good standard and require minimal reconstruction.
- 4. **For public roads** an **alternative approach** to Note 3 is to upgrade and seal (with bitumen) all natural and gravel surface roads. This would cost around \$275,000/kilometre or \$125,400,000 given this cost it was deemed appropriate to estimate in accordance with **Note 3**.
- For public footpaths a substantial part of the capital cost is for the reconstruction of damaged footpaths and for the construction of new footpaths where constructed footpaths do not presently exist.
- 6. For Flood & Stormwater Drainage Systems including at all Rural Villages and Locations the capital cost relates to the design and construction of new or additional flood and drainage systems and for upgrading of all flood and drainage assets to meet the 100 year ARI design standard. But even at this standard protection from all levels of flood and stormwater is not practicable or financially viable. Protection can only be expected against flood and stormwater at or above the 100 year ARI standard.
- 7. Former Wellington Shire Council assets. The likely impact of the cost of reconstructing or upgrading the former Wellington Shire Council assets on Table2 estimates, other than for the Wongarbon flood and drainage works (a former Dubbo City Council issue), is considered significant and is likely to be in the order of \$150 million in the aggregate across all asset groups. This has been provisionally determined from inspections carried out by the DAMP Coordinator. Whilst this estimate is imprecise, it is considered reasonable at this time and on review will likely increase and not decrease. For the purposes of this Report the Table 2 estimates are considered sufficient to reflect the Council's position.

The cost of implementing the DAMP Coordinator's recommendations set out in **Table 2** will be: \$424,090,105.00 in the first year and \$76,587,423.00 (present value) recurrent per annum thereafter.

The increase or (decrease) in cost impact against the 2017/18 budget for each asset/service group is set out in **Table 3**.

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Table 3—Impact of Adopting the Ideal Standard in Table 2 on the 2017/18 Budget

	IMP/	ACT on 2017/18 B	udget
Asset/Service Group	Recommended Total	2017/18 Budget Total	Extra Funds Required
Dubbo City Airport	12,039,449	20,793,964	12,039,449
Dubbo Aquatic Leisure Centre	96,098	1,798,584	96,098
Dubbo Regional Livestock Markets	1,101,233	4,356,125	1,101,233
Flood & Stormwater Drainage Systems	292,908,664	9,589,471	292,908,664
Public Buildings, Facilities	7,194,559	19,990,132	7,194,559
Public Footpaths, Walking Trails and Tracks	27,500,450	1,793,273	27,500,450
Public Parks, Reserves, Sporting and Recreational Facilities and Cemeteries	23,607,481	13,342,239	23,607,481
Public Roads, Bridges, Public Car Parks (free standing) and Cycleways	46,066,616	38,818,914	46,066,616
Sewerage & Water Treatment Works and associated reticulation infrastructure	4,779,536	55,703,619	4,779,536
Waste Management Facilities	1,576,280	16,500,473	1,576,280
Wongarbon design, construct and maintain flood and drainage systems to Cardno Option 5 100 year ARI standard	7,219,739.00	627,905	7,219,739
Totals:	424,090,105	144,495,785	424,090,105

As **Table 3** demonstrates, an extra \$424,090,105 will need to be found to facilitate the DAMP Coordinator's recommendations.

Council considered the estimates of Income and Expenditure for 2017/18 in the 2017/18 Operating Plan. The estimates gave detailed figures on the level of expenditure in each of the functions of Council's operations, and the levels of expenditure for all services.

In practical effect, the DAMP Coordinator has synthesised five very important factors in formulating recommendations about the management standards (standard of care) which Council should consider adopting for its assets:

- The purpose and objective of the asset groups under reference;
- The class of persons (and persons within each class) who may use Council's
 assets, and the use or abuse factors commonly or specifically experienced from
 such use;
- Asset life cycle (whole of life) management, and optimal service management levels;
- The current visual condition of assets; and
- Statutory obligations and the common law duty and standard of care requirements imposed upon Council in respect to its assets.

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The DAMP Coordinator's recommendations are *prospective*. In other words they allow Council to consider the existence of reasonably foreseeable risk *prospective risk* before such a risk materialises. This approach is in accordance with the decision of the High Court of Australia in *Roads and Traffic Authority of NSW v Dederer* [2007] HCA 42. This enables Council to consider what might constitute a reasonable response to a particular prospective risk. Accordingly, the report does not identify actual risk at any of the assets, it is risk neutral in this respect; but it does identify the reasonably foreseeable risks that Council must consider keeping in mind the requirement of reasonable foreseeability. The purpose of the report is to enable Council to properly appreciate and consider, amongst other relevant things:

- the scope of the common law duty of care owed by Council to people who may
 use its assets; and
- the effect of the relevant aspects of the Civil Liability Act 2002 on its duty of care and in respect to asset management; and
- the scope of the standard of care which is required to be attained, and maintained, to enable Council to discharge its duty of care in respect to the use of its assets by the public and others; and
- the balance between private rights and public interests in terms of wealth (budget) allocation and risk distribution.

This enables Council to give full and proper consideration to the risks considered in the DAMP Coordinator's recommendations, and to the risk (and vulnerability to risk) which its community, and the wider community who visit the Region, may be exposed to. Council can then set management standards at levels it can reasonably afford given its conflicting statutory, political, community obligations, economic, financial, environmental and budgetary constraints and limitations.

The DAMP Coordinator does not warrant that all 'foreseeable' prospective risk is identified; only that 'reasonably foreseeable' prospective risk is considered.

Table 4 sets out the cost of adopting Cardno's Option 5. Relevant Council engineering officers prepared the capital and recurrent maintenance estimates.

Given that very limited funds are available for the proposed Wongarbon flood and stormwater works (\$71,456 and \$556,449 for 2017/18), consideration must now be given to what management standards should be set for Wongarbon flood and stormwater works and for all other assets, particularly as Council has already spent vast financial and operational resources over the years by creating and maintaining these important assets for the Region.

Such management standards can only be set at a level which Council can reasonably afford.

Given the importance of the DAMP Coordinator recommendations, and the risk implicit in the Cardno Option 5 report, and given the cost this represents to Council's annual budget, the Council must give proper consideration to:

- (a) Whether it has the financial resources to implement the DAMP Coordinator's recommendations or the works specified in Table 4; or
- (b) If not, whether it should reallocate funds from other functions and/or services to fund the recommendations; or

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- (c) If not, whether or not it should borrow funds from external sources, or apply to the relevant Minister for an increase in the general rate, or make a special rate to fund the recommendations; or
- (d) If not, consider adopting a level of expenditure with respect to the assets which, given Council's financial position and its commitment to the provision and maintenance of important community works and services, it is able to afford.

Table 4—Additional Cost to Design, Construct and Maintain at Ideal Standard (Cardno Option 5)

Asset/Service Group	Capital Cost	Recurrent Annual Cost	Total
Wongarbon Stormwater, Flood and Drainage System			
Design, construct and maintain to Cardno Option 5 standard	\$ 7,169,739.00	\$80,800	\$ 7,250,539.00
TOTAL	\$ 7,169,739.00	\$80,800	\$ 7,250,539.00

Explanatory Note to Table 4

- 8. The capital cost relates to extensive new structures and the upgrading of existing structures to meet the 100 year ARI standard for swales, culverts and channels and the 10,000 year ARI for the Basin only. But even at these standards protection from all storms and levels of flood and stormwater cannot be guaranteed and is not practicable or financially viable.
- 9. The recurrent annual cost for the 'whole of life expectancy' ongoing routine and preventative maintenance commitment is not available. However, for routine inspection and maintenance only, Council's engineering officers estimate that \$80,800 should be allowed annually.

The cost of implementing the Cardno and DAMP Coordinator's recommendations set out in **Table 5** will be: \$7,169,739.00 in the first year and \$80,800 (present value) recurrent per annum thereafter.

The increase or (decrease) in cost impact against the 2017/18 budget for each asset/service group is set out in **Table 3**.

Table 5—Impact of Wongarbon (Cardno Option 5) on the 2017/18 Budget

	IMPACT on 2017/18 Budget			
Asset/Service Group	Recommended Total	Budget Total	Variance (+/-)	
Wongarbon Stormwater, Flood and Drainage System	\$ 7,169,739.00	\$556,449.00	-\$6,613,290	

As **Table 5** demonstrates, an extra \$6,613,290.00 will need to be found to meet the Cardno Option 5 and the DAMP Coordinator's recommendations.

Council considered the estimates of Income and Expenditure for 2017/18 in the 2017/18 Financial Plan. The estimates gave detailed figures on the level of expenditure in each of the functions of Council's operations, and the levels of expenditure for all services.

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7.3 Council's Current Financial Position

The 2017/18 Budget was adopted by Council on 29 June 2016, and provides detailed figures on levels of expenditure in each of the functions of Council's operations.

As Council is aware, the 2017/18 Budget has been prepared on the basis of making provision for expenditures at levels which will maintain Council's existing operations in all Divisions and will continue to allow Council only to provide the services which it has been providing. Funding constraints, particularly in the area of rates, has meant that Council has been able to provide only the basic services and it has had little opportunity to either upgrade the level of service or offer additional services.

Council needs to be aware that:

 The revenue and statutory rate (restriction) increases for Council over the past 7 years including the current financial year are:

Financial Year	Revenue (millions) Dubbo	Revenue (millions) Wellington	% Statutory Rate Restriction
2010/2011	82,465	23,213	2,6
2011/2012	93,314	24,254	2.8
2012/2013	104,002	24,169	3.6
2013/2014	106,917	22,814	3.4
2014/2015	141,980	28,821	2.3
2015/2016	117,764	25,366	2.4

- The Minister for Local Government, on 18 May 2016, determined pursuant to section 218CB of the Local Government Act 1993, that rates be frozen at the 2015/2016 level for 3 years.
- 3. It has budgeted for a surplus/deficit from operations of \$34,829,000 for 2017/18.
- The Budget submitted to Council on 26 June 2017 indicated that considerable restraint on expenditure will be faced in subsequent years unless substantial additional funding is found.
- The budget for the asset groups under reference in this report in 2017/18 is set out in Table 3.
- 6. The draft 2017/2018 Operational Plan and Budget proposes to increase revenue from Ordinary (General) Rates by 1.5% in 2017/2018 in accordance with the rate pegging limit as determined by the Minister for Local Government. Even if a funding application and a special rate variation was likely to be approved it would not be approved at a level sufficient to raise the funds needed to implement the DAMP Coordinators recommendations either fully or in part. In any event, and the various financial analyses show, Council cannot afford to entertain such a debt.
- Further special rate variation applications will need to be considered in future years
 to address long-term asset whole-of-life cycle funding requirements, and the risks
 addressed in the DAMP Coordinator's Recommendations.

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8. However, and despite any future special rate variation approval(s), there will continue to be a very significant gap between Council's capacity to fund asset renewal¹ and maintenance, and the funds required to achieve the level of service proposed in the DAMP Coordinator's Recommendations.

Table 6—2017/18 Budget for All Asset Groups

ASSET GROUP	CAPITAL (\$'s)	OPERATING (\$'s)	TOTAL (\$'s)
Animal Shelter	60819	541605	602424
Airport	17662810	3131154	20793964
City Marketing & Communications	0	850515	850515
Holiday Park	92200	1562761	1654961
Livestock Markets	1076000	3280125	4356125
Showground	97000	1243129	1340129
Wellington Caves Complex	1593000	1397071	2990071
Stormwater	6663256	2926215	9589471
Library Services	19000	2725641	2744641
Old Dubbo Jaol	145000	1071772	1216772
Recreation Services	24624	273299	297923
Rainbow Cottage	45000	1323081	1368081
Regional Theatre & Conventional Centre	799220	4523224	5322444
Western Plains Cultural Centre (WPCC)	296121	2384235	2680356
Civic Administration Building	333109	1813819	2146928
Depot Services	0	657966	657966
Human Environment Services	80000	336877	416877
Aquatic Leisure Centre	195587	1602997	1798584
Horticultural Services	2055146	4698953	6754099
Landcare Services	183600	1443423	1627023
Sporting Facilities	1178298	3484896	4663194
Sewerage	10144945	14775661	24920606
Footpaths & Cycleways	939131	854142	1793273
Rural Roads	7248166	10561729	17809895
Urban Roads	13319301	7689718	21009019
Domestic Waste Management Services	1203160	6026692	7229852
Other Waste Management Services	8164788	1105833	9270621
Water Supply	13445027	17337986	30783013
TOTAL	87064308	99,624,519	186,688,827

 $[{]f 1}$ "Renewal" includes the creation of new assets and the whole of life cycle requirements.

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Council has cash and investments totalling approximately \$189 million on hand as at 30 June 2017. Of this amount approximately \$146 million ² is classified as a restricted asset. This is on the basis that these funds are to be used for specific purposes which includes employee leave entitlements, government grants for future works, and amounts set aside for future capital and works programs.

Council's Cash Account position may deteriorate due to expenditure on other assets and services the community expects Council to provide, such as those expenditure items listed in **Table 7**.

Table 7—Discretionary Capital (non-operating) Expenditure 2017/18

Recreation Services	297,923
Human Environment Services	416,877
Animal Shelter	602,424
Depot Services	657,966
City Marketing & Communications	850,515
Old Dubbo Gaol	1,216,772
Showground	1,340,129
Rainbow Cottage	1,368,081
Landcare Services	1,627,023
Holiday Park	1,654,961
Footpaths & Cycleways	1,793,273
Aquatic Leisure Centres	1,798,584
Civic Administration Building	2,146,928
WPCC	2,680,356
Library Services	2,744,641
Wellington Caves Complex	2,990,071
Livestock Markets	4,356,125
Sporting Facilities	4,663,194
Regional Theatre & Convention Centre	5,322,444
Horticultural Services	6,754,099
Domestic Waste Management Services	7,229,852
Other Waste Management Services	9,270,621
Stormwater	9,589,471
Rural Roads	17,809,895
Airport	20,793,964
Urban Roads	21,009,019
Sewerage	24,920,606
Water Supply	30,783,013
TOTAL:	186,688,827

Council's overall budget for 2017/18 is set out in Table 8.

² These figures are "approximate" only because the final figures won't be reconciled and available until later this year. But these figures are sufficiently accurate for the purposes of this report and any variation on final adjustment is likely to be not significant.

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Table 8—2017/18 Council's Overall Budget (Principal Activities)

Principal Activities	Total Capital Expenditure	Total Operating Expenditure	Total
Built & Natural Environment	60,819	6,315,720	6,376,539
City Development	21,191,010	14,022,196	35,213,206
Community Protection	7,075,152	5,470,689	12,545,841
Community Services	1,500,965	17,571,783	19,072,748
Corporate Services	5,624,542	1,567,002	7,191,544
Governance	0	300,000	300,000
Human Environment	0	416,877	416,877
Parks and Landcare	3,612,631	11,287,906	14,900,537
Sewerage	10,144,945	14,775,661	24,920,606
Transport	21,703,231	25,055,112	46,758,343
Waste Services	9,367,948	7,132,525	16,500,473
Water Supply	13,445,027	17,337,986	30,783,013
Grand Total	93,726,270	121,253,457	214,979,727

Based on the facts set out in this and in the preceding sections of this report, Council needs to now consider:

- (a) Whether it has the financial resources to implement the DAMP Coordinator's Recommendations, namely:
 - the design, construction and upgrading of Wongarbon flood and stormwater systems to the ARI 10,000 year (for the Basin only) and ARI 100 year design standards (for structures downstream of the Wongarbon Dam and elsewhere in the Village);
 - the level and standard of management and control to be applied to the assets in Table 13;
 - the level and standard of supervision at the assets;
 - the level and standard of construction of the assets;
 - the level and standard of maintenance of the assets;
 - the level and standard of repair of the assets;
 - the level and standard of inspection of the assets;
 - the location, type, manner, number and language adopted for prohibition, correct behaviour and hazard warning signs at and around the assets;
 - the standard, style, type and manner of lighting at and around the assets;
 - the standard, style, type and manner of fencing at and around the assets;
 and
 - all other matters set out in the DAMP Coordinator's recommendations.
- If not, whether it should reallocate funds from other programs to fund the recommendations; or

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- (c) If not, whether or not it should borrow funds from external sources, or apply to the relevant Minister for an increase in the general rate, or make a special rate to fund the recommendations; or
- (d) If not, consider adopting a level of expenditure with respect to the assets which, given Council's financial position and its commitment to the provision and maintenance of important community works and services that it is able to reasonably afford.
- (e) The effect of borrowing the funds required pursuant with (c) to implement the recommendations is set out in Table 9.

Table 9—Effect of Borrowing Funds to Meet DAMP Coordinator's Recommendations

INTEREST RATE % pa	TERM (years)	PRINCIPAL	INTEREST	TOTAL
5.28	30	424,090,105	425,604,879	849,694,984

Accordingly, a borrowing of this magnitude will require Council to impose an **additional** average rate of \$964 per assessment (Special Rate 1) on an annual basis for a period of 30 years. A special rate would have to be levied to raise this additional revenue each year across the whole community.

The additional operating cost identified to meet the DAMP Coordinator's recommendations is \$76,587,423.00. The first year's additional operating cost is capitalised and provided for in **Table 9**. However, for subsequent years a special rate would have to be levied to raise this additional revenue each year across the whole community. This rate on average would be \$3,427.04 per assessment (**Special Rate 2**). The financial effect on the community of the combined additional revenue requirements, by category of ratepayer, is set out in **Table 10**.

Table 10—Annual Effect of Special Rates on Whole of Dubbo Regional Council Community

Category	No. Assmts	2017/18 Actual Rate Levied	Special Rate 1	Special Rate 2	Total Additional Funds	New Rate Levy
Residential	19,162	18,187,668	23,990.121	64,870,627	88,860,748	107,048,416
Farmland	1,704	5,602,463	2,133,345	5,768,685	7,902,031	13,504,494
Business	1,757	8,492,725	2,199,700	5,948,110	8,147,810	16,640,535
	22,623	32,282,856	28,323,166	76,587,423	104,910,589	137,193,445

Table 10 demonstrates that the 2017/18 total actual annual rate levied would increase by **223**% or by \$104,910,589 million or by **\$4,367.34** per assessment averaged across all rate categories as against the 2017/18 actual **\$1,427** averaged on the same basis. The community could not possibly afford such an impost.

In addition to considering the impact of the DAMP Coordinators recommendations across all asset groups (including Wongarbon), it is necessary for Council to consider the localised effect of the impact of upgrading the stormwater and flood systems to meet Cardno Option 5 recommendation on all ratepayers and residents of Wongarbon.

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Table 11—Effect on the Residents of Wongarbon Village of Borrowing Funds to Meet the Preferred Cardno 5 Option

INTEREST RATE % pa	TERM (years)	PRINCIPAL	INTEREST	TOTAL
5.28	30	7,169,739	7,195,348	14,365,087

Accordingly, a borrowing of this magnitude will require Council to impose an **additional** average rate of \$2,382 per assessment (**Special Rate 1**) on an annual basis for a period of 30 years. A special rate would have to be levied to raise this additional revenue each year across the whole Wongarbon community (comprising 203 ratepayers).

The additional operating cost identified to meet the estimated ongoing inspection and maintenance cost for Cardno Option 5 is \$80,800. However, for subsequent years a special rate would have to be levied to raise this additional revenue each year across the whole Wongarbon community. This rate on average would be \$398 per assessment (Special Rate 2). The effect of the combined additional revenue requirements, by category of ratepayer, on the Wongarbon community is set out in Table 12.

Table 12—Effect of Special Rates on the Wongarbon Village Community

CATEGORY	No. Ass'mts	2017/18 ACTUAL RATE LEVIED (A)	SPECIAL RATE 1 (TABLE 11)	SPECIAL RATE 2	TOTAL ADDITIONAL RATES (B+C) (D)	2017/18 NEW RATE LEVY (A+D) (E)
Residential	203	163,000 (802.96)	2,358	398.00	2,756.00	3,558.96
Farmland	0	0	0	0	0	0
Business	0	0	> 0	0	0	
TOTALS:	203	802.96	2,358.00	398.00	1200.96	3,558.00

Table 12 demonstrates that the 2017/18 actual rate levied would **increase** by 343% per assessment across all rate categories as against the 2017/18 actual of \$802.96. Again, the community could not possibly afford such an impost.

In conjunction with the DAMP Coordinator and with other relevant staff, a detailed assessment of the DAMP Coordinator's recommendations and of Council's financial position has been carried out.

Tables 10 and 12 demonstrate the profound effect on the community of meeting the DAMP Coordinator's and the Cardno Option 5 recommendations.

Based on Council's current and projected financial position, such an increase, now, or in the foreseeable future, will remain well beyond Council's financial capacity.

Tabled at this meeting is Council's 2017/18 budget setting out Council's present financial position, and the financial projections for the next three years;

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The recommended DAMP policy will provide for the assets to be maintained at the highest standard Council can reasonably afford in all of its financial and economic circumstances and having regard to the importance of the DAMP Coordinator's recommendations.

Based on these facts, the Council needs to again consider:

- (a) Whether it has the financial resources to implement the DAMP Coordinator's recommendations, namely:
 - the design, construction and upgrading of Wongarbon flood and stormwater systems to the ARI 10,000 year (for the Basin only) and ARI 100 year design standards (for structures downstream of the Wongarbon Dam and elsewhere in the Village);
 - the level and standard of management and control to be applied to the assets;
 - the level and standard of management and supervision of the assets;
 - the level and standard of construction of the assets;
 - the level and standard of maintenance of the assets;
 - the level and standard of repair of the assets;
 - · the level and standard of inspection of the assets;
 - the location, type, manner, number and language adopted for prohibition, correct behaviour and hazard warning signs at and around the assets;
 - the standard, style, type and manner of lighting of, at and around the assets;
 - the standard, style, type and manner of fencing of, at and around the assets; and
 - all other matters set out in DAMP Coordinator's recommendations.
- (b) If not, whether it should remove existing assets and/or services or reallocate funds from other programs to fund the recommendations; or
- (c) If not, whether or not it should borrow funds from external sources, or apply to the relevant Minister for an increase in the general rate, or make a special rate to fund the recommendations; or
- (d) If not, consider adopting a level of expenditure with respect to the assets which, given Council's financial position and its commitment to the provision and maintenance of important community works and services, it is able to afford.
- 8 Council's Role in Determining Financial and Economic Wealth Allocation and the Level of Risk Distribution on Behalf of its Citizens, Ratepayers, Customers and wider Community

Sections 42, 43, 43A and 45 of Part 5 of the Civil Liability Act 2002 are relevant to and support the following discussion.

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Generally speaking, Council is granted wide discretionary powers under the *Local Government Act* 1993 in terms of how it may decide to lead and manage its community and assets. Other relevant delegated legislation, such as the *Roads Act* 1993 also grants similar discretionary powers in relation to the performance of Council's statutory functions.

The grant of these powers include Council being able to balance private rights as against public rights—in other words, being able to balance the rights of an individual (or a particular class or group of persons) against the rights or wellbeing of the wider community-at-large.

Unless legislation provides otherwise, it is for Council to decide how, when and to what extent (or if at all) and to what standard it will manage its assets and provide services. However, Council can only decide to do this within its financial and economic capacity. Such a decision must be within the limits of reasonableness allowed by section 43A (3) of the *Civil Liability Act* 2002. If Council claims a defence under section 43A, it must show, if challenged by a plaintiff, that its decision to adopt the particular management standard (a 'special statutory power'), which led to the act or omission in question, could properly be considered a reasonable exercise of, or failure to exercise, its special power.

The distribution of its financial and economic resources is subject to Council decision-making based, amongst other things, on bona fide strategic, political, financial, social, environmental and community expectation considerations.

An inherent, and very important, component of Council's discretionary power its ability to determine what level and standard of risk Council is prepared to accept on behalf of its community. Whether or not the level and standard of risk accepted is reasonable is one for Council to determine subject to the limitations of section 43A of the *Civil Liability Act* 2002.

If the level and standard of risk accepted by Council is too harsh, or even regarded by the community as unreasonable, the remedy is for the community (or an individual or group) to petition individual councillors, and Council, for change. For example, an ideal (contemporary) technical standard of inspection of a footpath system may be 'once per month', but the highest standard Council can afford is 'once annually'. Clearly, at the annual level of inspection, defects (or a hazard) may come into existence and of which Council knows nothing about. And the result may be that a person using a footpath may be exposed to and suffer an injury because Council didn't carry out a more regular system of inspection to discover defects. The logic of this argument is that if Council had carried out an inspection at the 'ideal level' (a level and standard which ignores financial and economic constraints) the defect would have been discovered and eliminated (or safety measures would have been taken to warn and/or protect against the defect). If Council adopts a management standard below the ideal standard, then Council is accepting risk on behalf of its community.

The level and standard of risk accepted by Council in the past, and its distribution amongst the community, at either an individual or community-wide level, was driven by Council policy decisions on the allocation of financial and economic resources. But since the engagement of LOGOV Risk Management Services Pty Limited as its risk management consultant in 1993–2014 (whose role has been taken over by Council's DAMP Coordinator since late 2015), Council has increasingly been able to base its decision-making on expert risk management and other technical advice to achieve a more balanced approach to risk identification, measurement, treatment and distribution.

Risk distribution will never be perfect and not everybody can or will be protected at the ideal level, or at all. To achieve anywhere near an acceptable common law standard of

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care for all assets and services so as to reasonably protect people using such assets or services, Council would need access to unlimited funds and resources on an ongoing basis—an idealistic concept, but one which is financially unachievable.

The development and phased implementation of contemporary asset, service and resource management initiatives, processes and systems is increasingly underpinning risk management and asset management objectives. Council seeks to provide all of Council's community and relevant stakeholders with a level of reasonably safe public access to and use of assets and services consistent with Council's financial and economic capacity.

Importantly, Council enjoys a superior decision-making position in terms of being able to determine what level of risk is acceptable to its community given strategic political, social and community expectation considerations—this position is reflected in the 2017/18 Budget, and this wealth allocation and risk distribution is reflected in the adopted management standards set out in the DAMP.

9 Assessment of DAMP Coordinator's Recommendations

A detailed assessment of the DAMP Coordinator's recommendations was carried out by relevant staff in conjunction with the DAMP Coordinator.

On my assessment of Council's financial position, I am satisfied that the management standards set out in my recommendations and in the DAMP policy represent the highest level that Council can reasonably afford given the financial restrictions and Council's statutory service functions and community works and services commitments as detailed in the 2017/18 Budget and beyond as adopted by Council on 26 June 2017.

The Defined Asset Management Policy (DAMP) will provide for the assets and related services to be maintained at the highest standard Council can reasonably afford in all of its financial and economic circumstances, and having regard to the importance of the DAMP Coordinator's recommendations.

My recommendations in respect to all of the foregoing matters are set out below.

10 RECOMMENDATIONS

Explanatory Note: The Defined Asset Management Policy will be referred to by this name or for convenience as "the DAMP policy".

10.1 The Defined Asset Management Policy

That:

- The Defined Asset Management Policy, tabled at this meeting, be confirmed and readopted; and
- The DAMP Coordinator upgrade the Defined Asset Management Policy to incorporate all assets (as defined in the Policy) of merged Dubbo Regional Council.
- c) The upgrade referred to in (b) be completed by 31 March 2019 or by a different date to be determined by the general manager.
- d) For the avoidance of doubt, amongst other things upgrading can only proceed at a pace consistent with the Council and organisational priorities, overall merger integration, the development of levels of service and management standards and the development of management accounting systems necessary to support operational measurement and compliance and audit of management standards set, or to be set in, the DAMP policy.

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10.2 Management Standards

That:

- (a) Subject to the DAMP policy, management standards set for each of the asset or service groups in Table 13 must always set at the highest standard Council can reasonably afford having regard to all of its statutory, political and community commitments and having regard to its social, financial, economic, environmental, and other factors and constraints.
- (b) For the avoidance of doubt, the term "highest standard Council can reasonably afford" may include to do nothing.

10.3 Wongarbon Flood and Drainage Works

That:

The Cardno Option 5, and any other Cardno option, and the DAMP Coordinator's recommendations **not be implemented** but subject to the following:

- (a) For 2017/18, \$71,456 be allocated and approved for engineering investigation works for the design of Wongarbon flood and drainage works to be carried out in 2017/18.
- (b) For 2017/18, \$556,449 be allocated and approved for flood and stormwater improvement works at Wongarbon.
- (c) The general manager be authorised to approve engineering investigation works and flood and stormwater improvement works up to but not exceeding \$71,456 and \$556,449 respectively.
- (d) With respect to 10.2 (a) any funds not expended in 2017/18 be carried forward to 2018/19.
- (e) With respect to 10.2 (b) any funds not expended in 2017/18 be carried forward to 2018/19.
- (f) If previous expenditure has occurred in respect to (a) or (b) of both (a) and (b), then the amounts stated, respectively, must be reduced accordingly so that expenditure in excess of (a) or (b) does not occur.
- (g) Nothing in 10.3 or 10.4 shall prevent Council from applying for and receiving grant funding to carry out the Cardno Option 5 recommendation or to fund works in excess of level of works authorised in (a) and (b).
- (h) Should grant funding become available, the works to be carried out at Wongarbon must not exceed the value of the grant or grants received, and works design and plan must be adjusted accordingly.

10.4 No Funds to be Borrowed

That:

Council not borrow funds to implement the Cardno Option 5, and any other Cardno option, or the DAMP Coordinator's recommendations.

10.5 No Special Rates be Struck

That:

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No special rate be struck to finance and implement the Cardno Option 5, and any other Cardno option, or the DAMP Coordinator's recommendations.

10.6 Variation to the General Income Limit

That:

Council not apply to the Minister for Local Government for consideration of an appropriate variation to, and increase of, the general Income Limit for the purpose of funding the:

- a) Cardno Option 5, or any other Cardno option; or
- DAMP Coordinator's recommendations (i.e. any residual recommendations that Council has decided not to incorporate into the DAMP policy).

10.7 Management Standards to be Adopted and Reporting

That:

- c) The recommended management standards set out in the DAMP policy for each of the asset and service groups shown in Table 13 be adopted and be managed in accordance with the policy.
- d) Any amendment, and this includes any addition, change, variation or rescission to any condition or management standard now set in the DAMP policy be determined by the general manager or by his/her delegate, a designated responsible person or authorised person in accordance with:
 - The scope of delegated authority or authorisation explicit in the DAMP policy.
 - · Any relevant change to Council's adopted budget; or
 - Resource availability or operational limitations or allowable factors or other factors as defined in the DAMP policy.
- e) The general manager shall report to Council in accordance with section A5.4 of the DAMP policy.

10.8 Instrument of Delegation—Delegation to General Manager

That

The general manager be delegated the powers, functions and duties ("functions") set out in Clause 10.8.1. These functions are repeated in the recommended Instrument of Delegation set out in Section A.5.4 of the DAMP policy.

10.8.1 Instrument of Delegation to the General Manager

- a) Subject to compliance with the requirements of the Local Government Act, 1993 ("the Act"), and any express policy or direction of Council, the Council pursuant to the provisions of Section 377 of the Act hereby delegates to the general manager authority to exercise and perform on behalf of Council all functions, powers, authorities, duties and matters (hereinafter referred to as "the delegated functions") contained in the Defined Asset Management Policy ('the DAMP policy').
- Subject to c), the delegated functions include the power and authority to determine:

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- i). management standards; and
- ii). to suspend, change, amend, alter, vary, or modify the DAMP policy in response to Council resolutions which impact upon and are relevant to this policy; and
- iii). to suspend, change, amend, alter, vary, or modify the DAMP policy in response to budgetary or resource availability constraints, emergencies, operational limitations and special risk exposure; and
- iv). to change, amend, alter, vary, modify or upgrade the DAMP policy:
 - to rectify typographical errors
 - to improve precision, clarity, readability and comprehension
 - to respond flexibly to strategic, economic or operational change
 - to add or delete assets or asset groups
 - in accordance with the appointed DAMP Coordinator's recommendations relating to prospective risk or any other relevant risk; or
 - to comply with relevant written law
 - to comply with relevant authoritative legal precedent which impacts upon the DAMP policy and decided by the High Court of Australia or by an Australian court of superior record (Supreme Court or Court of Appeal).
- c) Before a determination is made under b) iv), the appointed DAMP Coordinator must be consulted and he or she must review all proposed changes to or upgrading of the policy.
- Subject to the provisions of Section 378 of the Act, the general manager may d) sub-delegate any of the delegated functions but any sub-delegation must not include the power of delegation and the power or authority to repeal, revoke or rescind the DAMP policy.
- Despite d), the general manager must not determine or sub-delegate any function:
 - reserved specifically to the general manager;
 - reserved to the Council by law; or
- the Council has reserved to itself. f) The general manager, a delegate, a responsible person or an authorised person must record, in writing, all decisions made under delegated authority, and such decisions shall be recorded in a manner and form specified in Attachment D to the DAMP policy or the electronic form to be found in Councilpedia
- The general manager shall report to Council, in a manner directed by the Council, as to any amendment to this policy.
- h) If the Council does not direct in accordance with g), then, but only then, the general manager must report all amendments to the policy to Council once

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- annually, or more frequently if the general manager thinks it appropriate to do so.
- Despite g) and h), any change to any management standard in the policy or in any schedule must not be reported to the Council unless the Council or the general manager determine otherwise.
- j) The general manager cause the DAMP Coordinator to formalise his recommendations and that they be determined and attach to the DAMP policy.

k) Implementation

- a) This policy, or any particular part of it, shall take operational effect from the date upon which the Council formally adopts this policy or such other date as Council may determine.
- b) Subject to the implementation of this policy no act or decision by the general manager or his or her delegate or any responsible or authorised person properly previously appointed shall be wanting due to any defect or lack of proper appointment.
- c) For the avoidance of doubt, b) shall cease to have effect twelve (12) months from the date of adoption of this policy.

10.9 Asset & Service Groups, Assets, Services and Principal Activities Attaching to Policy

That:

- a) The asset and service groups set out in Table 13 and the individual assets and services comprising these groups, attach to and be managed in accordance with the DAMP policy.
- b) Schedules 1 and 1A attaching to the DAMP policy apply.
- c) Construction (civil works), maintenance contracts and service contracts ("contracts" includes lease agreements and licence agreements) be subject to the DAMP policy on the recommendation of the DAMP Coordinator to the general manager.
- d) Any asset group or asset or service not specifically mentioned in Table 13 or Principal Activity set out in Table 8 shall be deemed included in and be subject to the DAMP policy.

Table 13—Assets & Service Groups Attaching to Policy

ASSET GROUP				
Airports				
Dubbo Regional Livestock Markets				
Flood & Stormwater Drainage Systems				
Natural Swimming Locations				
Public Buildings, Facilities and Critical Infrastructure Assets				
Public Car Parks (free standing)				
Public Footpaths, Walking Trails and Tracks				

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ASSET GROUP				
Public Parks, Reserves and Sporting and Recreational Facilities				
Public Roads, Bridges and Cycleways				
Swimming Centres'				
Waste Management Facilities				
Water & Sewerage Treatment Facilities and Reticulation Networks				
Community and Recreation				
Corporate Services				
Economic Development and Business				
Infrastructure and Operations				
Planning and Development				

10.10DAMP and its Relevance to other Council Asset Management Policies, Strategies, Plans and Procedural Documents

That:

- (a) Where any policy, asset management policy, asset strategy, asset plan or any procedural (operational) document or instruction is ambiguous or inconsistent with the DAMP policy, then the DAMP policy will prevail to the extent of any ambiguity or inconsistency.
- (b) All asset management policies, strategies and plans must not be ambiguous or inconsistent with the DAMP policy.
- (c) The DAMP policy shall be amended or varied by the general manager or by his or her delegate to overcome any ambiguity or inconsistency provided that such amendment or variation does not result in the rescission or abandonment of DAMP.
- (d) For the avoidance of doubt, the DAMP policy must reflect and respond in a dynamic way to legislative change, change or innovation initiatives as resolved by the Council or as determined by the general manager in response to the Council's resolutions, policy, strategic, financial, economic, environmental or operational circumstances.

10.11DAMP Coordinator's Recommendations

That:

- (a) The DAMP Coordinator's prospective risk and cost estimate recommendations to the extent that they are, are incorporated into this report and the DAMP policy and that this be noted; and
- (b) The Council further note that that the DAMP Coordinators prospective risk recommendations are prospective in that he identifies 'reasonably foreseeable' prospective risk that must be considered before it can decide to readopt the DAMP policy. Therefore, risk identified may not actually exist. The discovery of actual risk will be discovered and managed in accordance with the DAMP policy and established Council policies relating to risk management, health and safety and

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- environmental protocols.
- (c) Except as provided in Section A.4.1.1. of the DAMP policy and to the extent the DAMP Coordinator's recommendations have been incorporated into the policy, no further action be taken at this time to consider or implement any of the DAMP Coordinator's recommendations used in this report.
- (d) Despite (c) the general manager or his or her delegate shall cause the DAMP Coordinator's recommendations to be reconsidered if, but only if, the general manager or a delegate or the DAMP Coordinator deem it relevant to do so.
- (e) Except in an emergency or imminent threat requiring immediate action be taken, before the general manager or a delegate make a determination under (d), he or she shall cause the DAMP Coordinator to provide advice and if necessary to prepare a recommendation prior to action being taken.
- (f) For the purpose of (e), the general manager or his or her delegate shall cause to be determined, on a case by case basis, what constitutes an 'emergency' or 'imminent threat' provided that such a decision must only be in respect to an emergency or imminent threat which does not fall under *The Dubbo City Local Emergency* Management Plan (EMPLAN) or the State Emergency and Rescue Management Act 1989.

10.12DAMP Education Program

That:

The general manager shall cause the DAMP Coordinator to develop and implement an initial and on-going Council-wide DAMP policy education program:

- (a) to inform all relevant staff with responsibility under the DAMP policy to be aware of and comply those responsibilities; and
- (b) to ensure that new employees receive relevant DAMP policy education; and
- to ensure all employees have the relevant knowledge, skill and competence to support the DAMP policy so that it is effectively implemented and maintained; and
- (d) the on-going Council-wide DAMP policy education program must be conducted so that all relevant employees receive on-going instruction at least once annually or more frequently if the general manager so determines; and
- (e) a record be kept and maintained of all DAMP policy training.

10.13No Additional Funding for Villages and Locations for Storm or Flood Drainage

That:

- (a) No new or additional funds be allocated to the villages of Moriguy, Ballimore, Eumungerie, Brocklehurst, Euchareena, Geurie, Mumbil, Stuart Town, Elong Elong and the localities of Rawsonville and Toongi for the purpose of capital or upgrading works for flood and stormwater drainage.
- (b) No new or additional funds be allocated for inspection and maintenance purposes.
- (c) Despite (a) and (b), if a storm or a flood or both together are imminent necessitating a formal flood warning to be issued by the relevant authorities, then Council will respond in accordance with the EMPLAN.

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10.14 South Dubbo Weir—Public Safety Measures

That, subject to section C.28. of the DAMP policy:

- (a) Council resolution WSC15/130 item 2 dated 14 December 2015 be reaffirmed.
- (b) No further risk warning signs be erected at or about the South Dubbo Weir.
- (c) No fencing or physical protective measures be erected on, around or about the South Dubbo Weir.
- (d) No dedicated supervision or rescue services shall be provided at the South Dubbo Weir.
- (e) With respect to (a) and (b) existing risk warning signs and fencing or physical protective measures (to the extent that any of these things exist) remain in their present location and orientation.
- (f) The DAMP Coordinator may recommend to the general manager that any or all matters set out in this recommendation (10.14) be changed or varied if he or she considers that relevant and valid public safety issues exist.
- (g) With respect to (e) the general manager shall determine the recommendation(s) of the DAMP Coordinator in accordance with his or her delegated authority set out in 10.8.1 and section A.5.4. of the DAMP policy.
- (h) For the avoidance of doubt, in (a) WSC15/130 refers to a previous Council resolution: "That Council not re-construct the "fan" shaped barriers on top of the weir after the construction of the rock ramp and fishway".

10.15 Integration of All Dubbo Regional Council Assets and Services into DAMP

That:

- (a) The DAMP policy extend to include all Dubbo Regional Council assets and services; and
- (b) Existing asset and service management standards continue to apply at the level and standard authorised by the relevant budget adopted by Council and which is currently in force; and
- (c) The timeline for integration of each asset or service group (and the assets and services attaching to each group) into DAMP be determined by the general manager in consultation with the DAMP Coordinator.

Explanatory Note: A key composite outcome of this recommendation is to achieve an integrated cross-functional harmonisation of all of Council's assets and services and to move from unpredictable to predictable and measureable performance standards in the form of defined 'management standards', and to achieve legal liability protection (policy defences) inherent under the DAMP policy and particularly the statutory (policy) defences under Part 5 of the *Civil Liability Act 2002*. The importance of the DAMP policy is clear from the matter of *Irene Kennedy v Shire of Campaspe* [2015] VSCA 215 and from other decided cases, on the defences available under Part 5.

Mark Riley General Manager

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-ATTACHMENT D-

Table 14—Extensiveness of Assets

Asset Group							
Roads	Sealed (Km's)		Unsealed (Km's)		Total (Km's)		
	85	54	44	17		1301	
Bridges	Concrete/	Steel (No)	Timbe	r (No)	Total (No)		
	4	1	2	2	43		
Paths	Sealed	(Km's)	Unsealed (Km's)		Total (Km's)		
	113		8		127		
Trees	Urban Street Trees (No.)		Trees in Public Reserves & Places (No.)		Rural Street Trees (No.)		
	11,120		+100,000		4	590,000	
(Signs)	Parking (No.)		Traffic (No.)		Street Nameplates (No.		
	21	50	8600		2710		
Parks & Landcare Signs	General In	formation o.)	Regulate	ory (No.)	Prohib	ited Activity (No.)	
	250		100		150		
Drainage	Pipelines (km)		Pits (No)		Side Entry Pits (No)		
	203.3		6743		3600		
Drainage	Dams (No.)		Siltation Dams (No)		Retarding Basins (No)		
	1		5		77		
Drainage	Kerb & Channel (Km's)		Open Channel (Km's)		Gross Pollution Traps		
	+410		+3		32		
Lighting	Street Lig	ghts (No.)	Reserve Lights (No.)		Other (No.)		
	+4	913	+2	+280		+150	
Parks & Landcare	Sports Reserves (No)	Passive Reserves (No)	Play grounds (No)	Wetland Reserves (No)	Urban Open Space (ha)	Total Sports & Passive Reserves (No)	
	24	216	5	2	19	240	
Buildings (including structures, amenities, bus shelters etc.)	189						
Public Swimming Pools			3				
Sewerage Treatment Works			2				
Water Treatment Works			2				

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Asset Group		
Water & Sewer Pump Stations	41	
Stock Markets	1	
Waste Disposal Depots and Transfer Points	7	
Airports and Landing Grounds	2	
Boat Ramps, Jetties and Wharves	9	
Towns and Villages	6	
Decorative Ponds, Fountains, Wading Ponls	4	
Fencing-all Types (Km)	35	
Sewerage Pipelines (length Km)	370	
Water Pipelines (length Km)	155	
Bioswale	i	

NOTE TO ATTACHMENT 1

The extensiveness of the assets mentioned in Attachment 1 are considerably understated as the identification and classification of the former Wellington Shire Council assets is incomplete.



REPORT: Payment of Expenses and Provision of Facilities for the Mayor and Councillors

AUTHOR: Director Corporate Services

REPORT DATE: 22 August 2017 TRIM REFERENCE: ID17/1538

EXECUTIVE SUMMARY

Section 252 of the Local Government Act 1993 requires that within the first 12 months of each term of Council, the Council must adopt a Policy concerning the payment of expenses and provision of facilities for the Mayor and Councillors in relation to discharging the functions of civic office. This draft Policy has been developed by integrating the Payment of Expenses and Provision of Facilities for the Mayor and Councillors Policy of the former Dubbo City Council and a template provided by the Office of Local Government to achieve a consistent approach across NSW Local Government.

It is noted that following a recent amendment to the Local Government Act 1993, this Policy is now current for the term of the Council rather than being required to be reviewed on an annual basis.

The proposed policy is to be placed on Public Exhibition for a period of twenty eight (28) days during which time the public may make submissions. The policy together with any submissions received will then be considered by Council prior to its adoption. Placing the policy on public exhibition at this point will allow the new Council to adopt the policy following the required public exhibition period early in its term.

ORGANISATIONAL VALUES

<u>Customer Focused</u>: This policy is placed on public exhibition for twenty eight (28) days to allow members of the public to make a submission for the consideration of Council. It is also required to ensure a consistent basis of managing costs of the Councillors while undertaking their civic duties.

<u>Integrity</u>: This policy has been based on a template provided by the Office of Local Government to ensure consistent practices across NSW Local Government. It is also placed on twenty eight (28) days public exhibition prior to adoption by Council.

<u>One Team</u>: This policy ensures that all Councillors' requests for expenses are assessed consistently.

FINANCIAL IMPLICATIONS

The financial implications arising from this report relate to the expenses and provision of facilities detailed in Council's policy.

POLICY IMPLICATIONS

The adoption of this report allows the proposed policy to be placed on Public Exhibition.

RECOMMENDATION

That the policy "Payment of Expenses and Provision of Facilities for the Mayor and Councillors" as attached as Appendix 1 to the report of the Director Corporate Services dated 22 August 2017, be placed on Public Exhibition for a period of twenty eight (28) days inviting the public to make submissions.

Craig Giffin
Director Corporate Services

REPORT

Section 252 of the Local Government Act 1993 requires that within the first 12 months of each term of Council, the Council must adopt a Policy concerning the payment of expenses and provision of facilities for the Mayor and Councillors in relation to discharging the functions of civic office. This draft Policy has been developed by integrating the Payment of Expenses and Provision of Facilities for the Mayor and Councillors Policy of the former Dubbo City Council and a template provided by the Office of Local Government to achieve a consistent approach across NSW Local Government.

It is noted that following a recent amendment to the Local Government Act 1993, this Policy is now current for the term of the Council rather than being required to be reviewed on an annual basis. The Act allows for changes to be made to the policy which are not regarded as substantial without the need to place it back on public exhibition.

In accordance with Section 253(1) of the Local Government Act 1993 the proposed policy is to be placed on public exhibition for a period of twenty eight (28) days during which time the public may make submissions. The policy together with any submissions received will then be considered by Council prior to its adoption. Placing the policy on public exhibition at this point will allow the new Council to adopt the policy following the required public exhibition period early in its term.

Appendices:

1 Draft Payment of Expenses and Provision of Facilities for Mayor and Councillors Policy



PAYMENT OF EXPENSES AND PROVISION OF FACILITIES FOR THE MAYOR AND COUNCILLORS

September 2017

Description	Date
Adopted by Council	August 2007
Amended and Adopted by Council	November 2008
Amended and Adopted by Council	November 2009
Amended and Adopted by Council	December 2010
Amended and Adopted by Council	November 2011
Amended and Adopted by Council	July 2012
Amended and Adopted by Council	February 2013
Amended and Adopted by Council	February 2014
Amended and Adopted by Council	February 2015
Amended and Adopted by Council	February 2016
Amended as a result of merger of Dubbo City and Wellington councils	May 2016
Notes	

DUBBO REGIONAL COUNCIL

POLICY

PAYMENT OF EXPENSES AND PROVISION OF FACILITIES FOR THE MAYOR AND COUNCILLORS

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APPENDIX NO: 1 - DRAFT PAYMENT OF EXPENSES AND PROVISION OF FACILITIES FOR MAYOR AND COUNCILLORS POLICY

ITEM NO: CCL17/121

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PART 1 - INTRODUCTION

1.1 Introduction

This policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to councillors to help them undertake their civic duties.

It ensures accountability and transparency, and seeks to align councillor expenses and facilities with community expectations. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.

The policy has been prepared in accordance with the Local Government Act 1993 (the Act) and Local Government (General) Regulation 2005 (the Regulation), and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

The policy sets out the maximum amounts council will pay for specific expenses and facilities. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

1.2 Purpose of this Policy

The objectives of this policy are to:

- enable the reasonable and appropriate reimbursement of expenses incurred by councillors while undertaking their civic duties
- enable facilities of a reasonable and appropriate standard to be provided to councillors to support them in undertaking their civic duties
- ensure accountability and transparency in reimbursement of expenses and provision of facilities to councillors
- · ensure facilities and expenses provided to councillors meet community expectations
- · support a diversity of representation
- · fulfil the council's statutory responsibilities.

1.3 Legislative Provision and Guidance Documents

Local Government Act 1993, Sections 252 and 253

Local Government (General) Regulation 2005, Clauses 217 and 403

Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW, 2009

Local Government Circular 09-36 Guidelines for Payment of Expenses and Facilities

Local Government Circular 05-08 legal assistance for Councillors and Council Employees.

Payment of Expenses and Provision of Facilities For the Mayor and Councillors Page 5

1.4 Relationship to Annual Fees

The payment of expenses and the facilities which may be provided to the Mayor and Councillors under this Policy shall be provided in addition to the annual fees payable to the Mayor and Councillors as determined by the Council under Sections 248 and 249 of the Act.

1.5 Code of Conduct

Council's Code of Conduct sets the minimum requirements of behaviour for Council officials. The Code of Conduct refers, in part, to the use of Council Resources as follows:

- You must use council resources ethically, effectively, efficiently and carefully in the
 course of your official duties and must not use them for private purposes (except when
 supplied as part of a contract of employment) unless this use is lawfully authorised
 and proper payment is made where appropriate.
- You must be scrupulous in your use of council property including intellectual property, official services and facilities and must not permit their misuse by any other person or body.
- You must avoid any action or situation that could create the appearance that council
 property, official services or public facilities are being improperly used for your benefit
 or the benefit of any other person or body.
- You must not convert any property of the council to your own use unless properly authorised.
- You must not use council's computer resources to search for, access, download or communicate any material of an offensive, obscene, pornographic, threatening, abusive or defamatory nature.

These sections of the Code are relevant to this Policy in that they provide for an overarching standard of behaviour that the Administrator would be expected to display when using Council's resources.

PART 2 – FACILITIES FOR MAYOR AND COUNCILLORS

2.1 Mayor

The Mayor, in carrying out the duties of office, be entitled to receive the following:

- 2.1.1 The use of Mayoral Robes and Chain of Office
- 2.1.2 Suitable office accommodation on the first floor of the Dubbo Civic Administration Building and on the first floor of the Wellington Administration Building including the provision of a computer and software packages that enable email and internet services at both locations.
- 2.1.3 A range of secretarial services including telephone and reception duties, typing, organisation of Civic Receptions including catering, preparation of speeches, press releases and correspondence and other reasonable requests by the Mayor. This service is reviewed and renegotiated with the Mayor following each Mayoral election.

Payment of Expenses and Provision of Facilities For the Mayor and Councillors Page 6

- 2.1.4 A motor vehicle for official (civic duties) and private use as follows:
 - The provision to the Mayor of a suitable and appropriate official vehicle, to the
 value of up to \$55,000 (ex GST), fully serviced and maintained, for both civic
 and private use, with such vehicle type to be at the discretion of the Mayor at
 the time of changeover, with changeover to occur at not less than 30,000km
 or 24 months, whichever occurs first noting that the vehicle shall be changed
 over immediately following each Mayoral election.
 - the motor vehicle provided for use by the Mayor may be used by the Mayor for private purposes
 - the annual fee payable to the Mayor will be reduced by the value of the private use benefit taken up
 - the value of the private use benefit will be determined by applying the rate per kilometre published by Local Government NSW from time to time which is recommended for use by councils when costing motor vehicle benefits in remuneration packages to the number of private use kilometres travelled.
 - the Mayor will keep a log of all private use kilometres travelled and submit such log at the end of each month
- 2.1.5 A mobile telephone for which all expenses are paid but which is to be used exclusively for Council and Civic duties.
- 2.1.6 Reasonable expenses for the Mayor and partner/accompanying person to attend on behalf of Council in the office of Mayor on official (including conferences) or legal occasions including travel, accommodation subsistence and the like. Attendance at local functions (excluding conferences as defined in Clause 3.1) by the Mayor and partner/accompanying person shall be paid by Council.
- 2.1.7 If the Mayor so chooses, a credit card facility and a cabcharge facility to be used for expenses incurred in the pursuit of official Council business. The credit card facility is to be used in situations where it is not possible to go through Council's normal procedure for the ordering and/or payment of goods and services.
- 2.1.8 An allocated carparking space on the western side of the Dubbo Civic Administration Building and secure parking at the Dubbo City Regional Airport (where necessary).

2.2 Councillors

To assist the Councillors, including the Mayor, in discharging the function of Civic Office Councillors are, if they request, entitled to receive the following without reduction to the fees payable under Section 248 of the Act:

- 2.2.1 Access to a Councillors' Room in the Dubbo Civic Administration Building, suitably equipped with access to telephone, computer terminal connection and printing facilities.
- 2.2.2 Secretarial service including typing, photocopying, printing and postage for the following purposes:
 - Initiating correspondence to, and answering correspondence received from, residents / ratepayers, Members of Parliament, Government Departments, statutory authorities / bodies, other local authorities, other Councillors, local

Payment of Expenses and Provision of Facilities For the Mayor and Councillors

- government related bodies and organizations or the general public in relation to the business of the Council or local government subject to a response to petitions received by Councillors will only be made to the principal person who lodges the petition and not all signatories.
- Replying to invitations to attend functions/gatherings received in their capacity as a Councillor;
- c) Communications to Councillors and Council's staff on official business;
- provided that under no circumstances will the Council permit the facilities provided to be used for the initiation or issue of circular type letters or election material/letters.
- 2.2.3 Appropriate refreshments will be available for council meetings, council committee meetings, councillor briefings, approved meetings and engagements, and official council functions as approved by the General Manager.
 - As an indicative guide for the standard of refreshments to be provided at council related meetings, the general manager must be mindful of Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.
- 2.2.4 Suitable stationery supplies.
 - Councillor business cards and name badges
 - Postage official Councillor correspondence to be directed through the Council's own mail system.
- 2.2.5 Access to Information Councillors can obtain copies of Council information, if the information is required to enable a Councillor to undertake their role as defined under Section 232 of the Local Government Act 1993.
 - When seeking information on policy issues and day to day matters, in the exercise of their statutory role as a member of the Council, Councillors are to direct their enquiries to the General Manager, the relevant Director, or an officer nominated by the Director.
- 2.2.6 Preparation of media material for the Mayor in respect of Council activities and for the chairpersons of Council's Planning, Development and Environment; Works and Services and Finance and Policy Committees in respect of Committee issues.
- 2.2.7 Access to a suitable vehicle or vehicles (if available) provided by the Council for use on official duties connected with discharging the duties of Civic Office.
- 2.2.8 The provision of an electronic tablet device, appropriate broadband communications and a suitable printer located in the Councillor's Room in the Dubbo Civic Administration Building.
- 2.2.9 All unexpended facilities or equipment supplied under this policy are to be relinquished immediately upon a Councillor or Mayor ceasing to hold office or at the cessation of their civic duties.

2.3 General Provisions

Additional to the facilities provided by Council to Councillors and the Mayor under this Policy, it is expected that further expenses may be incurred in the performance of Councillors' and the Mayor's civic duties. Accordingly, Council will provide reimbursement of approved expenses only incurred in the performance of a Councillors' or Mayor's role.

No allowances or expenses other than those expressly contained in this policy are payable to the Mayor or Councillors.

Councillors will not be reimbursed for alcoholic beverages.

2.4 Monetary Limits

Expenses under this policy, in most instances, will be reimbursed based on actual expenditure. However, monetary limits have been applied which set a maximum level of expenditure which Council will reimburse for each type of expense. These limits are listed below in the table.

The monetary limits contained within this policy have been set based on information available on reasonable market rates for the provision of the relevant services. Regional considerations have also been addressed with respect to accommodation costs.

These limits may be amended with any amendment to this policy and will be assessed for relevance and reasonableness on an annual basis in line with the annual policy review.

Expense Type	Refund	Limit	Comment
	Basis	Amount	
Registration costs	Actual	None	Includes costs relating to official luncheons, dinners and tours/inspections which are relevant to the interests of the Council
Accommodation	Actual up to daily limit	As per Table 1 Rates and Allowances of Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009	The daily limits for accommodation and meal expenses within Australia are to be consistent with those set out in Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually. Limits are dependent on the location of accommodation, providing for regional differences in costs. Where evidence is provided that accommodation within the above cost range cannot be provided or is not available then the General Manager has the discretion to approve the increase in costs.
			In circumstances where it would introduce undue risk for a Councillor to travel to or from official business in the late evening or early morning, reimbursement of costs for accommodation and meals on the night before or after the meeting may be approved by the General Manager. This includes where a meeting finishes later than 9.00pm or starts earlier than 7.00am and the Councillor lives more than 50km from the meeting location.
Out of pocket expenses	Actual up to daily limit	\$100 per day	Expenses in this category may include: Reasonable telephone, facsimile or internet usage Reasonable refreshments Meals not included in registration fees, etc The following expenses will not be reimbursed and are the responsibility of the Mayor/Councillors: Any traffic or parking fines Administrative charges for road toll accounts Alcohol (not consumed as part of meal) Cigarettes Mini-bar items including snack foods

Payment of Expenses and Provision of Facilities For the Mayor and Councillors

Cost of service provided	Actual	None	No payment shall be reimbursed for any component of a ticket which is additional to the service cost of the function, such as a donation to a political party or candidate's electoral fund, or some other private benefit. An additional payment to a registered charity may be acceptable as part of the cost of the function
Enrolment fees	Actual	None	In most cases, Council will arrange and fund attendance of the Mayor and Councillors at training courses
Air Travel	Actual	None	In most cases, Council will arrange and fund the Mayor and Councillors' Air Travel when required
Rail Travel	Actual	None	In most cases, Council will only arrange and fund the Mayor and Councillors' rail travel when requested
Taxi	Actual	None	
Bus	Actual	None	
Use of private motor vehicle	Actual	Per km allowance as defined in the Local Government (State) Award 2017 where km exceed 50km per instance.	As defined in the Local Government (State) Award 2017 "Part 15(x) – Vehicle Allowances"
Incidental expenses associated with attendance at seminars, training courses or official functions	Actual up to daily limit	\$100 per day	Expenses in this category may include: Parking fees Tolls The following expenses will not be reimbursed and are the responsibility of the Mayor/Councillors: Any traffic or parking fines Administrative charges for road toll accounts Alcohol (not consumed as part of meal) Cigarettes Mini-bar items including snack foods
Personal care or child care expenses: up to four (4) hours	Actual up to daily limit	\$100 per day	Council will reimburse costs to a maximum of \$100 to cover a four (4) hour engagement of a babysitter or carer where required to allow the Mayor or Councillors to attend any Council, Standing Committee, Meetings, Committee Meetings, Working Party or Council workshops. The four (4) hour period shall include the period of 30 minutes prior to and after the conclusion of the meeting or workshop
Personal care or child care: more than four (4) hours	Actual up to hourly limit	\$15 per hour	An additional hourly rate of up to \$15 per hour will be paid for meetings and workshops etc that go beyond the four (4) hours engagement period referred to above

Payment of Expenses and Provision of Facilities For the Mayor and Councillors

PART 3 - TRAVELLING ON COUNCIL BUSINESS

3.1 Definition of Conference

In this part <u>conference</u> means conferences, seminars, congresses, forums, workshops, courses, meetings, deputations, information and training sessions, events etc related to the industry of local government and held within Australia.

Council is committed to ensuring its councillors are up to date with contemporary issues facing council and the community, and local government in NSW.

Council will allocate a sufficient amount annually in its budget to facilitate councillor attendance at conferences and seminars. This allocation is for all councillors. The General Manager will ensure that access to expenses relating to conferences and seminars is distributed equitably.

Approval to attend a conference or seminar is subject to a written request to the General Manager. In assessing a Councillor request, the General Manager must consider factors including the:

- relevance of the topics and presenters to current council priorities and business and the exercise of the Councillor's civic duties
- cost of the conference or seminar in relation to the total remaining budget.

Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at conferences approved by the General Manager with any necessary bookings to be made through the General Manager's office. Council will also meet the reasonable cost of meals when they are not included in the conference fees. Reimbursement for accommodation and meals not included in the conference fees will be subject to this policy.

3.2 Who may attend conferences

Council will continue to be represented at the Annual Conference or Convention of the Associations as detailed hereunder, subject to appropriate funding provision being provided in the Council's Annual Budget and subject to the usual conditions. Attendance at conferences are to be approved by the Council with the General Manager to approve attendances at seminars and conferences by staff.

Payment of Expenses and Provision of Facilities For the Mayor and Councillors

ORGANISATION	DELEGATES	OBSERVERS
Local Government NSW	Mayor, or his nominee, two other Councillors as delegates plus an alternate delegate (to act as delegate if required) and Councillors as determined by the Council	General Manager or Nominee and Councillors as determined by the Council
Australian Livestock Markets Association	Mayor, or his nominee, one Councillor and alternate Councillors determined by the Council	General Manager or nominee and the Director Economic Development and Business
Australian Airport Association	Mayor, or his nominee, one Councillor and alternate Councillors determined by the Council	General Manager or nominee and the Director Economic Development and Business
Local Government Women's Conference	Two Councillors and alternate Councillors determined by the Council	General Manager or nominee
Local Government Aboriginal Network Conference	Two Councillors and alternate Councillors determined by the Council	General Manager or nominee
Australian Local Government Association Conference	Mayor, or his nominee	General Manager or nominee

3.3 Conference Costs

The following shall apply for the Mayor and Councillors authorised and/or appointed as delegates under this policy to attend conferences (as defined above):

3.3.1 Registration

The Council in accordance with 2.4 above, will pay all normal registration costs for delegates which are charged by organisers, including those relating to official luncheons, dinners and tours/inspections which are relevant to the interests of the Council.

3.3.2 Accommodation

In accordance with 2.4 above, Council will pay reasonable double room or twin share accommodation costs including the night before and/or after the conference where this is necessary because of travel and/or conference timetables.

3.3.3 Travel

In accordance with 2.4 above, the following travel provisions will apply:

- (a) All reasonable travel costs for delegates to and from the conference location and venue will be met by the Council. Where appropriate, travel will be provided by air (economy class). Depending upon the location or circumstances, it may be more appropriate for travel to be undertaken by car or train.
- (b) Where trains are used the Council will provide first class travel, including sleeping berths where available.
- (c) Where travel by motor vehicle is used it should be undertaken by Council vehicle where available, or by private vehicle subject to prior approval of the General Manager.
- (d) Councillors using private vehicles (Councillor's own) in accordance with this policy may claim the kilometre rates for the necessary travel at the rate set by the Local Government State Award 2017 as at the date of travel with such rate deemed to cover and include any claims for accidental damage or repairs to the private vehicle and any loss of no claim bonus and any excess not covered by an insurance. This claim for kilometre allowance is subject to such claim not exceeding economy class air fares to and from the particular destination.
- (e) Where air travel is booked by Council for Councillors, Councillors shall not accrue frequent flyer points under the respective airlines program. This is considered a personal benefit.

3.4 Development Programs

Council will allocate a sufficient amount annually in its budget to facilitate professional development of councillors through programs, training, education courses and membership of professional bodies.

In the first year of a new council term, Council will provide a comprehensive induction program for all councillors which considers any guidelines issued by the Office of Local Government (OLG). The cost of the induction program will be in addition to the ongoing professional development funding.

Payment of Expenses and Provision of Facilities For the Mayor and Councillors

Annual membership of professional bodies will only be covered where the membership is relevant to the exercise of the Councillor's civic duties, the Councillor actively participates in the body and the cost of membership is likely to be fully offset by savings from attending events as a member.

Approval for professional development activities is subject to a prior written request to the General Manager outlining the:

- details of the proposed professional development
- relevance to Council priorities and business
- relevance to the exercise of the Councillor's civic duties.

In assessing a Councillor request for a professional development activity, the General Manager must consider the factors set out in this policy, as well as the cost of the professional development in relation to the available budget.

3.5 Out-of-Pocket Expenses

In accordance with 2.4 above, the following out of pocket expenses will apply:

- 3.5.1 So that Councillors, as delegates of the Council attending conferences are not financially disadvantaged, Councillors shall be entitled to claim "out-of-pocket" expenses.
- 3.5.2 The amount of the payment under Clause 3.5.1 shall be equal to reasonable costs substantiated by a tax invoice receipt or statutory declaration to the effect that the expenditure was incurred.
- 3.5.3 Such payment shall be made to cover incidental expenses associated with the conference attendance (and up to the relevant daily limits as per clause 2.4 herewith) such as:
 - telephone, facsimile or internet usage. Council will meet the cost of telephone calls from the delegate to his/her family and to Council during the period of the conference. Other telephone expenses are to be paid for by the delegate;
 - (ii) breakfasts, lunches, dinners and other meals not included in the registration fee;
 - (iii) laundry Council will meet the cost of reasonable laundry or dry cleaning services whilst at the conference, if necessary;
 - (iv) optional activities in a conference program where approved by the General Manager;
 - (vii) gifts taken If it is appropriate that gifts be required for presentations, Council will provide items as determined by the General Manager.
 - (viii) gifts received Council's Code of Conduct should be adhered to at all times. Any gifts received must be declared in Council's Gift Register.

The following items are expressly excluded from incidental expenses that will be funded by Council

- (i) bar fridge Council will not meet the cost of any expenses incurred from the use of the bar fridge provided in the hotel room or snack food as provided by the bar fridge service.
- (ii) bar service Council will not meet the cost of any expenses incurred at the bar located within the hotel other than where special guests have been invited for drinks at the request of the Mayor or leader of the Council's delegation or meals as provided for in 2.4.
- 3.5.4 An advance payment to the Councillor's bank account for "out-of-pocket" expenses under this clause may be paid, subject to any portion being refundable to the Council within seven (7) days of the conclusion of the conference if the actual period of attendance is less than that upon which the allowance was assessed. Any request for a cash advance must be completed on the attached form "Request for Cash Advance for the Purpose of Travelling on Council Business".

3.6 Conference Costs - Payment in Advance

- 3.6.1 The Council will normally pay registration fees, accommodation costs and airline/train tickets direct to conference organisers/travel agent in advance. Where this is not appropriate or possible an advance payment or cheque equivalent thereto may be paid to the attendee for payment to the appropriate party.
- 3.6.2 Any advance payments must be properly accounted for on the prescribed form within one (1) month after such conference.

3.7 Conference Costs - Delegates' Accompanying Person

- 3.7.1 Where he Mayor or a Councillor is accompanied at a conference all costs for, or incurred by, the accompanying person, including travel, breakfast, meals, registration and/or participation in any conference programs, are to be borne by the Councillor/accompanying person and not by the Council. The exception to this is that Council will meet the costs of the official conference dinner for an accompanying person of a Councillor for the Local Government NSW Annual Conference only. Accompanying person's registration, or accompanying person's program fees, are to be paid to the conference organiser, etc. and paid at the time of registration. The Council is prepared to receive such registration and payments and to forward them on to the conference organiser, etc with any Council delegates' registration.
- 3.7.2 Where the Council meets, on account, any expenditure or cost on behalf of an accompanying person attending a conference, such expenditure must be repaid to the Council by the Councillor/accompanying person within seven (7) days of being invoiced for such expenditure following the conclusion of the conference.

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3.8 Local Functions

Where the Councillor attends local functions on behalf of Council, Council will be responsible for the payment of any fees for both the Councillor and their partner/accompanying person.

3.9 Overseas Travel

Overseas Travel for any purpose which is considered to be relevant to Council business and /or of particular benefit to the local community must be approved by Council. Full details of the travel and the purpose for the travel must be approved on an individual basis. The use of a tabled Mayoral Minute (not included on the Council Agenda) to obtain Council approval for travel is not considered appropriate as it is not consistent with principles of openness and transparency.

Retrospective re-imbursement for overseas travel is not permitted.

After returning from overseas the Councillor, or an accompanying member of Council staff, must provide a detailed written report to Council on the aspects of the trip relevant to Council business and/or the local community.

In regard to Sister City Relationships the establishment of a Sister City Relationship will be on the basis that Council bear no cost of staff members, the Councillor or members of the public visiting Sister Cities, with the exception being in respect of the Sister Cities Officer as follows:

That Council fund the salary, travel and accommodation expenses for the Sister Cities Officer to undertake a visit to Minokamo and Wujiang every three years, with the first visit being within the first year of appointment of a new person to the position based upon the following conditions:

- The visits to both Minokamo and Wujiang being combined during the one (1) overseas trip
- A maximum of seven (7) days is spent during any one (1) combined visit
- That the Sister City Officer be paid his /her normal salary for a maximum of seven (7) days during any one (1) visit
- An economy return air fare being provided from Dubbo to the Sister Cities
- The Sister City Officer being paid for subsistence and accommodation during any visit at Level One (1) of the Reasonable Travel Allowance for the Sydney Metropolitan Area as determined from time to time by the Australian Taxation Office and as detailed in Council's Management Policy — Travelling and Subsistence Expense Policy.
- Travel insurance, a visa to visit China and travel to and from airports to accommodation being funded by Council.
- Council not incurring any other incidental travel costs such as a passport, luggage, clothes, money conversion costs and travel debit / credit card costs.

3.10 Care

Council will reimburse reasonable costs of care arrangements including childcare expenses and the care of elderly, disabled and/or sick immediate family members of Councillors to allow the Councillors to undertake their Council business obligations. Such costs will be certified by the Councillor to be necessarily incurred in the course of fulfilling their civic duties and/or conducting Council business.

3.11 Expenses Claim Approval

Any claim submitted to Council for reimbursement of expenses must be approved by the Manager Governance and Risk Services having regard to appropriateness of the claim and regard to budget allocations. The General Manager will then authorise the claim approval form.

3.12 Disputes Resolution

Any dispute relating to the administration of this Policy must be made in writing to the General Manager detailing the grounds for the dispute.

Any such disputes will be referred to the next scheduled Ordinary Meeting of the Council for determination and resolution.

PART 4 - LEGAL ASSISTANCE

4.1 Legal and Representation Costs - Enquiries, Investigations, Hearings, etc

- 4.1.1 Council may, if requested, indemnify or reimburse the reasonable legal expenses of:
 - a Councillor defending an action arising from the performance in good faith of a function under the Local Government Act provided that the outcome of the legal proceedings is favourable to the Councillor
 - a Councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the Councillor
 - a Councillor for proceedings before an appropriate investigative or review body, provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal investigation or review and the investigative or review body makes a finding substantially favourable to the Councillor.
- 4.1.2 In the case of a code of conduct complaint made against a Councillor, legal costs will only be made available where the matter has been referred by the General Manager to a conduct reviewer and the conduct reviewer has commenced a formal investigation of the matter and makes a finding substantially favourable to the Councillor.

Payment of Expenses and Provision of Facilities For the Mayor and Councillors

- 4.1.3 Legal expenses incurred in relation to proceedings arising out of the performance by a Councillor of his or her functions under the Act are distinguished from expenses incurred in relation to proceedings arising merely from something that a Councillor has done during his or her term in office. For example, expenses arising from an investigation as to whether a Councillor acted corruptly would not be covered by this section.
- 4.1.4 Council will not meet the legal costs:
 - of legal proceedings initiated by a Councillor under any circumstances
 - of a Councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation
 - for legal proceedings that do not involve a Councillor performing their role as a Councillor.
 - 4.1.5 Reimbursement of expenses for reasonable legal expenses must have Council approval by way of a resolution at a Council meeting prior to costs being incurred.

4.2 Legal Advice

Legal advice relating to a pecuniary interest, conflict of interest or matter governed by the code of conduct which in the opinion of the General Manager is necessary to clarify the Councillor's responsibilities in the performance of his/her duties will be provided and paid for by Council.

PART 5 - INSURANCES

5.1 Personal Accident Insurance

Council carries a personal accident insurance policy on Councillors of Council as set out hereunder.

On the lives of ten (10) Councillors whilst engaged on their duties as Councillors of the Dubbo Regional Council, including whilst travelling.

COVERED PERSON(S)/ CATEGORIES

- 1: The Mayor, Chairperson, Elected Members, Councillors, Commissioners and Administrators
- 2: All Employees of the Policyholder
- 3: All Accompanying Spouse/Partners and/or Dependent Child(ren) of Category 1 and 2 Covered Persons and including any persons engaged to undertake sister city visits on the Policyholder's behalf
- 4: All voluntary workers of the Policyholder
- All members of any Committees and Trusts established by the Policyholder including Local Representative Advisory Committees (LRAC)

Payment of Expenses and Provision of Facilities For the Mayor and Councillors

- 6: Work Experience Students and Other Persons where the Policyholder is required to provide coverage whilst such persons are engaged in any Government Labour Market, Training or Job Creation Projects
- All Employees of the Policyholder engaged in authorised amateur sporting competitions organised by the Policyholder

SCOPE OF COVER

Categories 1, 2 and 3:

In respect to this Category "Covered Persons" are covered while engaged on a Journey (as defined) undertaken on the Policyholder's business, including any Incidental Private Travel.

Notwithstanding the above, cover under Section 1 & 2 of this Policy shall be whilst engaged in or on any activity directly or indirectly connected with or on behalf of the Policyholder including whilst travelling directly to and/or from such activity.

Categories 4 and 5:

In respect to this Category "Covered Persons" are covered while engaged on a Journey (as defined) undertaken on the Policyholder's business, including any Incidental Private Travel.

Notwithstanding the above, cover under Section 1 and 4(A) of this Policy shall be whilst engaged in or on any authorised voluntary work directly or indirectly connected with or on behalf of the Policyholder including whilst travelling directly to and/or from such activity.

Category 6:

Cover under the Policy applies to all those hazards to which a Covered Person is exposed whilst actually engaged in or on any Government Labour Market, Training or Job Creation Projects excluding necessary direct travel to and from such activities on behalf of the Policyholder. Provided always that the Policy shall only apply in respect of such work officially organised by and under the control of the Policyholder.

Category 7:

Cover under the Policy applies to all those hazards to which a Covered Person is exposed whilst actually engaged in any authorised amateur sporting event including necessary direct travel to and from such events. Provided always that the Policy shall only apply in respect of such events officially organised by and under the control of the Policyholder.

APPENDIX NO: 1 - DRAFT PAYMENT OF EXPENSES AND PROVISION OF FACILITIES FOR MAYOR AND COUNCILLORS POLICY

ITEM NO: CCL17/121

Payment of Expenses and Provision of Facilities For the Mayor and Councillors

SCHEDULE OF BENEFITS Sum Insured as per Table of Events – Each Covered

Person

Section 1 Personal Accident and Sickness

Part A – Lump Sum Benefits

Category 1 Events 1 - 30 5 times salary

up to a maximum of \$1,000,000 and a minimum of \$500,000

Categories 2 to 6 Events 1 - 30 \$300,000

Categories 1 to 6 – Injury Resulting In Surgery \$20,000

Part B - Weekly Benefits Injury

Category 1 (156 weeks) 100% of Salary up to \$4,000 Categories 2 to 6 (156 weeks) 100% of Salary up to \$3,000

Part C - Injury Resulting in Fractured Bones

Categories 1 to 6 \$5,000

Part D - Injury Resulting in Dental Procedures

Categories 1 to 6 \$5,000

All other Sections as shown in the policy schedule.

AGGREGATE LIMIT OF LIABILITY FOR ALL COUNCILS COMBINED

Applicable to Sections 1 and 2 only

(A) Any one Event \$10,000,000 (B) Non-Scheduled Flights \$1,000,000

(C) Any one event with respect to War/Civil War

\$500,000

(D) Any one Period of Insurance with respect to

War/Civil War \$1,000,000
(E) Section 2 – Kidnap and Ransom \$2,000,000
Note: (C) and (D) above are applicable to Afghanistan,

Chechnya, Iraq and Somalia only.

AGE LIMITATIONS Compensation is limited for Covered Persons aged

ninety (90) years or over and in respect of each Dependent Child(ren) aged eighteen (18) years or under as per the General Provisions and Conditions Applicable

to the Policy noted in the Policy wording.

5.2 Professional Indemnity/Public Liability Insurance

(i) General Liability – indemnify each insured person(s) for all costs, charges, expenses and defence costs but excluding fines and penalties incurred in relation to any prosecution (criminal or otherwise) of any insured person(s), attendance by any insured person)s) at any official investigation, examination, inquiry or other proceedings ordered or commissioned during the period of insurance by any official body or institution that is empowered to investigate the affairs of the Council by reason of any wrongful act wherever or whenever committed or allegedly committed by the insured person(s) in their capacity as insured person(s), <u>BUT</u> subject to any limitations or conditions set out in the policy of insurance which is, at the direction of the Council.

Payment of Expenses and Provision of Facilities For the Mayor and Councillors

(ii) Professional Indemnity - for matters arising out of the Councillor's performance of civic duties or exercise of the functions provided the performance or exercise of the relevant civic duty or function is in the opinion of Council bona fide and/or proper and is carried out in good faith, as required under 731 of the Local Government Act, BUT subject to any limitation or conditions set out in the policy of insurance, which is, at the direction of Council, taken out.

5.3 Councillors' and Officers' Liability Insurance

Councillors' and Officers' Liability Insurance provides limited financial protection to Councillors and staff in circumstances where they may be named as an individual to a claim, and the normal protections under the Local Government Act or Council's General and Professional Liability insurance are not available.

The protection provided covers the liability to pay civil damages, the claimant's legal costs, and the Councillor's or staff member's costs incurred in the claim (policy limit \$10million). The protection extends to the estate and heirs of a deceased Councillor or staff member.

The policy specifically excludes protection for claims brought by a Councillor or staff members against another Councillor or staff member.

PART 6 - ANNUAL FEES - MAYOR AND COUNCILLORS

6.1 Fees Payable to Councillors

Pursuant to Section 248 of the Act, the Council shall, prior to 30 June each year, set by resolution, the annual fees to be paid to a Councillor for the following year commencing 1 July, provided that such fee shall be within the range for the Council determined annually by the Local Government Remuneration Tribunal. Such payment shall be subject to Section 254A of the Regulations and any specific resolution of the Council under Section 254A.

6.2 Fees Payable to the Mayor

Pursuant to Section 249 of the Act, the Council shall, prior to 30 June each year, set by resolution, the annual fee to be paid to the Mayor for the following year commencing 1 July provided that such fee shall be within the range for the Council determined annually by the Local Government Remuneration Tribunal.

NOTE:

In accordance with the Australian Taxation Office Interpretative Decision 2007/205, Council may enter into an arrangement with a Councillor under which the Councillor agrees to forego all or part of their annual fee in exchange for the Council making contributions to a complying superannuation fund on their behalf.

Payment of Expenses and Provision of Facilities For the Mayor and Councillors

PART 7 – PROCESSES

7.1 Approval, payment and reimbursement arrangements

- 7.1.1 Expenses should only be incurred by Councillors in accordance with the provisions of this policy.
- 7.1.2 Approval for incurring expenses, or for the reimbursement of such expenses, should be obtained before the expense is incurred.
- 7.1.3 Up to the maximum limits specified in this policy, approval for the following may be sought after the expense is incurred:
 - local travel relating to the conduct of official business
 - carer costs
- 7.1.4 Final approval for payments made under this policy will be granted by the General Manager or their delegate.

7.2 Direct payment

7.2.1 Council may approve and directly pay expenses. Requests for direct payment must be submitted to the General Manager for assessment against this policy using the prescribed form, with sufficient information and time to allow for the claim to be assessed and processed.

7.3 Reimbursement

7.3.1 All claims for reimbursement of expenses incurred must be made on the prescribed form, supported by appropriate receipts and/or tax invoices and be submitted to the General Manager.

7.4 Advance payment

- 7.4.1 Council may pay a cash advance for Councillors attending approved conferences, seminars or professional development.
- 7.4.2 The maximum value of a cash advance is \$100 per day of the conference, seminar or professional development to a maximum of \$500.
- 7.4.3 Requests for advance payment must be submitted to the General Manager for assessment against this policy using the prescribed form with sufficient information and time to allow for the claim to be assessed and processed.
- 7.4.4 Councillors must fully reconcile all expenses against the cost of the advance within one month of incurring the cost and/or returning home. This includes providing to Council:
 - a full reconciliation of all expenses including appropriate receipts and/or tax invoices
 - reimbursement of any amount of the advance payment not spent in attending to official business or professional development.

7.5 Notification

- 7.5.1 If a claim is approved, Council will make payment directly or reimburse the Councillor through accounts payable.
- 7.5.2 If a claim is refused, Council will inform the Councillor in writing that the claim has been refused and the reason for the refusal.

7.6 Reimbursement to Council

- 7.6.1 If Council has incurred an expense on behalf of a Councillor that exceeds a maximum limit, exceeds reasonable incidental private use or is not provided for in this policy:
 - · Council will invoice the Councillor for the expense
 - the Councillor will reimburse Council for that expense within 14 days of the invoice date.
- 7.6.2 If the Councillor cannot reimburse Council within 14 days of the invoice date, they are to submit a written explanation to the General Manager. The General Manager may elect to deduct the amount from the Councillor's allowance.

7.7 Timeframe for reimbursement

7.7.1 Unless otherwise specified in this policy, Councillors must provide all claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

DUBBO REGIONAL COUNCIL EXPENSES OF MEMBERS OF COUNCIL

(Local Government Act, 1993) Section 252

NOTES	S:				
	laim to be submitted in accor		's Policy – Payment	t of Ex	penses and Provisio
of Facilities for the Mayor and Councillors. 2. Expenses claimed must be substantiated by Tax Invoice/Receipts or Statutory Declarat					tory Declaration (se
	ver).	.,	,		,
TRAV	ELLING EXPENSES				
Date	Meeting/F	unction			Distance Travelled
Total	distance travelled:	km @	¢ per km		
Engine	e size	•	le use)	\$_	
					(office use)
OUT (OF POCKET EXPENSES				
Funct	ion/Occasion:				
Date:					
Sumn	nary of Expenses claimed:				
				\$_	
				\$_	
				\$_	
		TOTAL P	AYABLE	\$_	(office use)
Name	of Claimant:			-	(office use)
Signat	ture of Claimant:			Date	:
Paymo	ent Approved		MANAGER	GOVE	RNANCE AND RISE
Dayma	ent Authorised			G	ENERAL MANAGER

Payment of Expenses and Provision of Facilities For the Mayor and Councillors

STATUTORY DECLARATION

(1) Here insert name, address and occupation				
of person making the declaration	(Address)			
	(Occupation)			
(2) Here insert matter declared to. Where the matter is long, add the words "as follows:" and then set the matter out in numbered paragraphs.	do solemnly and sincerely declare (2)			
the penalties provided b	ration by virtue of the <i>Statutory Declarations Act 1959</i> as amended and subject to that Act for the making of false statements in statutory declarations, the statements contained in this declaration to be true in every particular. (3)(3)			
	Declared at (place)			
	on (date)			
	before me (in the presence of),			
(4) Signature of person before whom the declaration is made.	(4)			
(5) Here insert title of person before whom the declaration is made.	(5)			
against that Act, the punishment for v summarily, or imprisonment for a terr NOTE 2A statutory declaration may I Notary Public, a person before whom Officer or an Australian Diplomatic Off practitioner, a nurse, a patent attorne postal services to the public, a bailiff, service, the chief executive officer of a continuous service, the holder of a stannon-commissioned officer within the imeaning of the Act, a member of the Institute of Accountants, a member of other than at the grade of student, a rauthority of a State or Territory, a min Commonwealth or of a Commonweal years continuous service, a permanen supplying postal services to the public	a false statement in a statutory declaration under the <i>Statutory Declarations Act 1959</i> as amended is guilty of an offence hich is a fine not exceeding \$200 or imprisonment for a term not exceeding six months or both if the offence is prosecuted not exceeding four years if the offence is prosecuted upon indictment. In made before a Magistrate, a Justice of the Peace, a Commissioner for Affidavits, a Commissioner for Declarations, a last attained by section may be made under the law of the State in which the declaration is made, an Australian Consular for as defined by section two of the Consular Fees Act 1995, a chiropractor, a dentist, a legal practitioner, a medical plant officer with five or more years of continuous service, a building society officer with five or more years of continuous commonwealth court, a civil marriage celebrant, the clerk of a court, a credit union officer with five or more years of tutory office, the Judge of a court, the Master of a court, a member of the Australian Defence Force who is an officer or a neaning of the Defence Force Discipline Act 1982 with five or more years continuous service or a warrant officer within the institute of Corporate Managers, Secretarles and Administrators, a member of the Institution of Engineers, Australia hember of the Parliament of the Commonwealth, the Parliament of a State or Territory legislature or a local government ster of religion registered under Division 1 of Part IV of the Marriage Act 1961, a permanent employee of the hauthority or a State or Territory or of a State or Territory authority or a local government authority with five or more employee of the Australian Postal Corporation with five or more years continuous service who is employed in an office employee of the Australian Postal Corporation with five or more years continuous service who is employed in an office officer, the Registrar or Deputy Registrar of a court, a Senior Executive Service officer of the Commonwealth or of alth, State or Territory authority, a Sheriff's offic			

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Payment of Expenses and Provision of Facilities

For the Mayor and Councillors

DUBBO REGIONAL COUNCIL

REQUEST FOR CASH ADVANCE FOR THE PURPOSE OF TRAVELLING ON COUNCIL BUSINESS

(THIS FORM MUST BE SUBMITTED TO MANAGER GOVERNANCE AND RISK SERVICES A MINIMUM OF SEVEN (7) WORKING DAYS PRIOR TO REQUIRED DATE TO ENSURE PAYMENT OF ADVANCE IS RECEIVED BY REQUIRED TIME)

NAME:	DATE:
PURPOSE OF TRAVEL:	
START DATE:	END DATE:
AMOUNT OF CASH ADVANCE REQUESTED: (Maximum Cash Advance Request = \$100 per day)	\$
BANK ACCOUNT DETAILS FOR CASH ADVANCE	
Name of Account:	
Bank Name:	
BSB: Accou	nt Number:
I understand that this is an application for a ca Council business. I agree to return any monies no tax invoices/receipts to justify any expenditure in	t spent from this cash advance and to provide
Signed: Date	2:
Payment Authorised:General Mai	nager
General Mai	lage!

Payment of Expenses and Provision of Facilities For the Mayor and Councillors

Page 28



REPORT: Community Engagement and Communications Policy

AUTHOR: Director Economic Development and

Business

REPORT DATE: 22 August 2017

TRIM REFERENCE: ID17/1494

EXECUTIVE SUMMARY

Council resolved at its meeting 24 July 2017 that the draft Community Engagement and Communication Policy be adopted for the purposes of Public Exhibition for a period of 28 days and that a further report on the outcomes of the Public Exhibition be considered.

This report provides results of the Public Exhibition and recommends the draft Community Engagement and Communication Policy, as exhibited, be adopted.

ORGANISATIONAL VALUES

<u>Customer Focused</u>: The Community Engagement and Communication Policy supports open and transparent communication with customers.

<u>Integrity</u>: The Community Engagement and Communication Policy establishes minimum standards for community consultation.

<u>One Team</u>: The Community Engagement and Communication Policy applies to the whole organisation and encourages team work and consultation across the organisation with all internal stakeholders.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

The Community Engagement and Communication Policy will become a Policy of Council.

RECOMMENDATION

- 1. That the report of the Director Economic Development and Business dated 22 August 2017 be noted.
- 2. That the draft Community Engagement and Communication Policy attached as Appendix 1 to the report of the Director Economic Development and Business dated 22 August 2017 be adopted.

Natasha Comber

Director Economic Development and Business

BACKGROUND

Since the amalgamation of the former Dubbo City and Wellington councils on 12 May 2016 Council has been operating under interim protocols in relation to communication and community engagement.

A new Council Policy for Community Engagement and Communication is required to supersede the policies of the former Dubbo City Council Community Participation in Council Decision Making Policy and former Wellington Council Community Engagement Policy.

At the Ordinary meeting of Council on 24 July 2017 it was resolved to place the Draft Community Engagement and Communication Policy on Public Exhibition for a period of 28 days.

REPORT

The draft Community Engagement Policy, **Appendix 1**, supersedes the policies of the former Dubbo City Council Community Participation in Council Decision Making Policy and former Wellington Council Community Engagement Policy.

The draft Policy recognises that effective community engagement and communication has benefit to Council and the community. Such benefits include:

- Better outcomes through understanding needs and views of the community and customers
- Outcomes that are broadly supported by the community
- Increased satisfaction with Council services, operations, staff and elected officials
- Increased awareness, understanding and acceptance of decisions made
- Development of solutions to local issues through Council/community partnerships
- Increased community understanding of Council processes and responsibilities

The draft Policy commits Council to engaging the community in the following circumstances:

- Where there is a legislative/statutory requirement
- When Council resolves to undertake community consultation
- On issues that have the potential to affect the delivery of services or facilities that contribute to community well-being, growth and prosperity
- When identifying and understanding the needs and priorities of the community for the purposes of strategic planning
- To monitor and evaluate community satisfaction with Council or Council services

This draft Policy was placed on Public Exhibition as it relates to interactions with the Community beyond operational functions.

The draft Policy was exhibited from 25 July 2017 to 5pm 21 August 2017. The Policy was available on the Public Exhibition section of Council's website www.dubbo.nsw.gov.au and hard copies were displayed in Council's Administration centres in Dubbo and Wellington for public inspection.

The Public Exhibition period was advertised in the Council column 10 August 2017 and 17 August 2017 and included in the media release following the July meeting of the Finance and Policy Committee distributed 19 July 2017.

There were zero (0) Public Submissions received during the Public Exhibition period.

It is considered the Policy as exhibited is consistent with similar policies in force in other Local Government Areas and has been developed following consultation with respective Council staff with expertise and accountability for undertaking community engagement.

As such, the Policy is recommended for approval.

Appendices:

1. Community Engagement and Communication Policy



COUNCIL POLICY

Community Engagement and Communication

Date

Council Resolution Date

Clause Number

Responsible Officer Manager Communications and Stakeholder Engagement

Position Manager Communications and Stakeholder Engagement

Branch Communications and Stakeholder Engagement

Division Economic Development and Business

Version

TRIM Reference Number

Review Period

Review Date

Consultation Executive Staff/Managers

Document Revision History		
Description	Date	
To ensure that councils participation processes are appropriate, accessible, well planned and adequately resourced and that all community participation is undertaken in accordance with the principles of this policy	22/09/2016	
Retitled from Community Participation in Decision making to better reflect purpose of policy. Simplified policy and aligned to new Community Engagement and Communication Strategy	12/4/2017	
Notes		
Updated to new Dubbo Regional Council Template		

ADDENINIY NO. 1	- COMMUNITY ENGAGEMENT	AND COMMUNICATION POLICY
ALLEINDIV IAO' T	- COMMUNICIALLY ENGAGEMENT	AND COMMONICATION POLICE

POLICY

PURPOSE

To ensure that Dubbo Regional Council (DRC) conducts appropriate community engagement and communication which, at a minimum, meets legislative requirements and encourages community participation in Council's decision making.

This policy clarifies an open and transparent processes for informing, involving and engaging the community and the role of the Communications and Stakeholder Engagement branch (Communications team) and other Council staff.

BACKGROUND AND RELATED LEGISLATION

Related Legislation

Environmental Planning and Assessment Act, 1979 and Regulation Local Government Act, 1993

Related Council Policies

Dubbo Regional Council mage Policy Dubbo Regional Council Media Policy

SCOPE

This policy applies to all Council operations and functions. This extends to all Council representatives and staff involved in the process of community engagement and communications.

DEFINITIONS

Community engagement is the process of DRC and groups of people working cooperatively around an issue prior to DRC determining a decision or a direction on that issue.

Engagement can include:

- Gathering and provision of information
- Consultation
- Participation

Communication is a process for informing the community about Council services, programs and decisions. Communication may be formal and structured or informal and less structured to meet the needs of a particular audience. Communication is a vital component of community engagement.

Community refers to all stakeholders including but not limited to residents, ratepayers, interest groups, organisations and individuals with an interest in the Dubbo Regional Local Government Area and the services, functions and future direction of Dubbo Regional Council.

POLICY

Dubbo Regional Council recognises that effective community engagement and communication has benefit to Council and the community. Such benefits include:

- Better outcomes through understanding needs and views of the community and customers
- Outcomes that are broadly supported by the community

- ITEM NO: CCL17/122
- Increased satisfaction with Council services, operations, staff and elected officials
- Increased awareness, understanding and acceptance of decisions made
- Development of solutions to local issues through Council/community partnerships
- Increased community understanding of Council processes and responsibilities

Community engagement planning will be informed by the Public Participation Spectrum developed by the International Association for Public Participation (IAP2) which outlines five levels of public participation; inform, consult, involve, collaborate and empower.

Council will consider the level of impact and complexity of a project prior to conducting a community engagement process and prepare a community engagement plan and determine appropriate methods for engagement that align with the determined level of impact.

Council will utilise Council owned channels and platforms to inform the community of opportunities for community engagement and to communicate Council services, programs and decisions.

Principles

The following principles will underpin Dubbo Regional Council's approach to community engagement and communication. Dubbo Regional Council will:

- inform the community about Council's decision-making processes about long term planning, asset management and service delivery;
- ensure that participation processes are clear about the decision to be made and the level of influence the community can have on the decision;
- communicate clearly the context and objectives of community engagement processes;
- provide community members with all appropriate and relevant information about the background to the issue, including existing policies, legislative requirements, opportunities and constraints;
- use community engagement methods appropriate for the targeted community groups;
- ensure allocation of adequate resources, including time and skills as well as funding, to participation processes;
- be respectfully curious about community views and perspectives, free from bias; and
- where appropriate, report on, consider, respond to and act on community input received as part of Council decision-making processes.

When Council should engage

Different issues under consideration by Council will have varying requirements for community engagement. Council representatives and staff are responsible for determining if, and to what extent community engagement is required as appropriate to their role and function.

Council will undertake a formal community engagement process in the following circumstances:

- Where there is a legislative/statutory requirement
- When Council resolves to undertake community consultation
- On issues that have the potential to affect the delivery of services or facilities that contribute to community well-being, growth and prosperity

- When identifying and understanding the needs and priorities of the community for the purposes of strategic planning
- To monitor and evaluate community satisfaction with Council or Council services

Under the Local Government Act 1993 Council is required to publicly exhibit certain information for a set period of time. Notification in respect to Development Applications is governed by the Environmental Planning and Assessment Act 1979. Any statutory obligation must be adhered to.

Preparing a Community Engagement Plan

Council staff will ensure the following steps are followed when planning and undertaking community engagement. Council's Communications team is to be informed of new community engagement programs and will provide advice on preparing and implementing engagement plans.

- 1. Define the project
- 2. Determine the level of impact and influence
- 3. Determine type of participation
- 4. Review stakeholder and select appropriate engagement methods (participation methods must consider accessibility for intended audience)
- 5. Develop timeframe and resources
- 6. Consider Feedback, reporting and evaluating

Compliance with Council Policy and Respective Legislation

To comply with Council Policy and respective legislation the following special considerations apply:

1. Submissions

In circumstances where Council requires members of the public to make written submissions all submissions received will be regarded as public and available for general access unless the writer specifically requests that they want their personal details to be suppressed.

Written submissions include correspondence received in person, email, completion of online form or other paper based submission form.

Submissions must be addressed to the General Manager.

2. Surveys

Use of surveys including online surveys, polls and questionnaires are to be undertaken in line with the Privacy Act and Council's Information Management Policies. This includes:

- Securely storing recipients personal information
- Disclosing how and why personal information is being collected and how it will be used
- Clearly identifying the survey as being undertaken by or on behalf of Dubbo Regional Council
- Developing and publicising any terms or conditions for the award of participation incentives
- When utilising online collection tools action should be taken to restrict multiple entries from the same user

Telephone surveys must be completed in accordance with the 'do not call register'.

The results of Customer surveys undertaken by individual branches are to be forwarded to Council's Communications team to maintain a central repository of survey results.

The Communications team is to provide assistance to other branches in respect of the development of customer and community surveys where necessary.

3. Public Exhibition

Changes to relevant council procedures, polices, and tenders must go on public exhibition in accordance with the relevant legislation.

RESPONSIBILITIES

Council Managers and staff undertaking community engagement and communication are responsible for:

- Informing DRC's Communications team in respect of information being communicated to the community or undertaking community engagement
- Prepare communications plans as part of planning processes for projects which impact the community
- Undertake training and development in community engagement to build capability
- Advise all relevant internal stakeholders (such as customer service, Communications, Executive staff) before commencing community engagement, communication plan or campaign
- Comply with Council's relevant policies including Brand Guidelines, Media Policy and Community Engagement and Communication Policy, Social Media (Management) Policy

Communications team are responsible for

- Maintaining organisational accountability for Community Engagement and overseeing compliance with Council policy
- Maintaining a register of customer and community surveys undertaken by branches and divisions across Dubbo Regional Council
- Providing advice and assistance in the development and implementation of community engagement and communication plans
- Undertaking an annual Community Satisfaction Survey

DUBBO REGIONAL COUNCIL



REPORT: Wellington Caves Concept Master Plan

AUTHOR: Director Economic Development and

Business

REPORT DATE: 21 August 2017

TRIM REFERENCE: ID17/1533

EXECUTIVE SUMMARY

A draft Wellington Caves Concept Master Plan has been developed by TRC Tourism following an initial round of targeted stakeholder consultation. Attached as **Appendix 1**, this initial draft is in the first stages of development and as such is being presented for community feedback and further stakeholder consultation.

The community consultation being sought will help strengthen the positive relationships between the community and the Wellington Caves and ensure that a refined plan reflects community and stakeholder input, ideas and vision.

Following a second phase of consultation a draft Wellington Caves Master Plan, will be presented to Council. Following the adoption of a Master Plan, successful design tenders for the design of the new Visitor Experience Centre will be appointed.

ORGANISATIONAL VALUES

<u>Customer Focused</u>: Development of the Master Plan will ensure that the Wellington Caves will be able achieve the highest level of customer service and visitor experience.

<u>Integrity:</u> well qualified and experience professionals have been engaged to deliver the project which will included high level of stakeholder and community consultation

<u>One Team:</u> staff from across the organisation will be providing input to the project

FINANCIAL IMPLICATIONS

The development of a Wellington Caves Master Plan is be funded through the NSW Stronger Community Fund, Wellington Caves Visitors Experience Centre.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

- 1. That the information in the report of the Director Economic Development and Business, dated 21 August 2017 on the phase 1 consultation process for the draft Wellington Caves Concept Master Plan be noted.
- 2. That the draft Wellington Caves Concept Master Plan be placed on public exhibition for a period of 28 days beginning 31 August 2017, with feedback received used to create a draft Wellington Caves Master Plan.
- 3. That following public exhibition an updated draft Wellington Caves Master Plan be presented to Council for consideration of Council in October 2017.

Natasha Comber
Director Economic Development and Business

BACKGROUND

The Wellington Caves are arguably the most scientifically researched and historically important cave site in the country. The site has a rich an important history, well known to the Aboriginal people of the area prior to European settlement, it is thought to have been discovered by Europeans during the convict settlement of Wellington, with the first documented evidence produced in 1826. In 1830 it became the site of the first mammal fossil discovery in Australia. The fossils were of international significance and became influential in Charles Darwin's theory of evolution. To this day Wellington Caves is still drawing scientists to study its rich fossil deposits, unique geology and hydrological properties.

Tourism officially commenced on the site in 1885 and with over a 130 years of tourism activity the site has developed organically overtime. A caravan park was added in the 1970's and 1980's, along with a Kiosk. The accommodation has recently undergone a \$1.2 million upgrade to accommodation facilities.

Given the site's scientific, historical, environmental and economic significance it is of the utmost importance that the site is supported by forward planning and opportunities to improve the visitor experience, while maintaining the integrity of the natural assets. A master plan is being developed to ensure that this is achieved.

Expressions of interest to develop the Wellington Caves Master Plan were called and fifteen (15) submissions were received. An assessment of the submissions was undertaken and four (4) companies were requested to provide quotations. TRC Tourism were selected as the preferred option and were engaged on 12 July 2017 to undertake the development of the Wellington Caves Master Plan. Since engagement TRC Tourism has undertaken site visits, conducted workshops with key stakeholders and undertaken market research analysis. A draft Wellington Caves Concept Master Plan has now been developed.

REPORT

Wellington Caves was successful in securing \$2.5 million from the NSW Stronger Communities Fund for a new Visitor Experience Centre and recently received an additional \$1.3 million of state funding for facility development to support growth in the education market. To ensure this funding is maximised to its full potential in delivering social, cultural and economic benefits, Dubbo Regional Council is investing in the development of a Wellington Caves Master Plan.

The timing of the development of the Wellington Caves Master Plan is critical in ensuring the Visitor Experience Centre project is completed within the required time frames of the funding agreement, being expenditure by mid-2019 and construction by the end of 2019.

TRC Tourism has been engaged to undertake the development of the Wellington Caves Master Plan. With 25 years experience, TRC Tourism have an extensive track record working in the field of tourism, recreation, conservation and culture, giving them an understanding of both the business and conservation objectives of a site like Wellington Caves.

The Project Manager, Alistair Henchman has experience in cave and karst management having previously sat on the Jenolan Caves Trust Committee.

As part of phase one community consultation, feedback, advice and input has been sourced from targeted stakeholders including the Caves Advisory Group, Wellington Cave's team and relevant Council Managers to develop the draft concept Master Plan, attached as **Appendix 1**.

The draft concept Master Plan provides a brief history, context and site analysis of the current situation of the site including its position within the regional tourism destination then provides a proposed direction for the ongoing operation and management of the site as well as potential infrastructure upgrades based on industry and visitor needs. These recommendations provide direction for the caves and surrounding grounds, potential building installations as well as the surrounding precinct including the carpark, entry point and roadway and the potential of the village area located on the entry roadway.

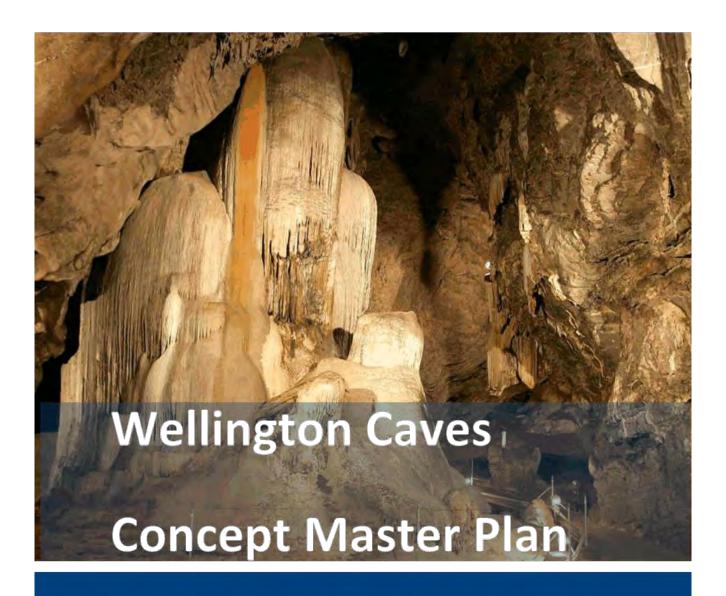
The Plan also highlights the potential tourism and business partnerships that currently may be underutilised as well as the key target markets for the caves complex operating as a tourist attraction and accommodation provider.

It is proposed that a second phase of community consultation be undertaken to further refine concepts in the draft plan and ensure that the plan reflects community and stakeholder input, ideas and vision.

At this stage, the draft concept Master Plan highlights the planned Visitor Experience Centre and potential Dormitory Upgrade, although significant work will still need to be undertaken within this masterplan in regard to those facilities and the broader Wellington Caves precinct plan. There will also be further work undertaken separate to this Master Plan to ensure such development projects will be completed in line with the Master Plan, and within the required time frame and allocated budget.

Appendices:

1 Wellington Caves Master Plan Draft Report V7 240817



Draft Report for Community Consultation 18 August 2017

DRAFT







Acknowledgements

The Wellington Caves Master Plan report has been prepared by TRC Tourism Pty Ltd and Newscape Design for Dubbo Regional Council.

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3



1 Introduction

The first European record of caves at Wellington dates from 1826 and by 1830 fossil bones collected in the caves were sent to England for scientific study. These bones were mentioned in Darwin's journal and influenced his "Law of Succession of Types" which was published in 1837.

Wellington Caves has been a visitor destination for around 150 years, with a reserve for the Preservation of Caves being established in 1884 and a permanent caretaker established onsite to manage visitation.

This Master Plan aims to identify opportunities to reinforce the attractiveness of Wellington Caves for visitors and create a compelling destination that is adapted to meet contemporary visitor expectations. The Master Plan provides an action plan for making the site an enjoyable destination, improve environmental performance and land management, and build partnerships with academic institutions and local business.

TO PATAGONIA.

Jan. 1834

improbable that mother large animal has likewise a similar affairy.

The teeth of the rodent nearly equalling in size those of the Capylura, which were discovered near Bahia Blanca, must also be remembered.

The law of the succession of types, although subject to same remarkable exceptions, must possess the highest universit to every philosophical naturalist, and was first clearly observed in regard to Ametralia, where focall remains of a large and extinct species of Kangaroo and other marsupial animals were discovered buried in a care. In America the most marked change among the mammalia has been the loss of several species of Mastodon, of an elephant, and of the lurse. These Pachydermata appear formerly to have had a range over the world, like that which deer and antelopes now hold. If Buffon had known of these gignatic armsdilloes, llamas, great rodents, and lost pachydermata, he would have said with a greater semblance of truth, that the crustive force in America had lost its vigour, rather than that it had never possessed such powers.

It is impossible to reflect without the deepest astonish-

It is impossible to reflect without the deepest astonialsment, on the changed state of this continent. Formerly it must have swarmed with great monsters, like the southern parts of Africa, but now we find only the tapir, guanaco, armadillo, and capybaca; mere pigmies compared to the antecedent races. The greater number, if not all, of these estimat quadrupeds lived at a very recent period; and many of them were contemporaries of the existing mollouses. Since their loss, no very great physical changes can have taken place in the nature of the country. What then has exterminated so many living creatures? In the Pampas, the great sepulcine of such remains, there are no signs of violence, but on the contrary, of the most quiet and scarcely sensible changes, At Behria Blanca I endeavoured to show the probability that the ancient Edentain, like the present species, lived in a dry and startle country, such as now is found in that oxighbourbood. With respect to the camel-like Ilama of Patagonia,

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2 Context

The Wellington Caves Reserve is located 7.3km south of Wellington on the eastern side of the Catombal Range in the Bell River Valley, central northern NSW. The site is a 50 minute drive south of Dubbo, the main regional centre, and a 5 hour drive inland from Sydney, with main access via Mitchell Highway to Caves Road.

The region is a major agricultural area with some recreation and conservation sites. Nearby recreational attractions include the Taronga Western Plains Zoo, Old Dubbo Gaol, Lake Burrendong as well as the Catombal Range.

2.1 Organisational context

Wellington Caves is managed by Dubbo Regional Council as trustee of the Wellington Caves Crown Reserve. This reserve includes various land parcels including the adjacent golf course.

Dubbo Regional Council was recently formed from the amalgamation of Dubbo and Wellington Councils and the Wellington Caves Manager now reports into the Economic Development and Business Directorate of Council.

A dedicated Caves Manager manages a small team of staff and contract employees operating the café, cave tours and education programs. This team manage the visitor precinct, caravan park, karst and woodlands areas but not the golf course or adjacent Japanese Gardens. There are twelve in the onsite customer service team. The team includes the Manager, Education and Group Bookings Officer, kiosk attendants and Cave Guides. On an average day, there are three customer service staff and at peak times up to five.

Site maintenance is undertaken by the Council works team. A contract manager is responsible for undertaking the cleaning, general maintenance and after hour check-ins of the accommodation and campground.

2.2 Wellington Caves regional tourism context

Wellington Caves is a part of the Central NSW Fourism Region, and is represented within the Central NSW Destination Management Plan (DMP) 2013. The plan identified the region's hero experience as the Taronga Western Plains Zoo. The DMP also acknowledged stagnation in visitor levels from 2000 - 2012 in Central NSW. The Plan recognised the need to improve the appeal of destinations and upgrade the quality of experiences to grow the visitor economy. Target markets identified in the DMP included Visiting Friends and Relatives and holiday visitors interested in natural and cultural heritage. Domestic day visitors were also seen as a growing market sector, with opportunities to entice them to stay overnight through good value products and high-quality services.

Specific opportunities to grow regional visitation were identified through sports tourism, caravan and camping holidays, culinary tourism, visiting friends and relatives, heritage and culture. Nature tourism was also identified as presenting an opportunity for growth in tourism.

Changes in visitor aspirations were identified, including: seeking enriching experiences that offer active participation, emphasis on expectations of high quality and sustainable experiences (evidenced by certification). Other opportunities identified for the region included an increasing interest in "legacy" tourism, accessible tourism, and Chinese FIT tourism, where businesses can meet the needs of target markets.

Wellington Caves Monton Plan | Droft Report 18 Aurost 2017

The Destination Management Plan identifies the region's core visitor segments as Wanderers and VFR. It also identifies the region's appeal to growing market sectors of cultural heritage and culinary tourism. Additional opportunities for the region identified in the DMP include promoting the local character of the region, increasing adoption and promotion of the region's commitment to sustainability measures, growing the emphasis on quality (infrastructure) and promotion of the region's local produce (100 Mile Diet to showcase local, fresh / organic produce).

Wellington Caves has the potential to respond to many of these identified opportunities.

2.2.1 The region and its visitors

Tourism Research Australia does not have a tourism profile for the former Wellington local government area, however there is tourism profile data available for the former Dubbo local government area 2016¹.

Dubbo region has more domestic day (500,000) than domestic overnight (440,000) visitors. The average stay for overnight visitors is 2 nights, with \$201 spent per night (VFR accommodation) or \$252 per night (commercial accommodation). Domestic day visitors spend on average \$230 per day. 'Holiday' is the main reason for domestic overnight and domestic day visitors, with 'Visiting Friends and Relatives' and 'Business' the equal second reasons for domestic overnight visitation. The Dubbo region has a small number of international visitors (9,000), who report 'holiday' and 'visiting friends and relatives' as their reason for travel.

Accommodation in 'home of friend or relative' is the most common category (423,000 nights), with 'hotel or similar' second (362,000 nights) and commercial camping / caravan park (118,000) nights.

Destination NSW data for Travel to Central NSW² indicates slow to stagnant growth in visitor numbers in the period 2013 – 2017, with a steady growth in visitor nights 2014-2017 overcoming a drop in numbers from 2013. Intrastate visitors make up most visitors (74.5%) and share of nights (74.6%) in the region. Regional NSW is the largest source of visitors (45%) and Sydney (29.5%).

The top activities reported by visitors to Central NSW were:

- 41.5% eat out, dine at restaurant or café
- > 26.4% go shopping for pleasure
- > 25.2% visit friends and relatives
- ▶ 9.4% sightseeing or looking around
- > 7.2% pubs, clubs, discos

The data is at the regional level, however it would indicate a significant number of visitors to the region are not currently visiting attractions such as the Wellington Caves, presenting an opportunity to attract new visitors to the region and to change the behaviour of existing visitors.

Dubbo City Regional Airport passenger numbers in 2015/16 were reported at 203,294, a significant 38% increase on 2014/15 (188,907). This was the result of new air routes connecting Dubbo with Brisbane, Melbourne and Newcastle.

2.2.2 Regional population

According to the ABS 2016 Census, the Dubbo Region's population is 50,077. Remplan Economy Profile Data states that the Dubbo Regional Council services a region of 120,000 people.

2.2.3 Social media

There is overwhelmingly positive feedback on TripAdvisor of the caves and mine tours, also the campground and facilities. In fact, many of the comments are very positive and it would be good to feature the most recent positive reviews on the website home page if possible.

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¹ Tourism Research Australia, Local Government Area Profiles 2015, Dubbo NSW

Destination NSW, Travel to Central NSW, Year ending March 2017

There is quite a bit of commentary on the phosphate mine tour being surprisingly interesting – it may be worth reviewing how this is presented / marketed. It could be that the appeal of this experience is not adequately described? Focus groups or some follow up interviews with participants on the tour could help identify areas for improvement / surprisingly positive aspects of this tour.

Some comments related to visitor expectations of a 'family ticket' option – the purchase of individual tickets for each family member is unexpected (presumably this is in the case of families with more than 2 children). There are some reviews which mention being put off the tours by service levels in the case.

Social media needs to be carefully managed by replying to the reviews and there are guidelines on best practice e.g. thanking for taking the time to review and follow up on both positive and negative comments. TripAdvisor has guidance on how to manage your listing and optimising your engagement with visitors and their feedback.

There are some excellent images featuring the tag Wellington Caves on Instagram — it would be good from a marketing point of view to feature these (or links to them) on the Wellington Caves website, also to comment on the images to build engagement and reputation of the site. It appears one person that has posted on Wellington Caves is a professional photographer / TV producer based in Sydney with links to the area and this person should be contacted to foster a relationship and feature some of his images or entice creative types (e.g. Artist in Residence program, followed by an Exhibition event onsite and in Sydney).

2.3 Major regional attractions

2.3.1 Taronga Western Plains Zoo

Taronga Western Plains Zoo is recognised in the Great Western Plains DMP Action Plan as the region's main visitor attraction and drawcard. Visitor origins for Taronga Western Plans Zoo broadly mirror those to Dubbo region, with 42% coming from NSW intrastate, 27% Sydney 30% Interstate and 1% international. Paid attendance to Taronga Western Plains Zoo was reported at 226,378 in 2015/16 (up 7.9% from 209,720 in 2014/15). Total attendance (including paid, free of charge and function guests) at Taronga Western Plains Zoo was 260,102 people in 2015/16.

The Taronga Zoo Strategic focus areas identified in the Zoo's 2016-2020 Strategic Plan include 'Conservation Outcomes', 'Transformational Guest Experiences', 'Excellence in Conservation Outcomes' and 'Engage and Influence'.

The Taronga Western Plains Zoo Annual Report identified success with digital marketing during 2016, and growth in local admissions (Dubbo and region) through 'Mates Rates' and Zoo Friends memberships. Advertising across the wider Central West NSW region was reported as driving strong visitation from within a two hour radius of Dubbo. Online ticket sales offering an Autumn discount resulted in online ticket sales increasing from 5% to 31% of General Admissions.

2.3.2 Old Dubbo Gaol

2015/16 visitors to Old Dubbo Gaol 46,829 (8% growth from 43,359 in 2014/15)³. The Old Dubbo Gaol is managed by the Dubbo Regional Council and attracts visitors from education groups, VFR visitors to Dubbo, special interest groups (such as Probus), caravan and camping and free and independent visitors.

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³ Dubbo Regional Council Annual Report.

The Old Dubbo Gaol also hosts special events (community oriented) featuring regional cuisine and music events. It is primarily a heritage tourism experience. The special events generate local PR opportunities and create engagement with the site amongst locals.

2.3.3 Western Plains Cultural Centre

Encompassing the collections of the Dubbo Museum and Dubbo Regional Gallery, 2015/16 visitor numbers were 92,471 (1% decrease from 2014/15)⁴. This is a high quality, regionally significant cultural attraction, comprising art gallery, museum and café.

2.3.4 National Parks in the Wellington Region

NSW NPWS do not identify any of their reserves in the Wellington area as having significant visitor numbers, and do not have accurate visitor data available. The Jenolan Caves are a major and well known visitor Caves site in the Blue Mountains and their visitation levels are reported as growing modestly over the past three financial years:

2013/14 226,529
 2014/15 230,261
 2015/16 233,739

2.4 Site Extent

The Crown Reserve (No. 120078) totals 154.98ha including Lots 335 (Caravan Park), 333 (Golf Course), 334 (Caves and Bushland) & Portion 302 but does not include Portion 315 where Golf Course Club House is located. The Reserve was designated for Public Recreation & Environmental Protection in 1989.

The site extent for this Masterplan includes lots 335 (Caravan Park), 334 (Caves and Bushland) as well as the intersection of Mitchell Highway and Caves Road on Lot 2.

Features surrounding the Wellington Caves Reserve include:

- Wellington Golf Course directly south of the caravan park
- Japanese Gardens directly opposite and north of the entrance carpark
- Private residents/shops to the north along Caves Road. These include a woodworking shop, model train collection, bottle house souvenir shop and a fossil collection.

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⁴ Dubbo Regional Council Annual Report

3 Site analysis

3.1 Natural Context

(See Drawing 078.012)

3.1.1 Terrain

The eastern two thirds of the Reserve is undulating terrain rising some 40m above the flood plain. Two limestone outcrops run parallel forming ridgelines on a north/south axis on the eastern half of the reserve. Many caves are found in the western limestone area with six caves of significant size: Cathedral Cave, Gaden Cave, Mitchell Cave, Lime Kiln Cave, Gas Pipe Cave, Anticline (Water) Cave as well as a historic Phosphate Mine.

Most of the eastern two thirds of the Reserve is covered with 'White Box/Yellow Box/Blakely's Red Gum Woodland' which is listed as an Endangered Ecological Community.

The western third of the Reserve is a flood plain on the eastern side of the Bell River where the Wellington Golf Course is located. The flood plain alluvium is highly permeable and water exchanges readily from Bell River to surrounding alluvial soils, making it flood-prone.

3.1.2 Geology

Two massive limestone outcrops form the two north-south trending karst formations.

Bell Valley Alluvials (sands and gravels) occupy most of the golf course and western part of the caravan park. This alluvium contains significant aquifers which are the principal source of domestic and irrigation water for the Caravan Park and Golf Course.

Between the limestone formations are varying thicknesses of silts and gravels.

A variety of interesting crystal and rock formations have formed within the limestone of the cave systems, most notably the altar within Cathedral cave.

Sandstones composed of fine bone fragments, conglomerates and phosphate rocks are found within the Phosphate Mine.

3.1.3 Hydrology

There are no permanent streams on reserve although several erosion gullies drain to the north. Runoff drains north west across the Caravan Park from the adjacent ridge.

The Bell River to the west occasionally floods across the golf course to the break of slope in the caravan park. High levels in Bell River will also recharge the Bell River alluvial aquifer, eventually rising into the caves when there is high rainfall.

Two of the caves, McCavity and Limekiln Cave are permanently filled with water and the lower reaches of other caves, such as Cathedral Cave are flooded.

3.1.4 Flora

Much of the native vegetation of the Reserve is a Grassy White Box Woodland community.

Previous disturbance and clearing because of mining, grazing and cultivation has resulted in degraded habitat with few understorey species and mature trees.

A distinct community of native vegetation grows on the limestone outcrops. This is dominated by Kurrajong and White Box with Clematis and Hardenbergia climbing over the limestone.

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A few juvenile Callitiris are found in the northern part of the Reserve.

Five vegetation zones have been identified at the Reserve (from west to east):

- a riverine zone of River Red Gum and River Sheoak
- the golf course zone which grades from River Red Gum to Yellow Box to White Box on the foot slopes
- the caravan park zone of introduced species
- the caves zone of introduced species (predominantly African Olive)
- the cattle lease zone which is a woodland with an understorey of introduced species (the Grassy White Box Woodland community).

3.1.5 Fauna

Wellington Caves is a highly significant locality for fossils, most notably the first finding of the giant marsupial Diprotodon bones with the largest deposit of Plio-Pleistocene mammal fossils in Australia.

Cave dwelling bats such as the Vulnerable Eastern Bent-wing Bat (Miniopterus schreibersii) inhabit some of the caves opportunistically.

Fauna surveys from 1990 show found common house mice, rabbits, foxes, cats, rats, possums, echidnas, common native birds, sparrows and assorted skinks in the area.

The NPWS Atlas of NSW Wildlife reveals that Endangered or Vulnerable species such as the Tiger Quoll, Superb Parrot and Glossy Black Cockatoo are within 10km of the Reserve but have not been recorded on the Reserve itself.

3.2 Scenic Views and Points of Interest

(See Drawing 078.012)

The six show caves provide considerable interest for sightseeing: most popular are Cathedral Cave, Gaden Cave and the Phosphate Mine where guided tours take place.

The entrances to the caves have low aesthetic value because of the municipal treatment of fencing, gates, stairs and pathways.

The historic Phosphate Mine is wheelchair accessible and has different entry and exit points which enhance the experience.

The lower slopes of the karst area adjacent to the day use area are weedy and degraded while the upper slopes are more densely vegetated and have more scenic appeal.

There are beautiful views to the west and north west to the mountain ranges, as well as up the ridge to the south west. The visitor facilities and campground detract from the visual character of this natural setting.



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3.3 Existing Facilities

(see Site Components for more detail)

(See Drawing 078.010)

- Caravan, Camping and Accommodation area:
 - 36 powered sites
 - e 25 Campsites
 - 14 roofed accommodation (7 Caves suites and 7 Gold View suites)
 - 4 park cabins
 - Recreation room
 - Camp Kitchen, pool and 5 undercover BBQ areas
 - Laundry
- Day Visitor Carpark
- Day Visitor Area:
 - Caves Cafe, Souvenir Shop and Visitor Information in the Caves House building which dates from the 1930s
 - Exhibition space at Sibbald's Cottage
 - Shelter
 - Small playground
 - Decommissioned Aviary
- Four amenities buildings
- > Caretakers cottage and storage space
- Karst Area where guided Caves Walks are located
- Fossil Trail to the south of the accommodation precinct

3.4 Circulation and Access

(See Drawing 078.011)

Day use access is from the carpark, although it is unclear to arriving visitors where the main entry point is. Day use of the site is constrained to the day use area behind the Café, cave trails (accessible on tour only) and the self-guided Fossil Trail.

Most of the visitor precinct is occupied by the caravan/camping/accommodation area. Access for overnight visitor vehicles is via a boom gate off the main entry carpark. The caravan/camping area contains an excessive number of roads for vehicle access and this means it is not pedestrian friendly.

There is limited opportunity for visitors to undertake independent activities as a tour guide must be present in the fenced Karst area and few other walking opportunities are available.



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4 Situation analysis

Wellington Caves has been a popular visitor destination for many years.

The guided experience is successful and enjoyable for visitors, however the site condition in both the visitor precinct and natural areas is degraded and tired. An apparent lack of planning over many years has created a disjointed product which impacts on the visitor experience and means the site does not operate efficiently.

The amalgamation of the former Wellington and Dubbo Councils to form the Dubbo Regional Council presents significant opportunities for Wellington Caves.

Significant funding has recently been made available through the NSW Government Innovation Fund. Dubbo Regional Council has the benefit of a greater pool of expertise which can be engaged to support management of the site and importantly there are improved opportunities for coordinated marketing and cross promotion of the Caves with other Council managed and regional attractions.

4.1 Potential for growth

There is considerable potential for growing visitation to the Wellington Caves precinct throughout the year including during current shoulder and off-peak seasons. There is capacity for the site (and within current staffing levels) to host increased numbers of cave tours, accommodation occupancy and general day use of the precinct by visitors and the local community.

Given the importance of regional visitors and their friends and family, focus should be given to ensuring the site caters for enjoyable recreational activities to encourage repeat visitation by locals and their visitors.

4.2 Competitor destinations

Based on the current positioning of Wellington Caves, competitor destinations include other regional attractions, cave sites elsewhere in Australia and alternative accommodation and campground sites within the Western Plains region. There is a lack of publicly accessible, reliable, contemporary data available about cave site visitors, their motivations and preferences.

It is unlikely that other cave sites are significant competitors to Wellington Caves because they are some distance away and current visitors are primarily from the local region. Entrance fee data for other cave sites across Australia and NZ looking at packaging, pricing and promotions such as family tickets is however relevant to considering the value for money of Wellington Caves. These are included at Appendix A.



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4.3 Main site components

4.3.1 Entry Area

(See Drawing 078.003)

The turnoff from the Mitchell Highway onto Caves Road is the first opportunity to create a positive impression of the site. The intersection is generally a flat, open grass area with a native tree background.

The area contains several elements that are currently difficult to appreciate and to not contribute to a positive impression of the site.

The approaches to the turnoft have a series of Roads and Maritime Services brown tourist signs. These are dated and some are faded. Some are large and contain more than four lines of text and are therefore too difficult to read at the 100 kph speed limit.

The intersection is dominated by the Wellington Gateway Sculpture, a well-known landmark constructed using part of the bridge which collapsed in Wellington in 1989. This sculpture is of significance to the local community and many people were involved in its construction.

The sculpture is large and dominates the intersection however it needs to be viewed close up to appreciate its artistic merit. Consequently, there is a large paved carpark with a number of advertising signs. This detracts from the arrival experience.

There are two Wellington Caves Signs. These are of rustic construction and relatively small in scale. They are competing with numerous nearby signs.

Ideally, this site requires an upgrade that provides a strong sense of arrival for visitors. This could be done by providing a new "Wellington Caves" signage element, that is larger and favourably portrays the character of the site.

The carpark for the Wellington Gateway Sculpture could be improved with planting along the road edge to reduce the visual impact of the large paved area and numerous signs. An avenue of native trees, between the Entry Area and the Main Visitor Area would link these two spaces and also improve the sense of arrival for visitors.

4.3.2 Main Visitor Area

(See Drawing 078.005)

precinct is dominated by a row of neighbouring buildings. These have a generally poor aesthetic with a mixture of built form and landscape treatments. A consistent upgrade of the streetscape here could improve the appearance. A path link is required between the village, Japanese garden and the Visitor Experience Centre.

The large main carpark is an unattractive arrival point. It lacks shade however the pavement is in good condition and suitable for continued use with some refinements. The parking layout looks to be efficient, so an upgrade in appearance and visitor flow should be considered.

The day visitor area has a mixture of buildings with various architectural styles. The main Caves House and Sibbald's Cottage are of heritage significance and to be retained for re-use.

There are some large silky oak trees which enhance the area, and whilst they do constrain the opportunities for site development, they should be retained if possible and incorporated into the upgraded design for the site.

There is a mixture of open space areas between buildings, a small children's' playground, toilet, aviary and large shelter which could potentially be demolished or relocated to provide development space for a new Visitor Experience Centre and associated landscape.

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The karst area has good landscape potential but is heavily degraded by understorey clearing and weed infestation. There are disused water tanks and power lines detract from naturalness of the site and contribute to visual clutter. The main fence line has a municipal appearance. It is highly desirable tu undertake bush regeneration / revegetation to return the karst area landscape to a good condition. The walk through the karst area is an important part of a cave tour.

The cave access pathways have low quality surface and handrail barriers and the fencine of caves and cave entries are unattractive. An upgrade of pathways and barriers is desirable to provide an improved walkway surface which is disabled compliant between the visitor centre and phosphate mine. The other consideration is the best way to fence the cave areas for visitor safety. Two options for consideration are fencing of the path edge and fencing of the cave wholes. It is likely that a mixture of both methods will be required.

The accommodation area occupies a large part of the site with a range of accommodation options including two buildings, 3 cabins, caravan park, central amenities building with laundry and pool, camp kitchen, several bbq shelters and free-form camping on flood prone area.

The two motels have been recently upgraded and provide a good experience for visitors — especially families with children, individual barbecues to the golf view rooms would be a welcome addition to provide a self-catering option.

The Anticline cave in the centre of the precinct has been partially filled in and is fenced with municipal fencing and is not accessible for the public.

Potential to re-open the cave should be explored.

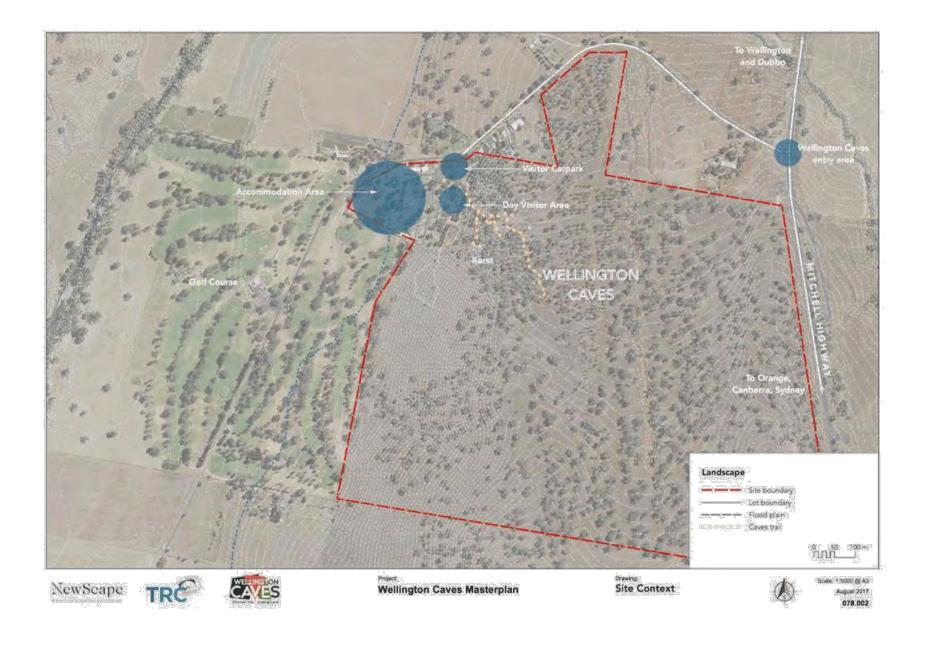
caravan park on the site is typically larger than the industry standard, but staff at the caves have observed that visitors typically appreciate the generous nature and drive through design of these facilities, and therefore it is the preference to keep this area intact as much as possible.

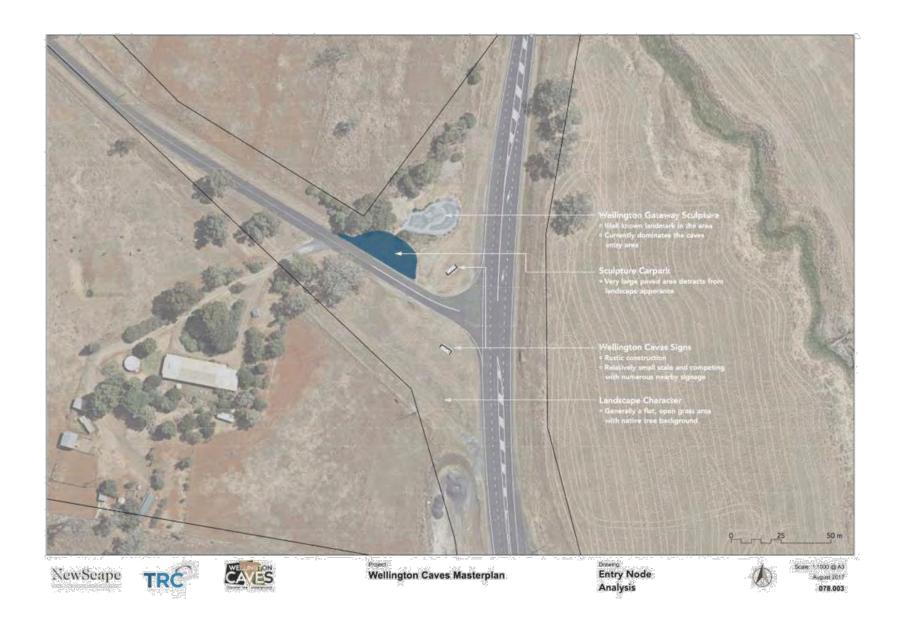
Landscape treatments currently include basalt stone edging which is of local historical significance to Wellington. This should be retained, however new edging and walling in the upgraded visitor area should ideally incorporate a limestone material, similar to the local rock type.

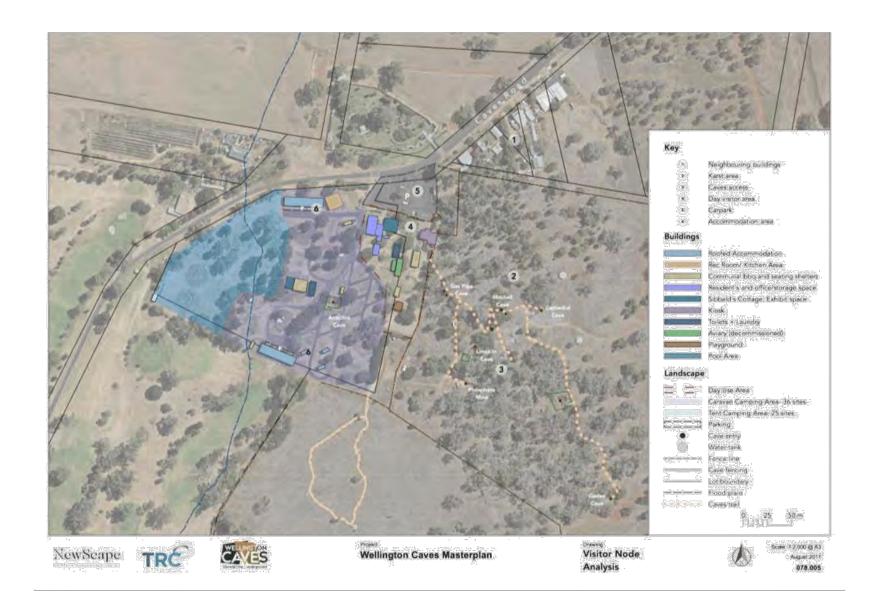
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4.4 Management arrangements

There is a small management team based on site and this is supported by the corporate and policy areas of Council as well as by local works crews. The Wellington Caves Business Unit pays a dividend for the provision of these support services.

The utilisation of corporate support for financial and human resource management is sensible as this relieves the local manager of the burden of operating these systems. A point of sale system is currently being established for the site and there is significant potential to expand this into a customer relations management system to support ungoing relationships with customers.

The relevant economic, business development and tourism promotion areas of Council are still being formed however there is significant potential for these units to support local management to implement the relevant recommendations of this master plan as well as provide strategic direction and coordination of business units throughout the Council area and the wider region.

Support from Council works crews appears to function effectively as they are also maintaining other Council assets in the area. As new facilities and assets are brought on line there will need to be maintenance plans prepared and clear arrangements in place so that the site is consistently maintained in a presentable condition. Local management will need to be given a level of control so that maintenance staff can respond to issues as they arise to keep the site fully operational throughout the year.

This master plan also identifies the need for further effort in land management activities such a pest and weed management, as well as flora and fauna rehabilitation programs, and these will require additional support which is probably beyond the current capacity of Council teams.

4.5 Associated businesses and activities

There is a variety of ousinesses and activities currently associated with the Wellington Caves site, in addition to the Wellington Caves tours, kiosk and accommodation. These include:

- Wellington Osawano Japanese Gardens
- Wellington Golf Course golf course with associated club house, open to visitors with the potential to cater for visitors to the Wellington Caves and accommodation, by allowing visitors to play on the course and to cater for meals.
- Three small businesses on private properties on the road leading to the Wellington Caves (within 100m of the Caves precinct) – Caves wood Gallery and Gifts, train collection, fossil collection and bottle house and curios.
- Wellington Gateway Sculpture located at the turnoff to Wellington Caves on the Mitchell Highway (approximately 400m from Wellington Caves). This is a site of local cultural significance, a potential point of interest to travellers driving through and those turning off to the Wellington Caves.
- Old Sydney Road from Wellington Caves into the township of Wellington – this runs parallel to the Mitchell Highway, and could potentially be promoted as an active transport option link between Wellington and the Wellington Caves.
- The Wellington Caves scientific research, including the newly formed partnership with the Australian Museum, Flinders University and Natural History Museum of London.

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5 Wellington Caves Master Plan

The main purpose of this master plan is to provide a clear direction for the management, operation and development of the site to transform the place into a significant regional destination for both visitors and residents.

Management has prepared a statement of the Mission, Vision and Objectives for the place and the master plan has been drafted to contribute to the realisation of these goals. The specific actions to achieve this are set out in the following table:

WELLINGTON CAVES CORPORATE PLANNING	MASTER PLAN RESPONSE
Our mission is to be a leading example in exception and conserv	mal visitor experiences that create understanding, foster ation of the natural environment.
VISION STATEMENTS	
Awaken a sense of wonder & curiosity, to ignite the imagination and stimulate thought- provoking questions.	The sequence of spaces and experiences assists in telling the story and especially highlights the significance of the fossils on the site.
Create a connection to nature and to the beauty of the natural world, and through that connection stimulate the urge to care for and protect it.	The landscaping of the visitor precinct and the surrounding woodland is managed and maintained as an intact and functioning native ecosystem through careful design and land management.
Create moments of mindfulness.	Built infrastructure both above and below ground in the karst precinct is designed and constructed to be of high quality while being unobtrusive. This includes walkways, stairs, handrails and electrical installations. The guided experience is carefully designed to be entertaining and informative and tells the full story of the formation and human use of the caves.
Frunture a treative and innovative culture.	Facilities are designed to make the visitor and employee experience safe and efficient. Facilities are designed and managed to ensure minimal environmental impact. Partnerships with academic institutions encourage and facilitate research activities on site and allow for visitor participation. All staff are
	trained to assist visitors understand and enjoy the full range opportunities available on the site and in the adjacent precinct. Management lead by demonstrating the desired behaviours.

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WELLINGTON CAVES CORPORATE PLANNING	MASTER PLAN RESPONSE
Be an employer of shoice, known for its outstanding people	Employment arrangements are secure and include ongoing skills development and opportunities to vary and adapt roles as employee circumstances evolve.
	Facilities are designed to make the visitor and employee experience safe and efficient.
To create memories and opportunities for people to connect by being a heliday destination of choice.	The full range of opportunities on site is communicated to visitors before and during their visit.
	Operations are coordinated and packaged experiences are offered with additional experiences available to those staying overnight.
OBJECTIVES	
Provide stimulating, inspiring and innovative experiences that connect our visitors to nature and the history of the site in order to competitively position Wellington Caves as a "must do" tourist attraction in the Central West	The sequence of spaces and experiences assists in telling the story and especially highlights the significance of the fossils on the site. The guided experience is carefully designed to be entertaining and informative and tells the full story of the formation and human use of the caves.
Generate sufficient financial returns to economically thrive, with the vision to be able to invest profits generated back into enhancing the visitor experience and ensuring the conservation & continued research of the reserve	The full range of opportunities on site is communicated to visitors before and during their visit. Operations are coordinated and packaged experiences are offered with additional experiences available to those staying overnight.
Minimise visitor impacts on the reserve and promote positive action to protect the natural environment and have a positive impact on the planet	The landscaping of the visitor precinct and the surrounding woodland is managed and maintained as an intact and functioning native ecosystem through careful design and land management.
	Facilities are designed and managed to ensure minimal environmental impact.

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5.1 Overall site

Use of the Wellington Caves site has a long history of visitation as well as scientific research as well as the period of mining activity in the karst area. This has led to the haphazard development of facilities in the reserve as they were developed on an as needs basis. This has resulted in a site with components that do not relate well together. This masterplan aims to rectify this issue by creating a strong sense of arrival for visitors and a clear program of uses within the main visitor precinct.

The upgrade works are also planned to reinforce the existing role of the visitor precinct as an outdoor passive recreation area through development of a regional playground and picnic facilities in a parkland setting. New pathways and nature traits will strengthen connections to adjoining areas and provide new recreation opportunities.

All new access within the main visitor precinct will be designed to create an inclusive experience for all visitors including those with reduced mobility. The phosphate mine presents an opportunity to provide a great experience for visitors with limited mobility. The pathway to the phosphate mine will require some re-alignment and surface improvements to provide a fully compliant access connection for disabled visitors, however this upgrade is a worthy addition and could lead to increased visitation by visitors looking for an accessible nature based experience.

It is envisaged that the provision of new school / group use (dormitories) will enable Wellington Caves to significantly increase visitation from school groups while also providing a cheaper alternative for scientists and other groups. Provision of a luxury accommodation option located along the ridge south of the main visitor node has potential to further increase accommodation revenue by adding an additional market segment. These two new accommodation styles, combined with the existing motel, cabin, caravan and camping options will help to reinforce Wellington Caves as an overnight

tourist destination and capitalise on the existing tourist trade accessing the region via Mitchell Highway.

Providing overnight packages including night-time cave tours and potentially meals will further enhance these opportunities.

5.2 Precincts

5.2.1 Entry Precinct

With upgraded and clearer signage along Mitchell Highway, visitors will be on the lookout for the Wellington Caves "turn off" and the upgraded signage and landscape treatments will signal their arrival at this location. The proposed limestone walling comprised of large 500x500x1000 stone blocks with oversize letters will be that are visible from both directions. A natural vegetation backdrop is planned to frame the sign and leads visitors down Caves Drive. The Wellington Gateway Sculpture will be better integrated into the entry precinct by tree planting into the existing carpark.

5.2.2 Caves Drive

A native tree tunnel will be crated along Caves Drive to link the entry area to the main visitor area. The tree species would include native Eucalypt trees and Silky Oaks (Grevillea robusta) with an understory planting of low native grasses to create a natural and low maintenance landscape treatment.

5.2.3 Caves Village

Individual shops and displays within the village provide cave visitors with additional things to do during breaks between cave tours. The appearance of this area will be significantly improved by the proposed native tree tunnel. The road verge will also be upgraded with a new fencing and a concrete footpath for access between the village and day visitor area.

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5.2.4 Main Carpark

The large expanse of bitumen pavement will be upgraded with garden beds to improve appearance and tree planting will also provide shade to visitors. The layout of the carparking spaces will remain largely unchanged. A drop off area for coaches and trailers will be formalised along the eastern side of the carpark.

5.2.5 Day Visitor Precinct

The two heritage buildings in the precinct are the key character influences at the interface with the carpark, and greatly contribute to sense of arrival. We propose to relocate the Dippy sculpture to the centre of a paved courryard adjoining the entry. In his new location, Dippy will be much more prominent and become one of the main "iconic shareable moment" at Wellington Caves. From here visitors will proceed to the new Visitor Entry Building located behind, and connected to the back existing kiosk. The new building will fully integrate with the existing with a link being the main entry and orientation space, with a modern functional building beyond.

On the western side of the main north-south pathway will be a new regional playground. The playspace will have four main areas:

- Waterplay with stalactite fountains, stream showing water levels which well up and stepping stones over
- Megalizard slide (kids climb up into mouth, walk along spine and slide down tail with the level change)
- Fossil area (these would be moulds covered in sand that kids could dig up and reveal using tools and sieve system etc.)
- Cave cubby house, a cave-like structure that kids can crawl into and climb up to a platform with rope ladders, rock walls, etc. Could have mine carriage at entrance.

The existing picnic facilities in this area would be upgraded with a separate barbecue shelter and a few picnic shelters with picnic tables. There would be extensive grass are as for informal picnics under shade trees.

The Anticline Cave would be upgraded with a terrared seating area on the southern side, ending with a viewing platform and fencing to prevent visitors entering the cave. It is envisaged that this area could be used as an amphitheatre for school group meetings and performances.

5.2.6 Accommodation Precinct

It is the preference of most stakeholders that the accommodation area is left largely untouched. Visitors like the large spread out camping and caravan sites and the numbers of spaces are to be preserved. The two motel blocks have been recently refurbished.

A new dormitory to the south east of this precinct is proposed along the karst area boundary to provide much needed space for school children and their teachers. It is envisaged that the dormitory would also be used by scientists doing research at the caves and potentially by visiting sporting groups.

A new service yard and storage shed would be provided to the south-eastern corner of the precinct.

Six new luxury cabins are proposed to the ridge area south of the accommodation precinct overlooking the fossil trail, golf club and Bell River. These cabins would be approximately 80 square meters in size and decorated in cave theme. One potential option for consideration is saw cutting into the existing limestone rock to create a rock walled enclosure and then providing an earth covered roof to create an underground cave house with views out to the west onto the nearby hills.

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5.2.7 Karst area

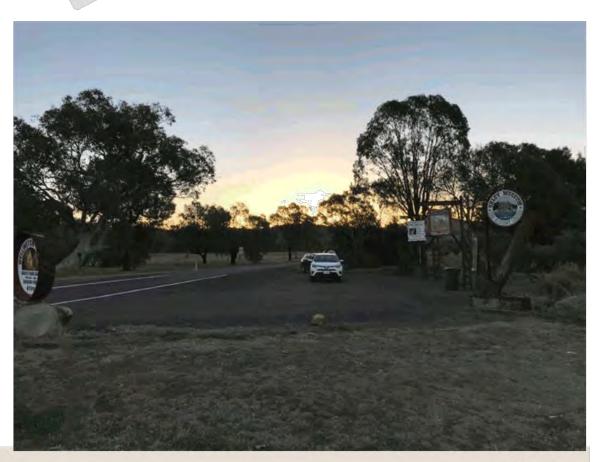
The first priorities for karst improvement include an upgraded disabled accessible concrete track up to the phosphate mine with upgraded galvanised handrail barriers. It is proposed that the sides of the tracks be fenced with barriers in the lower section of the main karst area to prevent visitors falling into cave holes. In the upper sections of the main karst area (uphill of Mitchell Cave), the recommended approach to safety swaps to fencing of the hazards that are immediately adjoining pathways. The appearance of fencing should be a fabricated galvanised barrier aimed at blending with the natural environment. Where possible, unnecessary direction changes for the barrier should be minimised as a way of minimising visual impacts.

5.2.8 Overflow Carpark

The overflow carpark is currently a large triangular shaped grass area accessed off Caves Road. We propose that this site be improved with tree planting to provide shade and delineate parking areas.

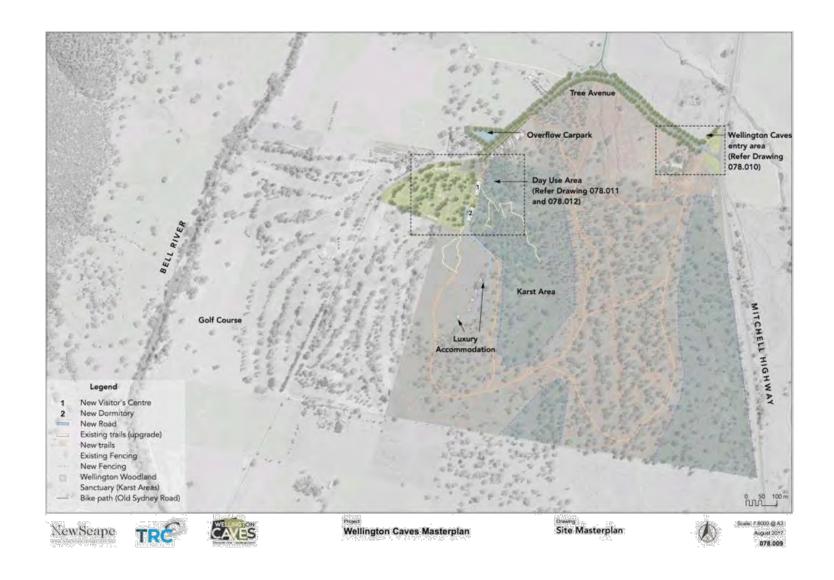
5.2.9 Old Sydney Road

This country laneway provides a local road connection between Caves Village and Wellington. It currently has a very rough surface and is subject to flooding, but would be suitable for upgrading for bicycle access for visitors and residents.



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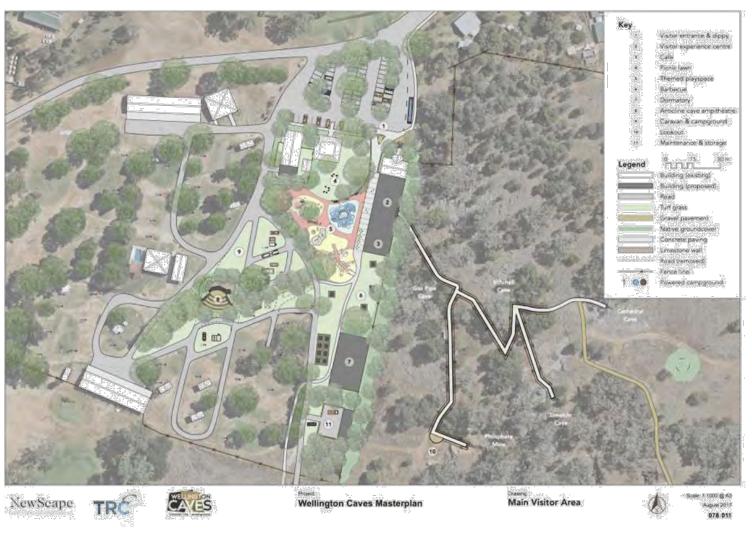




Figure 1 Anticline cave amphitheatre concept

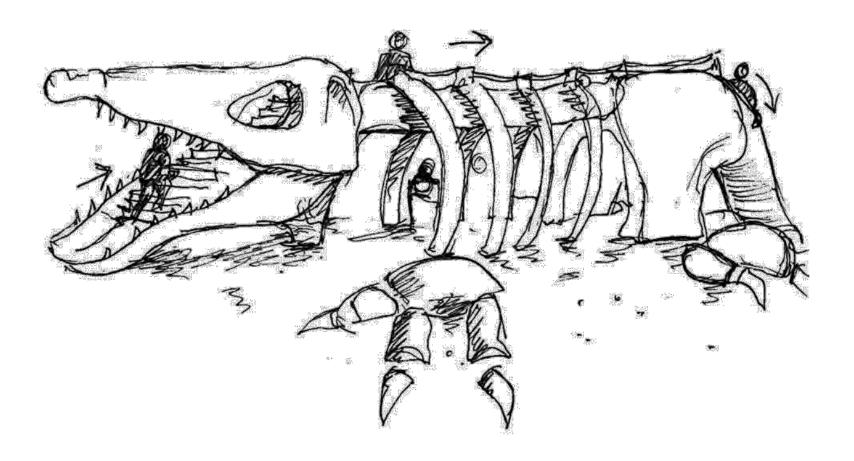


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Figure 2 Entry sign concept



Figure 3 Playground climbing equipment concept



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Figure 4 Playground Fossil pit concept

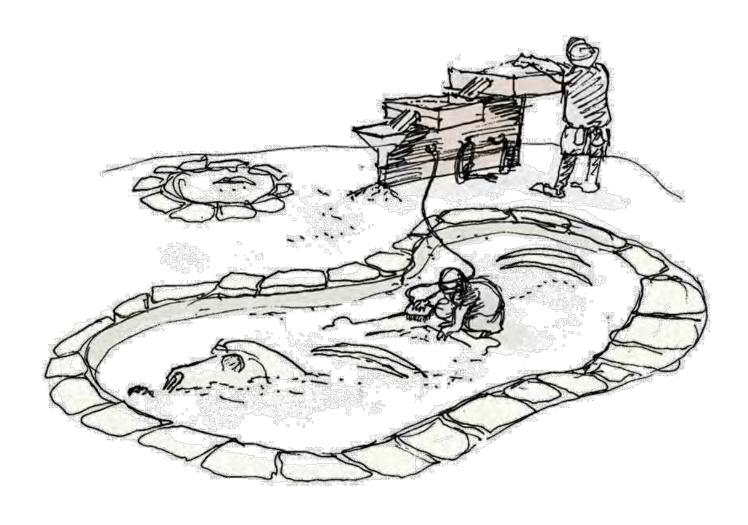


Figure 5 Playground tunnel concept

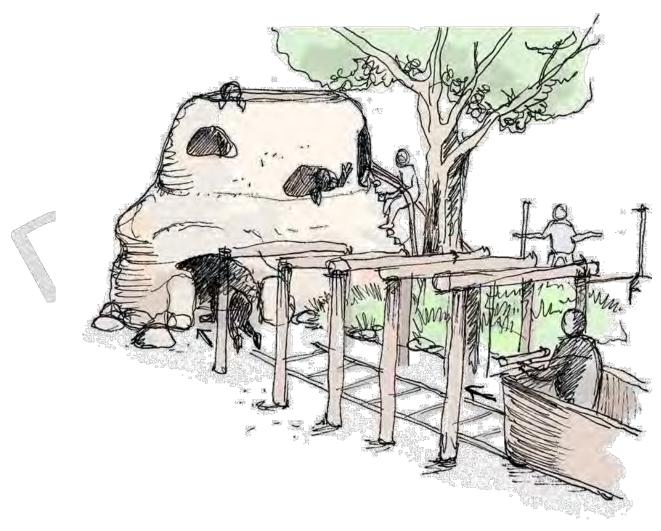
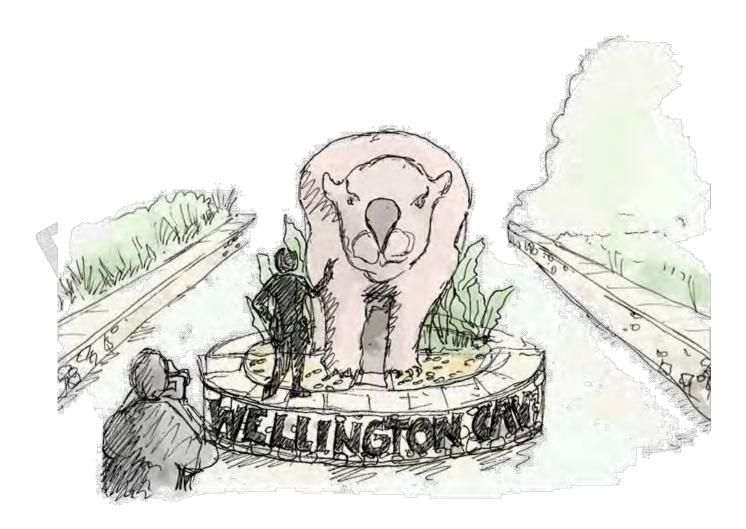


Figure 6 Visitor Entry concept



5.3 Partnerships and Linkages

Establishing and growing partnerships and linkages with well-aligned organisations and attractions will be critical to the Wellington Caves reaching its potential as a regionally or nationally significant visitor attraction. The location and scale of the site (regional NSW, relatively small site) would normally lend itself to the site becoming a regionally significant attraction, however the discovery of the Wellington Caves Megafauna fossils, and their contribution to the development of the Theory of Evolution, and mention in the diarles of Charles Darwin, give this site broader significance and a point of interest to the scientific community worldwide.

The following suggested partnerships and regional linkages draw on some that exist already and other potential opportunities.

Potential Partner	Caramon links./ purpose of partnership	Proposed actions		
Taconga Viestern Plains 200	Megafauna – links between the zoo (live megafauna) and caves (megafauna of the past) Leverage education market, unique accommodation, group visitor markets	Establish school excursion streamlined itinerary with links between megafauna, evening experiences, complementary curriculum-compliant teaching resources and activities. Leverage Taronga Zoo marketing — joint social media efforts, offer to Taronga Western Plains Zoo visitors for packaged /discount cave tour rates. "Money can't buy" exclusive tour options for Zoo VIPs (opportunity to visit the caves exclusively / work with a scientist / adventure caving option (small group, by arrangement) Longer term — establishing 'unique accommodation' options at the Wellington Caves site — high end premium experiences,		
Lake Burrendong Sport and Recreation Camp	Leverage education market, group visitation (corporate, incentives, family groups).	Develop school excursion itinerary streamlined for Sport and Rec Camp visitors (accommodation options / or tour only). Possibility of evening activities. Adventure caving possibility, scientific discovery tours. Complementary booking systems – streamlined to ease administrative burden for schools.		
		Corporate training options (use of Caves meeting facilities).		
Council managed facility – heritage / cultural experience.		Offer packaged tickets, refine / promote timing of tours to enable visitors to participate in tours at both sites. Special Interest group bookings – promote options at both sites (eg accessible sites), "progressive events" eg		

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Potential Partner	Common links / purpose of partnership	Proposed actions		
		complementary music or culinary events at the Gaol and Caves		
Great Western Exhibition of Caves art / scientific history exhibition Centre		Wellington Caves display addition to Museum exhibition – possible repatriation of collection from Australian Museum or UK / US collections, rotating collection exhibits between locations.		
Visitor Information Centres (Dubbo and Wellington)	Promotion and linking of Wellington Caves to other experiences within the region.	Ensure Wellington Caves / Megafauna content for display, regular famils, Science project updates / timelines of Wellington Caves science activity.		
Osawano Japanese Gardens	Promotion of pleasant experience available at the Osawano Japanese Gardens.	Promote linkages to other regional Japanese Gardens (Dubbo, Cowra), Botanical Gardens (Dubbo) and Arboretum (Lake Burrendong).		
		Package events (weddings) to take place within the Japanese Gardens, with adjacent catering (Golf Club or Wellington Caves kiosk) and accommodation.		
Town and Country Tours	Option to add Caves dimension to current tour products.	Opportunity to develop daytours from Dubbo to Wellington / Wellington Caves. VIP / dedicated tours (advanced bookings). Packaging experiences. Use of day visitor facilities / kiosk.		
First Lesson Cultural Tours	Option to add Caves dimension to current tour products.	Opportunity to develop daytours from Dubbo to Wellington / Wellington Caves. VIP / dedicated tours (advanced bookings). Packaging experiences. Use of day visitor facilities / kiosk.		
		Opportunity to incorporate Indigenous cultural experiences onsite. Masterplan facilities to complement.		
Wellington Golf Club	Adjacent activity and potential dinner / drink site for Wellington Caves visitors and accommodation guests.	Investigate with Golf Club the potential of a commercial arrangement with caterer / community dinner coordinator to develop dining options at the Golf Club and potentially Wellington Caves Kiosk. This could be very appealing to Caves visitors and generate income for the Golf Club, maximise use of kitchen facilities.		
		Promote 'play and stay' to Wellington Caves visitors (rates online).		
Adjacent local businesses	Add to Wellington Caves Visitor Precinct offer.	Coordinate opening times to give cave visitors options in between tour departures, promotion of the adjacent businesses at Cave ticket sales, and vice versa.		

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Potential Partner	Common links / purpose of partnership	Proposed actions	
Artiets and social media "influencers"	Encourage creative activity inspired by Wellington Caves. Art clubs, artists, local creators. Social Media influencers with connections to the Wellington region.	Foster a relationship with Instagram 'influencers' locally and further afield, and feature #WellingtonCaves Instagram images on the Wellington Caves website, and other user generated content such as Trip Advisor reviews and images.	
		Work with interested parties to entice creative types (e.g. Artist in Residence program, followed by an Exhibition event onsite and in Sydney).	
Museum and University research partnership	Continue scientific study of Wellington Caves – speleology and megafauna,	Establish visitor experiences based around participation in science "voluntourism"	
	hydrogeology and other aspects of the caves. Contribute to scientific knowledge, further explain the site's scientific significance. Use knowledge to contribute to the site's ongoing	Scientist training / sharing of project progress with guides to inform tour interpretive content and create professional development opportunities for the guiding team.	
	management to ensure sustainability. Enhance visitor experience through sharing scientific knowledge and develop possibilities to contribute to scientific work.	Promotion of partnership / site through 'friends of' networks of other organisations.	
Regional Platters initiative	Enhancing the visitor experience and giving local focus to the Klosk, linking in with broader initiatives	When reviewing the kiosk menu and products for sale, look to incorporate a regional food and wine "100 mile diet" component – suggest country-style, seasonal hearty food, priced to offer good value for money, to suit the market and attract locals. Incorporate sale of locally produced items, similar to what is on offer at the Wellington Visitor Information Centre.	
		Invite local wine makers / food producers to set up a 'tasting' opportunity during busy times – promote the region's paddock-to-plate initiatives.	
Council re Old Sydney Road Cycling	Increasing opportunities for locals to access the site, increased range of activities for visitors	Work with Council to seek funds for upgrade of this route suitable for an easy cycle.	

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5.4 Target markets

5.4.1 Caravan and Camping market

The 2017 Caravanning and Camping Consumer Demand Report (CIAA, 2017) indicates a strong outlook for the caravan and camping market, reporting 79% of the Australian population have a 'positive purchase intention' towards caravan and camping holidays. Campers select a destination based on it being a 'must see destination', recommendations from friends and family, and being a family friendly destination.

Motivations to carayan and camp were reported as caravan and camping lifestyle, spending time with family and friends, and escaping the daily grind. Favourite activities were sightseeing, cooking outdoors and going fishing. Prior to departure 80% of campers want instant confirmation when booking online. Before booking, 79% of respondents read reviews of the caravan parks online.

For the year ending March 2017, Australia's total domestic caravan and camping nights were recorded at 49.78 million, with 47% of the market between 30-54 years (5.5 million trips) and 55+ years 30% of total trips. However 55+ years account for 44% of all nights, reflecting their longer trips. ⁵

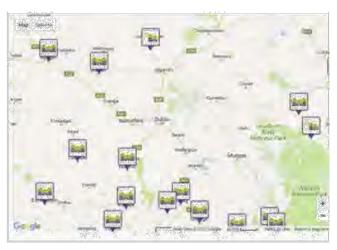
Destination NSW Domestic caravan and camping travel to NSW (year ending December 2015) reported NSW received over 2.2 million domestic caravan and camping visitors, spending 10.0 million nights in NSW, and an estimated \$1.8 billion during their trip. 'Holiday' (84.1%) and 'VFR' (11.8%) were the primary purpose of the NSW caravan and camping trips. Central NSW received 8.4% of caravan and camping visitors, but only 5.2% of nights, an average stay of 2.8 nights. Adult couples (37.7%) were the most common travel party, with family group (25.9%) and friends or relatives (26.9%) the next most common travel parties.

While beach-focused holidays and activities are popular with domestic caravan and camping holiday-makers, there is significant potential to grow the number of domestic caravan and camping visitors who visit central NSW.

The Greater Western Plains DMP identified numerous actions relating to the possible development of the RV market. A preliminary analysis of the region on the map of "official" RV Friendly Towns (see map below) indicates a gap in RV Friendly towns in the Dubbo and Wellington region from Molong through to Dubbo on the Mitchell Highway, and north to past Coonabarabran on the Newell Highway. Wellington could potentially fill a gap and encourage RV visitors to stop by becoming an RV Friendly town. Word of mouth promotion is significant with this market.

Dubbo Regional Council has recently undertaken a study on caravanning, camping and freedom camping within the region and further consumer insights from that study will be used to inform priority actions once the study results are available.

Figure 7 Dubbo Regional Council Camping and Freedom camping sites



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⁵ Caravan Industry Association of Australia, 2017 Latest Caravan and Camping Visitor Snapshot, Year ending March 2017

5.4.2 The Education Market – primary and secondary education

To interest schools, attractions need to make a compelling offer, target the right year level and be directly linked to the Australian Curriculum. Linking the experience directly and supporting it with school year-appropriate learning materials will make the opportunity more attractive to teachers. Schools plan and book with long lead times — a year in advance is quite common, as once schools have their schedule developed to suit, they rebook as they leave.

There are approximately 690,000 students enrolled in NSW public schools within 450km of Wellington⁵ and approximately 41,000 students enrolled in ACT government schools⁷. About 35% of Australian school students attend non-government schools⁸, so there is likely to be another 390,000 students in this area in non-government schools. This means there is potentially over a million students within 450km of Wellington.

For most students, Wellington will be an overnight excursion and not every student goes on an overnight excursion every year. If each student experiences four overnight excursions in their school career, that would equate to about 330,000 students each year who go to school within 450km of Wellington going on overnight excursions every year.

This represents a potentially significant market, particularly if partnerships with the Taronga Western Plains Zoo and other significant regional attractions can be established. Even closer to Wellington Caves is the Lake Burrendong Sport and Recreation Camp, attracting the education market to the region. There is already some cooperation between Wellington Caves and Lake Burrendong, and there is potential to grow visitation through a strengthened partnership.

The forthcoming employment of an education officer at the Wellington Caves will assist with growing this market, Development of Australian curriculum linked resources and activities for before, during and after a visit to Wellington Caves combined with an itinerary that features the region's educational opportunities will entice teachers. This market will be further supported in the medium - longer term by the recently funded budget-style group accommodation. A further initiative could focus on encouraging students to return with their families. Each student could be given a 'family visit' discount offer. Recent research identifies that children and teenagers increasingly participate in decision making / influence family holiday decisions.

5.4.3 Special interest groups

Special interest groups such as Probus clubs, Rotary clubs, 40 Plus Life Clubs, and Senior Citizens Clubs could be a source of visitors to Wellington Caves, depending on issues such as accessibility. These clubs look for opportunities to expand members' interests and keep their minds active by organising regular bus tours to interesting locations. Group pricing and packaging with the café could grow visitation with this group.

5.4.4 Geotourism potential

The Wellington Caves, being a natural geological feature, have the potential to emphasise the site as a 'geotourism' destination. Geotourism is an increasingly recognised sector of the nature / ecotourism industry, promoting experiences and sites for the landscape values and natural features on display. While the size of the geotourism market is not clearly defined in Australia it is a subset of nature and ecotourism. Recent research

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⁸ https://www.teach.nsw.edu.au/documents/2015%20-%20DGS14-253-Website%20Enrolment%20Information.pdf

⁷ https://www.data.act.gov.au/Education/Student-numbers-byschool-and-year-level-census-au/ej6m-kh42/data

⁸ http://mccrindle.com.au/resources/Snapshot-of-Schools-in-Australia-2013_McCrindle-Research.pdf

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undertaken by Crane and Fletcher⁹ suggests that most cave visitors are not a part of a special interest market, rather they take the opportunity to visit an interesting site and enjoy the experience to view and learn about a cave as a part of their day / holiday. A further article on Understanding Tourist Perspectives on Geotourism (focused on the Flinders Ranges in South Australia) suggested that although geotourism experiences appeal to a small segment of the nature tourism market, those visitors can lead an increase in interest in a site while the broader market will have their visit to a region enhanced by geo-focused experiences as a part of their broader holiday experience.

5.4.5 Geo parks and Geo trails

There is an increasing recognition of the potential of geotourism in Australia, and promotion of Geo Parks and Geo trails - featured destinations and trails that link together sites that feature geological features such as Caves. The Wellington Caves are noted on the Geomaps website (http://www.geomaps.com.au/), and there would be value in the Wellington Caves Manager actively following and where possible participating in initiatives. The Wellington Caves could be identified as a side trip in the Tour of NSW Caves Trip http://www.geomaps.com.au/scripts/cavestrip.php . Although not all travellers would take the side trip, it would assist in building awareness of the Wellington Caves precinct amongst a well-disposed target market.

5.4.6 Conservation and Nature-based tourism

A central goal of the Wellington Caves site is the conservation of the site's natural features, ecological and heritage values. The market for nature-based tourism in NSW is healthy, and within the Central Plains region, the Taronga Western Plains Zoo heavily draws on conservation-friendly, eco and nature-based tourism segments. The opportunity to participate in science, or learn about

scientific activity being undertaken at the Wellington Caves site is a potential area for growing visitation from the nature based segment, and to enhance the experience of other visitors to the site.

Enhancing conservation and sharing conservation messages with visitors is a fundamental similarity between the Wellington Caves and Taronga Western Plains Zoo, and could be the key to establishing some cross promotion between the two sites. In addition, development of educational experiences and interpretive content for tours could look to incorporate opportunities for 'citizen science' — visitors could contribute to research or interact with researchers at the site.

The environmental condition and performance of the site would need to be improved to gain credibility with this group – however they would also be a resource to assist deliver an environmental improvement strategy.

5.5 Ecotourism Certification

Ecotourism Certification of the Wellington Caves tours, and the new visitor centre and accommodation facilities would underscore the Wellington Caves commitment to sustainability and high-quality visitor experiences.

Ecotourism Australia's Eco Certification program demonstrates to consumers that tourism businesses, products and experiences have in place a commitment to sustainable practices, and that the nature-based experiences on offer are of a high quality, providing opportunities to learn about the natural environment, contribute to conservation and help the local community.

The process of achieving Eco Certification provides a useful business tool, assisting businesses to review all aspects of operations, and to make refinements to increase sustainability.

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⁹ R Crane & L Fletcher (2016). The Speleotourist Experience: Approaches to Show Cave Operations in Australia and China, Helicite, 42: pp1-11.

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The full criteria for Eco Certification are not freely available. However, certification requires demonstrated commitments to sustainability and best practice in the following areas:

- Protection and care for the natural environment, contributing to conservation
- Interpretation helping visitors to learn and appreciate the environment they are visiting
- Supporting local businesses and community.

These areas directly align with the stated mission, vision and objectives for the site.

The Master Plan process creates an opportunity to build sustainability principles into new developments from their inception. The proposed actions in this plan will support the Wellington Caves to achieve the above requirements.

Eco Certification is a business development tool. Through membership, you become part of a nation-wide community of leaders in ecotourism and build your network for sharing best practice and continuous improvement strategies. Along with reaping the benefits of formulating your plans and goals for the future, you also receive:

- Operator credibility and industry recognition, throughout Australia and Internationally
- Certification logos and certificates to display your achievement
- Marketing across EA's platforms and free listing on the online Green Travel Guide searchable database
- Full membership rights with Ecotourism Australia and discounted registration for our annual Global Eco AsiaPacific Tourism Conference
- Various discounts and opportunities with EA and our industry partners (like TripAdvisor, Australian Traveller Magazine, Tourism Tribe, and many more)
- Access and eligibility for extended licences and permits through Protected Area Management Agencies
- Representation at Australian Tourism Exchange.

from www.ecotourism.org.au

6 Implementation Plan

Wellington Caves aims to be a leading example in exceptional visitor experiences that create understanding, foster appreciation and result in protection and conservation of the natural environment.

This will be achieved through:

- Providing stimulating, inspiring and innovative experiences that connect our visitors to nature and the history of the site to competitively position Wellington Caves as a "must do" tourist attraction in the Central West
- Generating sufficient financial returns to economically thrive, with the vision to be able to invest profits generated back into enhancing the visitor experience and ensuring the conservation & continued research of the reserve
- Minimising visitor impacts on the reserve and promote positive action to protect the natural environment and have a positive impact on the planet.

This master plan sets out the program for delivery of these objectives.

6.1 Program Management

Delivery of the recommendations contained in this master plan will involve the development and coordination of a range of partnerships, development and delivery of new education and interpretive programs, landscaping and land management upgrades and maintenance, and delivery of building upgrade and developments as well as new marketing and promotional initiatives.

This will require a program management arrangement that ensures each component progresses at the appropriate time to ensure delivery of the overall objectives. While the physical components – landscaping and building works – will be the most tangible realisation of the program the other components are essential to the successful delivery of the enhanced experience. This means project governance and management needs to maintain a balanced approach to all aspects of the program.

A Project Control Group should be formed chaired by a senior Council officer who reports direct to the General Manager. This will ensure program delivery has the profile required to ensure success. The PCG should include the Caves Manager, Advisory Committee representation as well as appropriate Council officers with expertise in the range of functions covered by the program.

A Project Manager should be appointed on a temporary basis for 2-3 years to oversight delivery of the recommended program. This officer would report to the Caves Manager on a day to day basis and be responsible to the PCG for delivery of the project. This officer should be a skilled project manager with construction experience.

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6.2 Funding

To date \$3.8m has been allocated towards the visitor centre and group accommodation components of the project.

Additional funds will be required and the investigation of additional funding opportunities and grant applications should be included in the duties of the project manager. A Business Case and/or feasibility analysis will be required to demonstrate the financial and regional economic benefits of the required investment. This would also assist in ensuring the existing funds are spent in the most advantageous manner during the early stages to maximise viability of the business units at Wellington Caves.

6.3 Partnerships

Partnerships with local businesses within the immediate precinct and in the local region will need to be a priority for management as these may influence the detailed design of the proposed new facilities.

Further partnerships with research institutions will help to build a base level of activity on site to give effect to the research centre' initiative and assist management in making decisions about improving the environmental condition of the site. The negotiation of further partnership agreements with academic and other institutions should be led by the Caves Manager.

Partnerships with not for profit organisations such as Conservation Volunteers Australia should be investigated as these can complement the 'research centre' status, contribute to improving the condition of the endangered ecological community, and build community connection to the place.

Identifying partnership opportunities and negotiating these should be led by the Caves Manager and supported by the project manager as an integral part of the site enhancement program.

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7 Action Plan

This section identifies the most important actions required to deliver this master plan and achieve the outcomes desired under the stated mission, vision and objectives for the site.

7.1 Immediate actions

- Establish a Project Control Group and identify a senior officer as project owner and recruit and appoint a project manager
- Confirm the minimum facility requirements for the recently negotiated partnerships with the Australian Museum and Flinders University
- Enter discussions with the Golf Club regarding the potential for a combined approach to market for a food and beverage operator at both sites
- Liaise with adjacent house/shop owners to seek their agreement to the proposed landscaping works to integrate their premises into the new approach to the site
- Undertake an environmental performance appraisal to determine opportunities for improving the environmental performance of site operations. Instigate a program to deliver these improvements.
- Prepare a feasibility analysis and business case to confirm the exact scope of the initial stage of works (based on the funding already allocated by the NSW Government under the Innovation Program).

7.2 Initial stages

- Establish a customer relations management system and develop a membership or loyalty program – potentially using a partners existing program such as the Australian Museum membership program.
- Engage with regional marketing programs to raise the profile of Wellington Caves.
- Investigate rebranding the site to place greater emphasis on the significance of the fossil history and ensure this message is communicated at all stages of the visitor interaction cycle.
- 10. Develop an integrated interpretation strategy to bring together the main stories of the site, emphasising the significant role of Wellington Caves in scientific history and the unusual formation of the caves. Use this for all messaging from on line, marketing, on site interpretation and guiding and ongoing relationship programs.
- 11. Develop an integrated information and marketing strategy that considers website and other social media contact with potential visitors prior to their arrival, the wayfinding and information signage on approach to the turnoff, the stories and messages on site including guided experiences, static and other on-site interpretation, a customer relationship management system and the potential to build an ongoing relationship with the customer base.
- Develop night time programs and package these with accommodation and meals (possibly in partnership with the Golf Club) to build a special experience for these visitors.

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7.3 Stage one works

- Prepare a design brief for the full range of proposed facilities across the whole of the site.
- 14. Engage a landscape architect to refine the adopted master plan scheme.
- Procure the relevant expertise to design and construct the themed regional play space.
- Engage an architect to prepare preliminary designs for the proposed stage one buildings.
- 17. Engage expertise to plan the woodland rehabilitation and potential small mammal enclosure including contacts with relevant academic institutions, Parks ACT, NSW NPWS, and conservation organisations such as Conservation Volunteers Australia.
- Delive the first stage of buildings and associated landscaping works.

7.4 Future stages

- Complete the full range of broad scale landscaping, walking tracks, plantings etc. across the whole site.
- Dependent on further funding, plan for, design and deliver initiatives such as the dormitory and luxury cabins.



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Appendix 1. Comparative Cave Tour Products and Prices

Product 1x CAVE 2x Cave Package Adventure Caving - NOVICE School Group rate PP

Product	1 Cave	2 Cave package	3 cave package	School group rate pp	Comments
Cave	Adult Child Family	Adult Child Family	Adult Child Family	Adult / Student	
Jenolan Caves	40/45 27/31:50 85/95			\$26 / adult \$14/child (\$15 in peak time)	Family 2 adults & 3 school aged children Different prices for different caves. One adult free for every 20 students
Yarangobilly NSW	18 adult 13 concession \$45 family	30 23 75	45 35 100		Self-guided cave tours Park entry fees apply
Naracoorte SA	\$32/adult \$16/child Family \$78			Adult (group of 10+) \$27 Child \$14	Pricing of 1 hr Victoria Fossil Cave tour. There are a variety of tours and caves including cheaper options.
Capricorn QLD	\$32 adult \$16 Child \$80 family				
Margaret River WA Mole Creek Tas	\$22.50 adult \$12.50 child Adults \$19.00 \$9.50 child	\$41 \$21 child			Mammoth Cave self-guided audio tour
Waitomo NZ	\$47.50 family \$50 adult	+ \$24 -	+		Combo upgrade prices vary
	\$23 child \$124 family (+ \$16/ extra child)	39Adult + \$10 Child + \$35 – 68 family	\$45/adult + \$20 child +\$75 family		according to which tour is selected

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ITEM NO: CCL17/123

Appendix 2. Record of consultations

Wellington Caves Advisory Group consultation meeting 9/8/17

In attendance:

- Graham Cross fmr Councillor, CAG: 2 issues integrity of the caves (scientific interest, education) and business of running the site – needs to be viable but not impinge on the site values
- Greg Ryan Speleologist—cave diving here since 1985, CAG—interest in underwater sites, unique due to the formations underwater, relatively pristine. Interest in stewardship of the site & visitation.
- lan Cooper Speleologist, Geologist & mining engineer, structural issues and active caver. Scientific heritage, atypical formation of cave system, fossils
- Mark Griggs Wellington Business Assoc / community member: priority is to protect, then to make economically feasible – looking for a plan: strategic – long term – branding and protection of the Caves
- Mike Augee = CAG paleontologist, Lands Management Act changes concerning Fossils of international significance
- Mick Wilson DRC building consultant conservation of the caves and site (more than just the caves), site conservation requires profitable site. Masterplan: conservation priority, followed by business
- Michael Kneipp Council administrator opportunity to grab the 200,000+ people driving out to Dubbo Zoo, through Wellington, each year.
- > Natasha Comber Director of Economic Development and Business

Exercise 2: identify the best aspect of the site at present (from the visitor's perspective)

- Exploration opportunity to explore underground. Discovering still unknown, still discovering some
 of the answers are still mysteries
- Great general recreation area enjoyment of the site, even independently of the site. Nature based
 play, "lifesize". Caves visit, open space, visitor experience centre. Site recreational values/open space,
 escaping to a peaceful setting. Mindfulness and disconnected from online, busy world, natural / mother
 nature's work, natural history.
- 3. A local open space precinct Variety of experiences on offer at the site and in vicinity camping, golf course, Japanese Gardens, adjacent businesses, range of attractions. A point of difference within the Shire, different to other cave sites. Convenient access onsite accommodation ease of experience, proximity to 'surface facilities' accommodation on site etc
- 4. Megafauna fossils wow factor and surprise. Interpretation ensures a value add experience, and opportunities to cater for different audiences. Learning opportunities exploring and scientific learning opportunities. Unique links to scientific history: helped to inform the theory of evolution, mentioned in Charles Darwin's diaries.
- 5. Phosphate mine accessibility features. Wheelchair access, convenience of the site and proximity

1830s Missionaries diaries – mentioned corroboree ground, scar trees, Capa – malevolent spirit, limited local Wiradjuri knowledge of the caves. No specific Aboriginal advisory committee on the caves.

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Exercise 3: issues on site / concepts for solutions

Site entrance, connectivity and precinct flow

- Signage at entrance, need to work on appeal entrance at the carpark: tree lined entrance, separate long vehicle parking to the main car park
- Create connectivity within and surrounding site, maintain quirky entrance businesses but use signage or site design to incorporate them.
- > Entrance, longer turning bays, more enticing for traffic driving by
- Visibility of a new visitor centre sense of arrival needs to welcome and clearly draw people to the "start" of the visitor Centre.
- Integrating the precinct links to golf course, promote the facilities adjacent (18 hole, grass) and support it as a community organisation.
- > Golf course is on crown land also. New Crown Land Act looking at what is at local / state significance
- > Existing buildings need linking, reorientate café currently Café looks out on carpark

Other suggestions

- > Ticket purchase integrate nature based theme, hide services,
- Link accommodation to day visit area flow of the site and visitors having access and enjoyment of all. Link foot traffic to Japanese Gardens. Move motel carparks to side to connect accommodation with views – move away from traditional motel layout
- > Cave half excavated needs to be completed, to allow access to a viewing platform
- Play area for day visitors, keep BBQ area

Suggestions for broader site

- Nature trail through broader area of the site, allow for night walks, need to form a path (and ensure it avoids mine shafts)
- Nature walk with views across the valley afternoon sunset walk. Track to Gagen to link and create a loop. Increase connectivity of the site features.
- Endangered ecological community woodland and animal and bird communities.
- Need to limit independent access to Karst issues safety and operational concerns. But could create some opportunities to allow visitors to experience / interpret the site.
- Increase understanding of extent of karst, also need to ensure new buildings are not located on caves (geotechnical research)

Partnerships - suggestions

- > Precinct businesses
- > Research partnerships
- ▶ Dubbo Regional Council Taronga Western Plains Zoos, Lake Burrandong Sport and Rec camp

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- Burrandong Botanical Gardens ("arboretum")
- Trail into town not on highway. Old Sydney Road offers cyclist options for linking with Wellington township
- > 2040 DRC Strategic Plan support and interest in cycle trails
- NSW Fossil Trail Australian Museum Wellington Caves "jewel in the crown" exhibitions in Sydney, Natural History Museum in London also has fossils.
- Opportunities to access Public Reserves Management Func (Crown Land funding)

Consultation meeting # 2 - Wellington Caves Staff

Attended by Guides, Kiosk staff, Accommodation and Building Services

What is the most important thing about Wellington Caves?

- > Caves / history of the caves / links into convicts, painters (Augustus Earl, Anne Marsden), geology links
- Education sharing the knowledge and messages of conservation to encourage the site's protection
- Caves are home to creatures large and small, from past and present. Above and below ground: heritage buildings and built environment within the caves (ropes and steps). Woodland
- Education and history links to conservation. Linking to Everyday lives broader conservation and environmental messages
- > Fossils big drawcard and unique
- > Unique period from Devonian Quaternary sea bed to present day, evidence of all on the one site
- > Visitors don't understand before they arrive what is here various types of crystal formations, fossils,
- > What's missing, how has the world changed, bone material tells a story
- Phosphate story
- Bones were shipped elsewhere Tasmania, Victorian Museum. People finding them now and 'repatriation' stories
- Caravan park asset often a lack of visitor awareness.
- > The people Caves team positive attitude and deep knowledge sharing of understanding
- Linking the fossil story with broader region and other known fossil stories, syllabus integration and resources, education centre opportunities,

Exercise 2: Identify 3 aspects of the visitor experience

- Positive experience creates memories for years to come
- Smiles after a positive experience and when they see daylight
- > Surprise expecting a cave experience, but they are surprised by the depth of experience
- > Amazing how people feel when they finish the tour
- Understanding grey nomads or those with less formal education, when they see the geology in situ, they understand and comprehend the site
- > Informed they leave well informed

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- **ITEM NO: CCL17/123**
- Mind blowing the information and being able to witness it for themselves in the caves
- Wow science depth of scientific study of the site, live science

Issues to manage:

- > Cooperation visitors listening to safety and environmental messages / or not listening
- Touching kids want to touch is there a piece of crystal that can be passed around for a more interactive experience
- > Climbing kids wanting to climb on rocks (playground theme?)
- Dark kids want to be in a cave in pitch black, opportunity to play with the lighting during the tour: complete darkness to dramatic lighting up.
- Late customers too late for a tour pressure on front desk staff to catch it up: need self-guided opportunities to offer an alternative
- > awareness of what's available, why the site is special
- Ignorance visitor behaviour physical requirements to participate in cave tours are not always understood or respected. Late arrivals – still insist on joining the tour. Option to implement a late arrival surcharge.
- > Fossils and mine a surprising element that enhances the visitor experience
- > Language barrier can make group management difficult. Signage in multi-language / symbols.
- > Protect trying to enforce protection, once they are surprised and informed they want to protect the site too
- People are highly programmed the tours can de-stress them
- Cave system encourage people to learn more about the system
- > Empathy guides generating empathy for the audience to give them the best possible experience
- > Entry visitors aren't clear on where to go for tickets, accommodation, etc. Confusion
- Messenger negative: if a tour is full, mates rates enforcing the rules, dealing with the general public can be difficult when they are disappointed or there is a misunderstanding (if a tour is full or not running)
- Timing 1 hour tours, however with the information available and more study occurring on site tempting to increase the length of tour to share the information
- > Access: disabled friendly access of mine tour. Need to brief people before entering the Cathedral tour
- Illustrating cave environment and behavioural management before entering the cave.
- Virtual reality as an alternative experience?
- > Need to gather more feedback while visitors are onsite feedback form (ipad) with café discount incentive?

Exercise 3: Site planning: issues, opportunities and suggestions

- Path to Gaden Cave should start at Cathedral, and be smoother. Was meant to divert water from big sink, to stop drainage into Cathedral cave
- > Interlocking pavers becoming uneven
- Fossil trail needs constant maintenance, weed management etc,
- > Public transport access to the site is lacking transfers / shuttle? Town and country tours / taxi set fee?

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- **ITEM NO: CCL17/123**
- Parking at Japanese Gardens often parking on the grass beside the gardens (when carpark is not full). Need to install bollards – in wet weather the site becomes boggy and grass is damaged.
- ▶ Free camping sometimes taking place near Japanese Gardens.
- Walking trails reality of managing them, residential section adjacent (privacy concerns) and cave openings create safety issues.
- Opportunities: adventure caving school groups, corporate experience, sandpit with replica fossils, flora and fauna onsite: visitor guides, planting on site, signage on types of trees / interpreting. Bush regeneration opportunities?
- Repatriate the scar tree from Oxley Museum?
- Opportunity to interpret human history of the region Aboriginal through to explorers and convict settlement. Macquarie River was to be the cut off for European settlement, Dundullimore – oldest intact slab home in Australia. Links to early explorer history.
- > Eco-friendly initiatives solar, water
- Kiosk central hub: update outdoor eating area so that it appeals to locals. Update playground, kids caving experience: explorer cave, megafauna,
- Anti-cline case opportunity to create an experience. Viewing platform at the entrance. Perspex barrier. CO2 issues need to be monitored.
- > Remove the water tanks
- Woodland on the Karst less disturbed as it wasn't cleared. Opportunities to interpret the environment, but need to manage access for safety and environmental issues
- Naturewise? Blaze aid / style activity. Fire Management Plan. Control burn studies on Karst taking place at Yarrangobilly, Wombeyan Caves and others. Will inform action onsite at Wellington.
- Audit and improve existing: Mitchell Cave. Cathedral Cave Flinders study signage to explain. Witches hats to protect (being looked into already).
- Dogs dog friendly Caravan Park (designated off leash areas). But no dogs on tour. Need to balance responsibilities of dog owners to be responsible with wildlife around – consider dog friendly / enclosed areas and kennels
- > Kiosk signage, signage of the cottage,
- > Group accommodation budget style accommodation.
- > Road signage giving suitable lead time for drivers to make decisions
- > Dog day kennel
 - **packaging of experiences** booking tours & accom together
- > Upgrading infrastructure within the caves. Minimise the impact of lighting and infrastructure
- > Showing conservation efforts with bats
- > Caves are like a mirror or a horse

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Consultation meeting #3

Dubbo Regional Council Senior Officers Workshop

- ▶ Jacki Parish Acting Manager Economic Development
- > Lizzie Rich Economic Development Project Officer
- > Simon Tratt Manager of Commercial Facilities
- > Jamie Angus Manager Business Support
- > Andrew Glassop Manager Western Plains Cultural Centre
- Mick Wilson DRC Project Consultant
- > Stephen Parish Building Services Manager
- > Jodie Anderson Wellington Caves Manager
 - Introduction from TRC Tourism
 - Overview of site analysis
 - Visitor insights, target markets and opportunities
 - Proposed Masterplan directions
 - Open discussion

Opportunity to develop multi-purpose budget accommodation (suggestion that this have the option to meet needs of family / budget traveller requirements as well as education markets. This will give maximum returns / occupancy.

Dubbo Regional Council has just undertaken a caravan and camping / RV / free camping study within the region. Results have not been adopted by Council but will be shared with TRC to assist with Master planning process.

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INSPIRING SOLUTIONS
FOR PEOPLE AND PLACES

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REPORT: Economic Value of the Free Camper in Great Western Plains

AUTHOR: Director Economic Development and

Business

REPORT DATE: 21 August 2017

TRIM REFERENCE: ID17/1534

EXECUTIVE SUMMARY

Dubbo and the Great Western Plains (GWP), (Dubbo, Narromine, Warrumbungle, Gilgandra, Coonamble and Warren Local Government Areas) has long been a popular destination for the caravan and camping market, due to its location and key tourism experiences including the Wellington Caves, Taronga Western Plains Zoo, the Warrumbungle National Park and the Siding Springs Observatory.

To further define and understand the value and opportunities of the caravanning and camping market, Dubbo Regional Council, in partnership with Gilgandra Shire Council successfully applied for grant funds and engaged consultants to undertake a significant desktop and consumer research project and provide recommendation of how local councils could progress any desire to grow the freedom camper market in the region.

A report titled 'Value and opportunities of the caravanning and camping market in the Great Western Plains region' was prepared and the Executive Summary is attached as **Appendix 1**. The report identifies the economic impact of non-commercial camping includes annual visitor expenditure of \$21.252 million and supports 128 direct jobs and 25 indirect jobs.

Development of the report was supported by extensive consumer research involving 399 interviews across the region. A summary of findings from the consumer research is attached as **Appendix 2**.

In identifying opportunities, the report also identifies risks that need to be managed to support the sustainable growth of this market.

Whilst this report focuses on Dubbo and Gilgandra Local Government Areas (LGA), it is in consideration of the surrounding Great Western Plains Region and draws a comparison to other areas within Australia of similar visitor economy, experiences and product to show broader possible market opportunity's or threats.

ORGANISATIONAL VALUES

<u>Customer Focused</u>: The research conducted details specific free or low cost camper needs and makes recommendations based on the direct feedback from free camping customers.

<u>Integrity</u>: The surveys undertaken are not edited or adjusted to what council wants to hear, the customer feedback is a true and honest representation of what has been said.

<u>One Team</u>: Information gathered has been possible through the collaboration of staff and ambassadors from Dubbo and Wellington. Every employee from Dubbo and Wellington has play a role in gathering the information and through team work we have conducted 292 face to face interviews in under 4 weeks in the Dubbo LGA. This would not be possible without great teamwork.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

- 1. That the report 'Value and opportunities of the caravanning and camping market in the Great Western Plains region' be noted.
- 2. That the report of the 'Value and opportunities of the caravanning and camping market in the Great Western Plains region' be provided to councils within the Great Western Plains footprint.
- 3. That the insights and recommendations from the report inform development of the Regional Economic Development Strategy and future LGA and regional destination management plans to incorporate 'RV Friendly' tourism actions.
- 4. That findings from the report be utilised to support future funding applications to support the investment in infrastructure to support growth in the freedom camper in this market.

Natasha Comber
Director Economic Development and Business

BACKGROUND

To further define and understand the value and opportunities of the caravanning and camping market in the Great Western Plains region, Dubbo Regional Council, in partnership with Gilgandra Shire Council successfully applied for Funds through the Murray Darling Enterprise Energise Fund. This grant was utilised to engage consultants and Tourism Hospitality Services Australia to undertake a significant desktop and consumer research project in regards to supporting sustainable growth in this market.

399 face to face surveys were conducted. 292 of these were collected on site in various Dubbo Regional Council free camping hot spots, e.g. Terramungamine, Ponto Falls. The report findings encompass:

- Demographics of travellers
- Type of traveller eg: backpacker, nomad
- Mode of travel and accommodation
- Reason/purpose of travel
- Length of stay
- Detailed estimated spend in LGA
- Services utilised
- Key activities undertaken
- Future needs (not currently in market)
- Environmental impact analysis (desktop study of travellers impact and stakeholder interviews determining cost to community to maintain sites, RMS impacts, Fire service call outs, Department of Lands and NPWS etc.)
- Current profile and mapping of caravan, camping infrastructure

A summary of findings from the consumer research are attached as Appendix 2.

Whilst the economic and environmental impact findings of the market form a large component of this report, the research is provided to assist LGA's in establishing agreed positions on future investment in the provision of infrastructure, products and services they offer to the market e.g. based on evidence and findings LGA's may choose to invest or not invest in dump point construction, new signage, toilet amenities, lighting and marketing activities.

REPORT

Attached as **Appendix 1**, is the Executive Summary of 'The Value and opportunities of the caravanning and camping market in the Great Western Plains region' report which highlights key findings and identifies recommendations to maximize economic benefit and minimise negative impacts for free or low cost campers.

Overall in the GWP the economic impacts of camping and caravanning expenditure generate:

- Direct gross regional product (GRP) of \$30.6 million and \$9.9 million indirectly.
- Direct incomes to employees of \$18.6 million and \$5.1 million indirectly.
- 350 direct jobs and 68 indirect jobs.

Economic impact of non-commercial camping:

- Visitor expenditure \$21.252 million.
- Direct gross regional product (GRP) of \$28.8 million and \$14.9 million indirectly.
- 128 direct jobs and 25 indirect jobs.

Key insights of the report include:

- 1. The majority of caravaners and campers are both free and paid travellers and very few are free only campers and very few are paid only campers. While estimates vary, the common perception is that approximately 20% of campers are free only, 20% are paid only, leaving 60% to do both to varying degrees.
- 2. Free Camping is a surprisingly emotive issue, with individual views being highly polarised. It was apparent that many smaller villages and towns had limited infrastructure to support caravaners and campers and other than perhaps a petrol station, grocery store, pub and newsagent there were few opportunities for campers to contribute economically. The behaviour of free camping associations has been described as unconstructive.
- 3. Opportunities and needs are different between cities, towns, villages and the outdoor environment. Where there is no other camping infrastructure, free camping places appear to do well e.g. Mendooran, Ponto Falls, however, where there is both free and paid camping one can cannibalise the other e.g. Coonamble. Larger towns and cities seem to experience the greater negative response to free camping with residents' complaints, competition for paid caravan parks affecting performance, and costs of council servicing free camping perceived to be a negative to rate payers that potentially outweighs the unclear benefits.
- 4. **Environmental issues are real**. Where adequate facilities are provided, and serviced regularly, free campers use them and appear to relatively respect the facilities e.g. Terramungamine and Ponto Falls. Where facilities are not provided, there are problems with human toilet waste, rubbish, firewood, fireplaces, grey water and weed infestation, e.g. Hickeys Falls.
- 5. **Costs of free camping are recognised but usually not measured**. Councils and others understand that there are costs of servicing free camping but these costs are often not recorded as a separate item within departmental reports.
- 6. **Benefits of free camping are recognised but usually not measured** and it is generally perceived that free campers make an economic contribution to the community in the same way that all visitors do. The uncertainty lies in actual measurement of those benefits and in the nature of the expenditure however. A perceived reasonable middle ground is potentially that free campers spend about the same amount as other visitors other than on transport and accommodation.
- 7. The legislative environment is difficult as current Federal and State Legislation does not adequately address the issue of free camping locations and therefore does not support campers nor councils. In addition, rules are different across the state and country, there are conflicts between various rules and laws and the laws are difficult and expensive to enforce.

Key recommendations of the report include:

- 1. Great Western Plains should develop an 'RV Friendly Tourism Strategy' which capitalises on the clear benefits of the 'free or freedom' camping market.
- 2. The 'GWP RV Friendly Tourism Strategy' (GWPRVFTS) should be a low-cost camping strategy and not a free camping strategy.
- 3. Councils of the GWP need to collectively determine the RV Friendly sites and provide the agreed facilities. It is suggested that initially 10 carefully selected sites should be identified and activated and further sites added only if essential. Designated sites (including private, approved operator sites) should fit a set of prequalified criteria.
- 4. The RV Friendly low cost sites should all provide the same, high quality facilities serviced daily by trained and friendly staff. These should include: toilets, dump point, garbage facilities (separated for recycling), water, fireplaces and free, solar powered hotspots for mobile phone and internet access. The rationale is that if visitors are provided with high quality and well maintained facilities they will respect and take care of them.
- 5. There should be a number of 'rules' for the sites and campers to ensure that the environment is protected for the benefit of all users, that the same opportunity to enjoy the campsite is available to all users and to provide council officers a basis on which to control the environment and 'enforce' the required behaviours in the interests of all.
- 6. Introduce permits, sales and display requirements with accompanying enforcement and legislation.
- 7. At times agreed with local commercial caravan parks, showgrounds or other such facilities could be provided as 'overflow' facilities when commercial facilities are full. The purpose in this case is to provide accommodation when none is available. This too should be provided at a fee (higher than the low-cost camping fees).

It is proposed that pursuit of these recommendations be further considered in Council's economic development planning and in consultation with Councils in the Great Western Plains footprint through the established destination management working group.

SUMMARY

Free Camping is a surprisingly emotive issue, with individual views being highly polarised. The report 'Value and opportunities of the caravanning and camping market in the Great Western Plains region' clearly identifies the economic value, risks and opportunities to local councils and communities looking to support growth of this segment of the visitor economy. Infrastructure, legislation, enforcement and resources are all issues that would need to be considered by Council.

The desired approach to supporting growth of this market would be to work with local councils in the Great Western Plains footprint (Dubbo, Narromine, Warrumbungle, Gilgandra, Coonamble and Warren Local Government Areas), however there is still opportunity for Dubbo LGA to undertake some of the recommendations in regards to destination planning, infrastructure development and marketing independent of other LGAs.

Appendices:

- 1. THSA Value and Opportunities of the caravaning and camping market in the Great Western Plains region Summary Report
- 25 Camping and Caravan Survey Report AEC

VALUE & OPPORTUNITIES OF THE CARAVANING & CAMPING MARKET IN THE

GREAT WESTERN PLAINS REGION

DUBBO REGIONAL COUNCIL AUGUST 2017



In association with



VALUE & OPPORTUNITIES OF THE CARAVANNING & CAMPING MARKET



EXECUTIVE SUMMARY

BACKGROUND

The Great Western Plains is located in the heart of New South Wales, covering the local government areas (LGAs) of Dubbo, Wellington, Narromine, Warrumbungle, Gilgandra, Coonamble and Warren. The region is a popular destination for the caravanning and camping market due to its location at the cross roads of major highways as well as its existing mix of tourism products.

Councils within the region are interested to understand the positive and negative impacts of the free camping and caravanning market for the region, particularly for the LGAs of Dubbo and Gilgandra. The project is aimed at providing an evidence base from which comprising Council can make investment decisions.

MOTIVATION FOR INVESTIGATION

The purpose of this study is to understand the value of the market (direct and indirect), the impacts of the market (both economically and environmentally) and the opportunities and risks of potential opportunities for the sector.

KEY FINDINGS

Visitor Profile

- Of the 862,240 visitors to GWP in 2016, approximately 22% of these were camping and caravanning visitors (200,000), of which 60% were stayed in commercial accommodation and 40% stayed in non-commercial accommodation, and spend an average of \$148.19 per day in caravan parks and campgrounds throughout the region.
- The domestic caravan and camping market generated 98% of nights (with an average length of stay of 2.1 nights). The international market generated 2% of nights, with a slightly longer average length of stay (3.2 nights). In 2016, the camping and caravan commercial sites generated 60% of total nights stayed by campers and caravaners with an average length of stay of 2.2 nights. In comparison, non-commercial sites generated 40% of nights with an average length of stay of 1.9 nights.
- Dubbo attracts the greatest number of campers and caravan visitors to the region (48% in 2016).
- Coonamble and Warren attracted the greatest share of non-commercial camping visitors (accounting for 91% and 70% of the Shire's total camping and caravanning visitor market respectively). In contrast Gilgandra and Narromine attracted a higher proportion of commercial campers (accounting for 84% and 89% respectively).
- NSW, followed by Queensland and then Victoria are the greatest source of camping and caravan visitors to the region.
- . The international market is small but comprises visitors primarily from Germany, New Zealand and the UK.
- Travel party composition varies greatly across the region, however, those Shires which attract a higher proportion of commercial camping and caravan visitors tend to attract a higher proportion of adult couples and family groups (including parents and children).
- The age profile also varies across the region, however, there is a tendency for Shires which have a greater diversity of commercial product offerings to attract a more diverse age group.
- In line with national trends, for the year ending December 2016, approximately 56% of camping and

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VALUE & OPPORTUNITIES OF THE CARAVANNING & CAMPING MARKET



commercial camping and caravanning properties and 25 free (small contribution) campsites, 25-day rest areas and 5 dedicated dump points in GWP.

Gilgandra is the only Shire which does not have any free camping facilities (although there are eight official
rest areas – the highest of any Shire in the study area - which could be potentially used for illegal free camping
activities). Half of all the commercial camping and caravanning properties in the study area are located in
Dubbo and Gilgandra. Coonamble is the only Shire which has more free (and small contribution) camping
facilities than commercial facilities.

KEY INSIGHTS

- The majority of caravaners and campers are both free and paid travellers and very few are free only campers and very few are paid only campers. The common perception is that most caravaners and campers use both free and paid facilities to varying degrees with most commentators believing that free campers spend at least 2 to 3 nights per week in paid camping facilities to use facilities such as dump points, electricity (charging batteries), laundry facilities, water filling and full sized bathroom facilities. While estimates vary, the common perception is that approximate 20% of campers are free only, 20% are paid only, leaving 60% to do both to varying degrees.
- Free Camping is a surprisingly emotive issue, with individual views being highly polarised. It was apparent that many smaller villages and towns had limited infrastructure to support caravaners and campers and other than perhaps a petrol station, grocery store, pub and newsagent there were few opportunities for campers to contribute economically. Equally, in some small villages and remote campsites, campers rely on their own stored reserves which may have been purchased hundreds of kilometres away in other regions. Many described the behaviour of free camping associations as aggressive, threatening or bullying and unconstructive with threats of 'black listing' regions, towns or cities perceived to be prevalent.
- Opportunities and needs are different between cities, towns, villages and the outdoor environment. Where there is no other camping infrastructure, free camping places appear to do well e.g. Mendooran, Ponto Falls, however, where there is both free and paid camping one can cannibalise the other e.g. Coonamble. Where there is no camping but campers just need an overnight rest stop, rest areas can be popular between 4.30 pm and 08.30 am e.g. Hickey's Falls. In some mid-size towns where there is no free camping, free campers use a variety of locations (parks, rest areas, grounds outside the caravan park) e.g. Gilgandra. Larger towns and cities seem to experience the greater negative response to free camping with residents' complaints, competition for paid caravan parks affecting performance, and costs of council servicing free camping perceived to be a negative to rate payers that potentially outweighs the unclear benefits.
- Environmental issues are real. Where adequate facilities are provided, and serviced regularly, free campers
 use them and appear to relatively respect the facilities e.g. Terramungamine and Ponto Falls. Where facilities
 are not provided, there are problems with human toilet waste, rubbish, firewood, fireplaces, grey water and
 weed infestation, e.g. Hickeys Falls.
- Costs of free camping are recognised but usually not measured. Councils and others understand that
 there are costs of servicing free camping but these costs are often not recorded as a separate item within
 departmental reports.
- Benefits of free camping are recognised but usually not measured and is it generally perceived that free
 campers make an economic contribution to the community in the same way that all visitors do. The uncertainty
 lies in actual measurement of those benefits and in the nature of the expenditure however. A perceived
 reasonable middle ground is potentially that free campers spend about the same amount as other visitors other
 than on transport and accommodation.
- The legislative environment is difficult as current Federal and State Legislation does not adequately
 address the issue of free camping locations and therefore does not support campers nor councils. In addition,
 rules are different across the state and country, there are conflicts between various rules and laws and the
 laws are difficult and expensive to enforce.

VALUE & OPPORTUNITIES OF THE CARAVANNING & CAMPING MARKET



ECONOMIC IMPACT

- Overall in GWP the economic impacts of camping and caravanning expenditure generate:
 - Direct gross regional product (GRP) of \$30.6 million and \$9.9 million indirectly.
 - Direct incomes to employees of \$18.6 million and \$5.1 million indirectly.
 - 350 direct jobs and 68 indirect jobs.
- · Economic impact of commercial camping:
 - Visitor expenditure \$36.745 million
 - Direct gross regional product (GRP) of \$49.8 million and \$25.7 million indirectly.
 - 222 direct jobs and 43 indirect jobs.
- Economic impact of non-commercial camping:
 - Visitor expenditure \$21.252 million
 - Direct gross regional product (GRP) of \$28.8 million and \$14.9 million indirectly.
 - 128 direct jobs and 25 indirect jobs.

KEY RECOMMENDATIONS

- Great Western Plains should develop an 'RV Friendly Tourism Strategy' which capitalises on the clear benefits of the 'free or freedom' camping market. The GWP RV Friendly Tourism Strategy should be promoted to consumers as part of the regions annual marketing program.
- The 'GWP RV Friendly Tourism Strategy' (GWPRVFTS) should be a low-cost camping strategy and not
 a free camping strategy. There are very clearly costs associated with free camping and with the proposed
 elements of the GWPRVFTS which should for the most part, be recouped from users and beneficiaries. In the
 absence of pricing and elasticity research it is suggested that the nightly camping fee be initially set in the \$5
 to \$10 range.
- Councils of the GWP need to collectively determine the RV Friendly sites and provide the agreed
 facilities. It is suggested that initially 10 carefully selected sites should be identified and activated and further
 sites added only if essential. Designated sites (including private, approved operator sites) should fit a set of
 prequalified criteria.
- The RV Friendly low cost sites to all provide the same, high quality, facilities, serviced daily by trained
 and friendly staff. These should include: Toilets, dump point, garbage facilities (separated for recycling),
 water, fireplaces and free, solar powered hotspots for mobile phone and Internet access. The rationale is that
 if visitors are provided with high quality and well maintained facilities they will respect and take care of them.
- There should be a number of 'rules' for the sites and campers to ensure that the environment is protected
 for the benefit of all users, that the same opportunity to enjoy the campsite is available to all users and to
 provide council officers a basis on which to control the environment and 'enforce' the required behaviours in
 the interests of all.
- Introduce permits, sales and display requirements, with accompanying enforcement and legislation.
- At times agreed with local commercial caravan parks, showgrounds or other such facilities could be
 provided as 'overflow' facilities when commercial facilities are full. The purpose in this case is to provide
 accommodation when none is available. This too should be provided at a fee (higher than the low-cost camping
 fees).



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CAMPING & CARAVAN SURVEY

DUBBO REGIONAL COUNCIL AUGUST, 2017



CARAVAN & CAMPING SURVEY



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CARAVAN & CAMPING SURVEY



EXECUTIVE SUMMARY

BACKGROUND

The Great Western Plains (GWP) is located in the heart of New South Wales, covering the local government areas (LGAs) of Dubbo, Wellington, Narromine, Warrumbungle, Gilgandra, Coonamble and Warren. The region is a popular destination for the caravanning and camping market due to its location at the cross roads of major highways as well as its existing mix of tourism products.

Councils within the region are interested to understand the positive and negative impacts of the free camping and caravanning market for the region, particularly for the LGAs of Dubbo and Gilgandra. The project is aimed at providing an evidence base from which comprising Council can make investment decisions.

PURPOSE & APPROACH

The overall purpose of the study is to understand the value of the market (direct and indirect), the impacts of the market (both economically and environmentally) and the opportunities and risks of potential opportunities for the sector. Part of the study involved intercept surveys with camping and caravan travelers to obtain information regarding travel behavior, preferences, experiences and expenditure undertaken as part of their trip.

KEY FINDINGS

Current Visit

Of the camping and caravan travellers surveyed, more than half (56.0%) indicated that they undertake such trips more than once a year. This was followed by a third (34.8%) who said they take these trips once a year.

Nearly two-thirds (65.2%) of respondents reported that they used a caravan, whilst 17.5% used a motorhome on their trip. Four in five reported that these vehicles had toilets (81.8%) and a shower (79.0%). More than half (57.0%) indicated that their vehicles had grey water.

Four in five (79.0%) of surveyed camping and caravan travellers travelled as part of an adult couple in a relationship sense, followed by 8.8% who travelled alone. The average number of people per travel party was 2.2.

When asked how many nights they will be staying away from home on their current trip, most travellers (60.9%) had plans to stay away from home for a month or longer. The average number of nights away from home was 70.0 nights. However, most travellers planned shorter stays in the Great Western Plains, in which the average length of stay was 6.2 nights. Likewise, the average length of stay at their current facility was 2.9 nights. Most (71.0%) of the total nights travellers were planning to spend were at free camp sites, rather than commercial caravan parks.

Site Specific Experience and Facility Use

The most popular reason for staying at a particular facility was because it was free, which was noted by 35.5% of respondents. Other prominent reasons for picking their current facility was 'word of mouth' (30.5%), 'previous visit' (29.3%) and 'less crowded' (25.8%).

The most popular facilities used included rubbish bins/garbage disposal (75.3%), toilets (65.8%), and water (54.5%). The most popular types of activities undertaken by camping and caravan travellers were walking (68.5%) and sightseeing (68.0%).

The most prominent source of information about campsites and/or caravan parks in GWP was 'travel book, guide or brochure (not online)', which was used by 39.5% of respondents. This was followed by 'internet: camping specific website' (36.3%), 'smart phone/ iPhone App' (24.5%) and 'previous visit/knowledge' (22.5%).

A quarter (26.0%) of camping and caravan travellers listed 'friendly people' as a positive experience within the Great Western Plains, whilst most (32.5%) reported that 'nothing/ none' was a negative experience.

Respondents were asked to rank a number of experiences at their facilities. The average overall safety rating was 4.9 (on a scale of 1 to 5 with "1" being 'very unsafe' and "5" being 'very safe'). The average overall experience was

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rated as 4.9 (on a scale of 1 to 5 with "1" being 'very dissatisfied' and "5" being 'very satisfied'). The average likelihood of returning to the facility was rated as 4.6 versus the likelihood of returning to GWP for camping which was 4.7 (on a scale of 1 to 5 with "1" being 'very unlikely' and "5" being 'very likely'). As such, the average likelihood of recommending GWP for camping to others was rated as 9.0 (on a scale of 0 to 10 with "0" being 'very unlikely' and "1" being 'very unlikely').

General Perceptions

Nearly four in five (78.0%) of camping and caravan travellers chose the free camp sites rather than other alternatives because 'it's free/less costly'. Two in three (66.8%) camping and caravan travellers expected these free camp sites to be clean.

'Free/cost/can spend money on other things' was the most frequently-mentioned most-liked aspect of free camp sites, accounting for 29.5% of responses, whilst 'untidy/dirty/no dump points' was the most frequently-mentioned least-liked aspect, accounting for 29.3% of responses.

Expenditure

Travellers spent the most per day on repairs, accounting for \$240.42 of daily expenditures on average. Other top expenditures included 'shopping (other than for food)' (\$74.47), fuel (\$73.14) and tours and attractions (\$68.43), all per day.

Respondent Profile

Nearly all (99.0%) camping and caravan travellers were from Australia, with most of them coming from New South Wales (35.6%), followed by Victoria (30.6%) and Queensland (12.9%).

Camping and caravanning attracts an older demographic, with the vast majority (87.8%) of respondents reporting that they were 50 years or older. Falling in line with an older demographic, approximately 72.8% of camping and caravan travellers were retired, whilst 15.8% were working either full or part-time.

Most (58.8%) of camping and caravan travellers were male.

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INTRODUCTION

1.1 BACKGROUND

The Great Western Plains (GWP) is located in the heart of New South Wales (NSW), covering the local government areas (LGAs) of Dubbo, Wellington, Narromine, Warrumbungle, Gilgandra, Coonamble and Warren. The region is a popular destination for the caravanning and camping market due to its location at the cross roads of major highways as well as its existing mix of tourism products.

Councils within the region are interested to understand the positive and negative impacts of the free camping and caravanning market for the region, particularly for the LGAs of Dubbo and Gilgandra. The project is aimed at providing an evidence base from which comprising Council can make investment decisions.

1.2 PURPOSE OF THE STUDY

The overall purpose of the study is to understand the value of the market (direct and indirect), the impacts of the market (both economically and environmentally) and the opportunities and risks of potential opportunities for the sector. Part of the study involved intercept surveys with camping and caravan travelers to obtain information regarding travel behavior, preferences, experiences and expenditure undertaken as part of their trip.

The findings from the intercept surveys will be used to determine the economic impacts of the free camping, caravanning and RV market and provide additional context to inform the objectives of the overall study.

1.3 APPROACH

The main elements of the research methodology utilised in executing the study were:

- Survey Development Survey instruments were designed in collaboration with the Project Steering Committee (see Appendix A for complete survey questions).
- Sample Size and Frame An overall sample size of 400 was selected to yield statistically valid results at a
 confidence interval of ±5.00 (at a confidence level of 95%).
- Surveying Process Surveys were undertaken by council volunteers across various locations GWP. The
 table below provides detailed information on the number of surveys achieved at different locations.

Table 1.1: Sample Size and Locations

Area Surveyed	%	#
Dubbo Visîtor Information Centre	28.8%	115
Terramungamine Reserve	18.5%	74
Gilgandra Visitor Information Centre	13.0%	52
Blizzard Field	10.0%	40
Ponto Falls	8.5%	34
Mendooran Camping Grounds	6.0%	24
Warren Shire	4.8%	19
Eumungerie Recreation Reserve	2.8%	11
Tooraweenah Caravan Park	2.5%	10
Visitor Information Centre	2.0%	8
Armatree Hotel	1.0%	4
Narromine Shire	0.8%	3
Geurie Showground	0.5%	2
Other	0.8%	3
Total	100.0%	399

Source: AEC

o The surveys were undertaken on paper-based survey forms by council volunteers.

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CARAVAN & CAMPING SURVEY



- o AEC provided the council an online weblink to the survey for data entry of complete surveys.
- o Council staff entered the survey data from the paper-based survey forms to the online survey weblink.
- Data Analysis and Reporting Data obtained through the survey process was cleaned with the results analysed using SPSS and Q Research Software
 - Unweighted survey data was used for the analysis and reporting.

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2. CURRENT VISIT

This section explores information on the *current visit* of the camping and caravan travellers including the frequency of such visits, the type of vehicle and facilities utilised, the composition of and the number of people in the travel party and the number of nights spent away from home at various locations.

2.1 FREQUENCY OF TRIPS

Of the camping and caravan travellers surveyed, more than half (56.0%) indicated that they undertake such trips more than once a year. This was followed by a third (34.8%) who said they take these trips once a year.

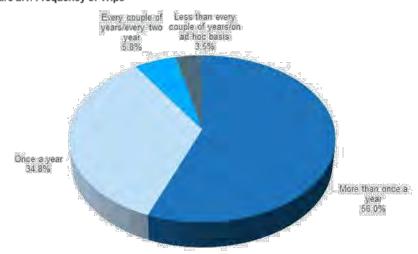
Table 2.1. Frequency of Trips

	%	n
More than once a year	56.0%	224
Once a year	34.8%	139
Every couple of years/every two year	5.8%	23
Less than every couple of years/on ad hoc basis	3.5%	14
No Answer/Refused	0.0%	0
Total	100.0%	400

A1. How often do you undertake a trip such as this?

base n = 400 Source: AEC

Figure 2.1. Frequency of Trips



Source: AEC

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TYPE OF VEHICLE USED

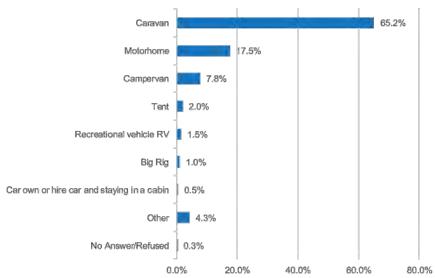
Nearly two-thirds (65.2%) of respondents reported that they used a caravan, whilst 17.5% used a motorhome on their trip.

Table 2.2. Type of Vehicle Used

	%	n
Caravan	65.2%	260
Motorhome	17.5%	70
Campervan	7.8%	31
Tent	2.0%	8
Recreational vehicle RV	1.5%	6
Big Rig	1.0%	4
Car own or hire car and staying in a cabin	0.5%	2
Other	4.3%	17
No Answer/Refused	0.3%	1
Total	100.0%	399

A2. What form of vehicle are you using to visit this location? Single response only base n = 399; total n = 400; 1 missing Source: AEC

Figure 2.2. Type of Vehicle Used



Source: AEC

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2.3 FACILITIES AVAILABLE IN VEHICLE USED

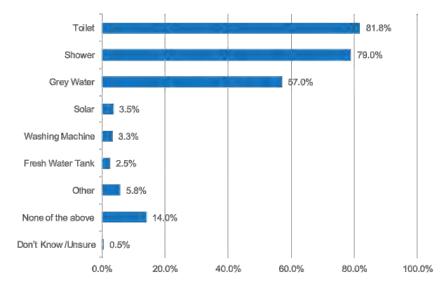
Camping and caravan travellers were asked what facilities are available in the vehicles used. Four in five reported that their vehicles had toilets (81.8%) and a shower (79.0%). More than half (57.0%) indicated that their vehicles had grey water.

Table 2.3. Facilities Available in Vehicle Used

	%	n
Toilet	81.8%	327
Shower	79.0%	316
Grey Water	57.0%	228
Solar	3.5%	14
Washing Machine	3.3%	13
Fresh Water Tank	2.5%	10
Other	5.8%	23
None of the above	14.0%	56
Don't Know/Unsure	0.5%	2
Total	99.8%	399

A3. Which of the following facilities does your vehicle have? Multiple Responses Accepted base n = 400 Source: AEC

Figure 2.3. Facilities Available in Vehicle Used



Source: AEC

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2.4 TRAVEL PARTY

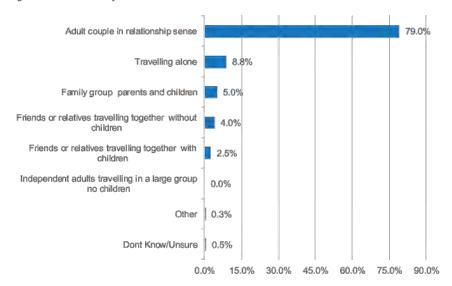
Four in five (79.0%) of surveyed camping and caravan travellers travelled as part of an adult couple in a relationship sense, followed by 8.8% who travelled alone.

Table 2.4. Travel Party

	%	n
Adult couple in relationship sense	79.0%	316
Travelling alone	8.8%	35
Family group parents and children	5.0%	20
Friends or relatives travelling together without children	4.0%	16
Friends or relatives travelling together with children	2.5%	10
Independent adults travelling in a large group no children	0.0%	0
Other	0.3%	1
Don't Know/Unsure	0.5%	2
Total	100.0%	400

A4. Which one of these statements best describes your immediate travel party? Single response only Read list base n = 400 Source: AEC

Figure 2.4. Travel Party



Source: AEC

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2.5 NUMBER OF PEOPLE TRAVELLING

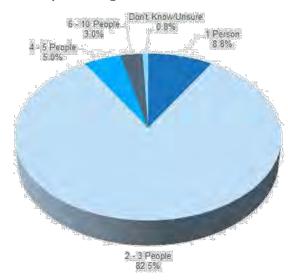
Including themselves, more than four in five (82.5%) of camping and caravan travellers travelled in groups of 2 or 3 people. Only 8.0% travelled in groups of 4 or more people. The average number of people per travel party was

Table 2.5. Number of People Travelling

	%	n
1 Person	8.8%	35
2 - 3 People	82.5%	330
4 - 5 People	5.0%	20
6 - 10 People	3.0%	12
More than 10 People	0.0%	0
Don't Know/Unsure	0.8%	3
Total	100.0%	400
Average number of people in travel party		2.2

A5. Including yourself, how many people are in your travel party? base n ≈ 400 Source: AEC

Figure 2.5. Number of People Travelling



Source: AEC

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2.6 TOTAL NUMBER OF NIGHTS AWAY FROM HOME

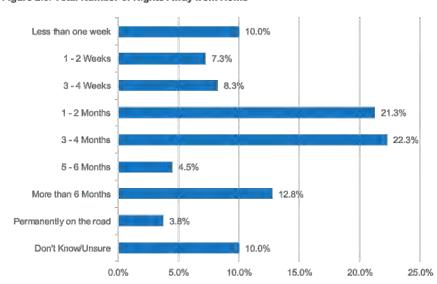
Camping and caravan travellers were asked how many nights they will be staying away from home on their current trip. Most travellers (60.9%) had plans to stay away from home for a month or longer. More than a fifth (22.3%) reported that they will be away from home for 3 to 4 months, whilst another fifth (21.3%) reported that they will be away for 1 to 2 months. Another 3.8% said they are permanently on the road. Only 10.0% were staying away less than one week. The average number of nights away from home was 70.0 nights.

Table 2.6. Total Number of Nights Away from Home

	%	n
Less than one week	10.0%	40
1 - 2 Weeks	7.3%	29
3 - 4 Weeks	8.3%	33
1 - 2 Months	21.3%	85
3 - 4 Months	22.3%	89
5 - 6 Months	4.5%	18
More than 6 Months	12.8%	51
Permanently on the road	3.8%	15
Don't Know/Unsure	10.0%	40
Total	100.0%	400
Average number of nights away from home		70.0

A6. How many nights will you be staying away from home on this trip in total? base n = 400 Source: AEC

Figure 2.6. Total Number of Nights Away from Home



Source: AEC

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2.7 TOTAL NUMBER OF NIGHTS WITHIN THE GREAT WESTERN PLAINS

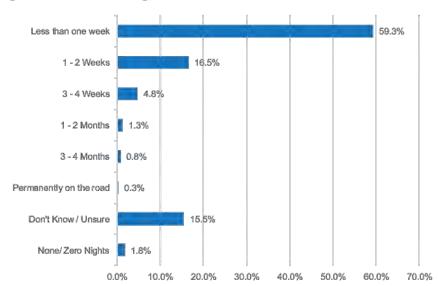
Camping and caravan travellers were asked how many nights they will be staying within the Greater Western Plains on their current trip. Most travellers (59.3%) had plans to stay within the Greater Western Plains for less than one week, followed by 16.5% who were to stay between 1 and 2 weeks. The average number of nights travellers were planning to spend within the Great Western Plains was 6.2 nights.

Table 2.7. Total Number of Nights within Great Western Plains

	%	n
Less than one week	59.3%	237
1 - 2 Weeks	16.5%	66
3 - 4 Weeks	4.8%	19
1 - 2 Months	1.3%	5
3 - 4 Months	0.8%	3
Permanently on the road	0.3%	1
Don't Know / Unsure	15.5%	62
None/ Zero Nights	1.8%	7
Total	100.0%	400
Average number of nights within the Great Western Plains		6.2

A7. How many nights in total will you be staying within the Great Western Plains? - Coded base n ≈ 400 Source: AEC

Figure 2.7. Total Number of Nights within Great Western Plains



Source: AEC

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2.8 TOTAL NUMBER OF NIGHTS AT THE LOCATION SURVEYED

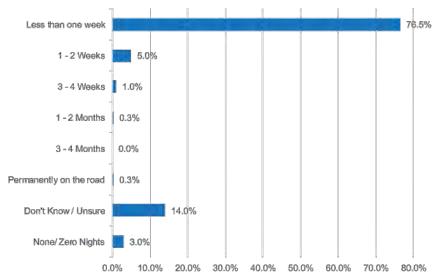
Of the total nights spent away from home, more than three in four (76.5%) camping and caravan travellers planned to spend less than one week at their current site. The average number of nights was 2.9 nights.

Table 2.8. Total Number of Nights at the Location Surveyed

	%	n
Less than one week	76.5%	306
1 - 2 Weeks	5.0%	20
3 - 4 Weeks	1.0%	4
1 - 2 Months	0.3%	1
3 - 4 Months	0.0%	0
Permanently on the road	0.3%	1
Don't Know / Unsure	14.0%	56
None/ Zero Nights	3.0%	12
Total	100.0%	400
Average number of nights at the location surveyed		2.9

A8. And of the {Answer in A7}, how many nights in total will you be staying in this location specifically? base n = 400 Source: AEC

Figure 2.8. Total Number of Nights at the Location Surveyed



Source: AEC

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2.9 PERCENTAGE OF NIGHTS AT FREE CAMP SITES VS. COMMERCIAL CARAVAN PARKS

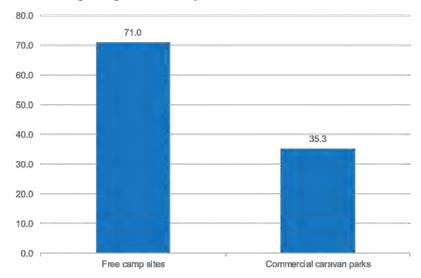
Of their entire trip, caravan and camping travellers plan to spend an average of 71.0% of nights at free camp sites versus 35.3% of nights at commercial caravan parks.

Table 2.9. Percentage of Nights at Free Camp Sites vs. Commercial Caravan Parks

	Average	Base n
Free camp sites	71.0	384
Commercial caravan park	35.3	302

A9. Thinking about your entire trip, what percentage of nights will you be staying is the following? base n = from 301 to 384; total n = 400; 99 missing Source: AEC

Figure 2.9. Percentage of Nights at Free Camp Sites vs. Commercial Caravan Parks



Source: AEC

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SITE SPECIFIC EXPERIENCE & FACILITY USE 3.

The following section identifies the motivations for choosing the facility, the information sources utilised, types of activities undertaken at the location and the positive and negative experiences of the camping and caravan travellers.

REASONS NOMINATED FOR CHOOSING FACILITY 3.1

The most popular reason for staying at a particular facility was because it was free, which was noted by 35.5% of respondents. Other prominent reasons for picking their current facility was 'word of mouth' (30.5%), 'previous visit' (29.3%) and 'less crowded' (25.8%). A sizable proportion stayed at their current facility because of the 'natural experience' (23.5%), 'don't have to book in advance' (21.8%) and it is 'less noisy' (20.0%).

Table 3.1. Reasons Nominated for Choosing Facility

	%	n
It's free	35.5%	142
Word of mouth	30.5%	122
Previous visit	29.3%	117
Less crowded	25.8%	103
Natural experience	23.5%	94
Don't have to book in advance	21.8%	87
Less noisy	20.0%	80
The cleanliness	14.8%	59
Wiki Camps	9.0%	36
Just Travelling through/First time/On the way	5.5%	22
Camp 7 or Camp 8	3.3%	13
Camp books	2.5%	10
Town/Services/Location	2.5%	10
Magazines/Print media/Social Media	2.3%	9
Attractions /History	1.8%	7
Freedom/Less Restrictions	1.5%	6
Member association	1.3%	5
Social Aspect	1.0%	4
Other	4.5%	18
Don't Know/Unsure	4.0%	16
Total	100.0%	400

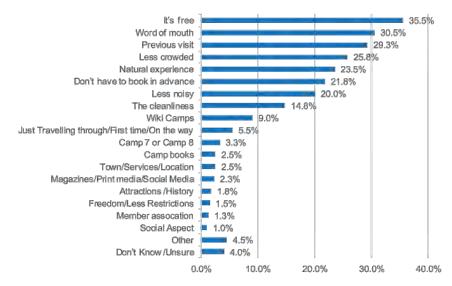
B1. Why did you choose to stay at this location? Multiple Responses Accepted base n = 400

Source: AEC

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Figure 3.1. Reason Nominated for Choosing Facility



Source: AEC

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3.2 FACILITIES USED

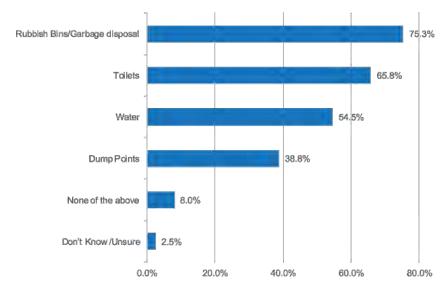
Three in four (75.3%) of travellers used the rubbish bins/garbage disposal at their current facility, whilst two in three (65.8%) used the toilets. More than half (54.5%) used the water, and more than a third (38.8%) used the dump points at their facility.

Table 3.2. Facilities Used

	%	n
Rubbish Bins/Garbage disposal	75.3%	301
Toilets	65.8%	263
Water	54.5%	218
Dump Points	38.8%	155
Don't Know/Unsure	2.3%	9
None of the above	8.0%	32
Total	99.8%	399

B4. Which of the following facilities have you used whilst at this location? Multiple Responses Accepted base n = 400 Source: AEC

Figure 3.2. Facilities Used



Source: AEC

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TYPES OF ACTIVITIES UNDERTAKEN 3.3

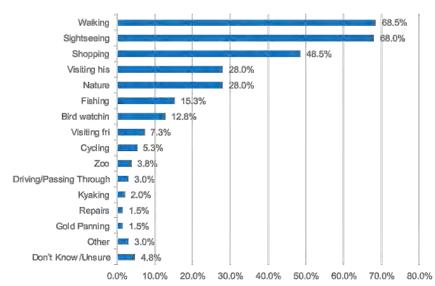
The most popular types of activities undertaken by camping and caravan travellers were walking (68.5%) and sightseeing (68.0%). This was followed by half of travellers (48.5%) who went shopping and more than a quarter who visited historical sites and did nature-related activities (28.0%, respectively)

Table 3.3. Types of Activities Undertaken

	%	n
Walking	68.5%	274
Sightseeing	68.0%	272
Shopping	48.5%	194
Visiting historical sites	28.0%	112
Nature	28.0%	112
Fishing	15.3%	61
Bird watching	12.8%	51
Visiting friends/family	7.3%	29
Cycling	5.3%	21
Zoo	3.8%	15
Driving/Passing Through	3.0%	12
Kayaking	2.0%	8
Repairs	1.5%	6
Gold Panning	1.5%	6
Other	3.0%	12
Don't Know/Unsure	4.8%	19
Total	100.0%	400

B2. What types of activities have you or will you be undertaking whilst here? Multiple Responses Accepted base n = 400 Source: AEC

Figure 3.3. Types of Activities Undertaken



Source: AEC

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3.4 INFORMATION SOURCES UTILISED

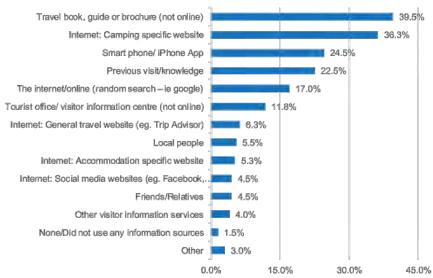
Camping and caravan travellers were asked which sources of information they used to gather information about campsites and/or caravan parks in the Great Western Plains. The most prominent source of information was 'travel book, guide or brochure (not online)', which was used by 39.5% of respondents. This was followed by 'internet: camping specific website' (36.3%), 'smart phone/ iPhone App' (24.5%) and 'previous visit/knowledge' (22.5%).

Table 3.4. Information Sources Utilised

	%	n
Travel book, guide or brochure (not online)	39.5%	158
Internet: Camping specific website	36.3%	145
Smart phone/ iPhone App	24.5%	98
Previous visit/knowledge	22.5%	90
The internet/online (random search – ie google)	17.0%	68
Tourist office/ visitor information centre (not online)	11.8%	47
Internet: General travel website (eg. Trip Advisor)	6.3%	25
Local people	5.5%	22
Internet: Accommodation specific website	5.3%	21
Internet: Social media websites (eg. Facebook, Twitter)	4.5%	18
Friends/Relatives	4.5%	18
Other visitor information services	4.0%	16
None/Did not use any information sources	1.5%	6
Other	3.0%	12
Total	100.0%	400

B5. Which sources, if any, did you use to obtain information about campsites and/or caravan parks in the Great Western base n = 400 Source: AEC

Figure 3.4. Information Sources Utilised



Source: AEC

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CARAVAN & CAMPING SURVEY



3.5 POSITIVE EXPERIENCES

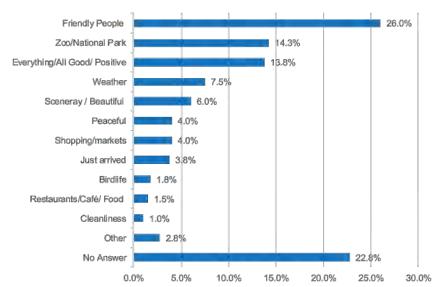
A quarter (26.0%) of camping and caravan travellers listed 'friendly people' as a positive experience within the Great Western Plains, followed by 14.3% who indicated 'zoo/national park' and 13.8% who said 'everything/all good/ positive'. Approximately 22.8% chose not to answer the question.

Table 3.5. Positive Experiences

the second secon	%	n
Friendly People	26.0%	104
Zoo/National Park	14.3%	57
Everything/All Good/ Positive	13.8%	55
Weather	7.5%	30
Scenery / Beautiful	6.0%	24
Peaceful	4.0%	16
Shopping/markets	4.0%	16
Just arrived	3.8%	15
Birdlife	1.8%	7
Restaurants/Café/ Food	1.5%	6
Cleanliness	1.0%	4
Other	2.8%	11
No Answer	22.8%	91
Total	100.0%	400

B6. What positive experiences you have had within the Great Western Plains whilst on this trip? base n=400 Source: AEC

Figure 3.5. Positive Experiences



Source: AEC

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3.6 NEGATIVE EXPERIENCES

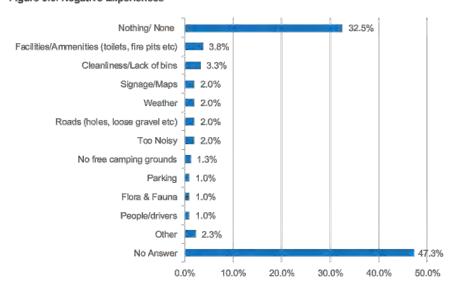
Most travellers (32.5%) reported that 'nothing/ none' was a negative experience within the Great Western Plains. Only 3.8% and 3.3% indicated 'facilities/amenities (toilets, fire pits etc)' and 'cleanliness/lack of bins' were negative experiences. However, nearly half (47.3%) chose not to answer the question.

Table 3.6. Negative Experiences

	%	n
Nothing/ None	32.5%	130
Facilities/Amenities (toilets, fire pits etc)	3.8%	15
Cleanliness/Lack of bins	3.3%	13
Signage/Maps	2.0%	8
Weather	2.0%	8
Roads (holes, loose gravel etc)	2.0%	8
Too Noisy	2.0%	8
No free camping grounds	1.3%	5
Parking	1.0%	4
Flora & Fauna	1.0%	4
People/drivers	1.0%	4
Other	2.3%	9
No Answer	47.3%	189
Total	100.0%	400

B7. What negative experiences you have had within the Great Western Plains whilst on this trip? base n=400 Source: AEC

Figure 3.6. Negative Experiences



Source: AEC

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3.7 **FEELING OF SAFETY**

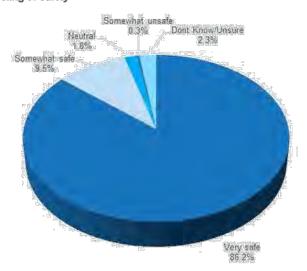
Of the surveyed camping and caravan travellers, the vast majority (86.2%) felt 'very safe' whilst camping within the Great Western Plains on their trip, whilst nearly one in ten (9.5%) felt 'somewhat safe'. Only 0.3% of respondents felt 'somewhat/very unsafe'. The average overall safety rating was 4.9 (on a scale of 1 to 5 with "1" being 'very unsafe' and "5" being 'very safe').

Table 3.7. Feeling of Safety

the same of the sa	%	n
Very safe	86.2%	343
Somewhat safe	9.5%	38
Neutral	1.8%	7
Somewhat unsafe	0.3%	1
Very unsafe	0.0%	0
Don't Know/Unsure	2.3%	9
Total	100.0%	398
Average	4.9	

B8. How safe did you feel whilst camping within the Great Western Plains on this trip? base n = 398; total n = 400; 2 missing Source: AEC

Figure 3.7. Feeling of Safety



Source: AEC

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3.8 OVERALL SATISFACTION WITH CAMPING EXPERIENCE

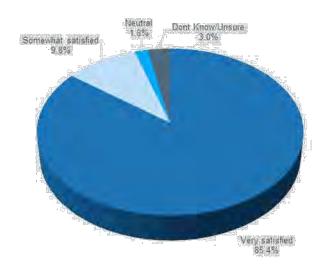
Nearly all (95.2%) camping and caravan travellers were either 'very satisfied' or 'somewhat satisfied' with their camping experience in the Great Western Plains. The average overall experience was rated as 4.9 (on a scale of 1 to 5 with "1" being 'very dissatisfied' and "5" being 'very satisfied').

Table 3.8. Overall Satisfaction with Camping Experience

	%	n
Very satisfied	85.4%	339
Somewhat satisfied	9.8%	39
Neutral	1.8%	7
Somewhat dissatisfied	0.0%	0
Very dissatisfied	0.0%	0
Don't Know/Unsure	3.0%	12
Total	100.0%	397
Average	4.9	

B9. Overall, how satisfied are you with your camping experience within the Great Western Plains? Single Response Only base n = 397; total n = 400; 3 missing Source: AEC

Figure 3.8. Overall Satisfaction with Camping Experience



Source: AEC

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3.9 LIKELIHOOD OF STAYING AT THE FACILITY IN FUTURE

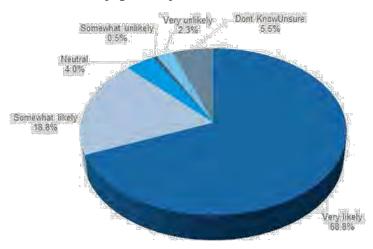
The vast majority (87.6%) of those surveyed reported that they were either 'very likely' or 'somewhat likely' to stay at their current facility in the future. The average likelihood of returning was rated as 4.6 (on a scale of 1 to 5 with "1" being 'very unlikely' and "5" being 'very likely').

Table 3.9. Likelihood of Staying at Facility in Future

	%	n
Very likely	68.8%	274
Somewhat likely	18.8%	75
Neutral	4.0%	16
Somewhat unlikely	0.5%	2
Very unlikely	2.3%	9
Don't Know/Unsure	5.5%	22
Total	100.0%	398
Average	4.6	

B3. How likely are you to stay at this location in the future? Single Response Only base n = 398; total n = 400; 2 missing Source: AEC

Figure 3.9. Likelihood of Staying at Facility in Future



Source: AEC

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LIKELIHOOD OF RETURNING TO THE GREAT WESTERN PLAINS FOR 3.10 **CAMPING**

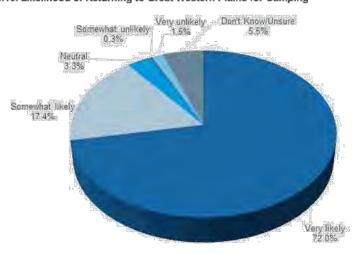
The vast majority (89.4%) of respondents reported that they were either 'very likely' or 'somewhat likely' to return to the Great Western Plains for camping. The average likelihood of returning was rated as 4.7 (on a scale of 1 to 5 with "1" being 'very unlikely' and "5" being 'very likely').

Table 3.10. Likelihood of Returning to Great Western Plains for Camping

	%	n
Very likely	72.0%	286
Somewhat likely	17.4%	69
Neutral	3.3%	13
Somewhat unlikely	0.3%	1
Very unlikely	1.5%	6
Don't Know/Unsure	5.5%	22
Total	100.0%	397
Average	4.7	

B10. How likely are you to return to the Great Western Plains for camping again? Single Response Only base n = 397; total n = 400; 3 missing Source: AEC

Figure 3.10. Likelihood of Returning to Great Western Plains for Camping



Source: AEC

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LIKELIHOOD OF RECOMMENDING THE GREAT WESTERN PLAINS FOR 3.11 **CAMPING TO OTHERS**

The average likelihood of recommending the Greater Western Plains for camping to others was rated as 9.0 (on a scale of 0 to 10 with "0" being 'very unlikely' and "1" being 'very unlikely'). Just under three-quarters (72.9%) of respondents were net promoters (score of 9 or 10), whilst only 5.8% were net detractors (score of 0 to 6).

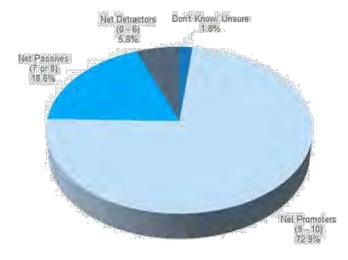
Table 3.11. Likelihood of Recommending Great Western Plains for Camping to Others

	%	n
0 - Very Unlikely	1.8%	7
1	0.3%	1
2	0.3%	1
3	0.0%	0
4	0.3%	1
5	3.3%	13
6	1.0%	4
7	6.5%	26
8	12.1%	48
9	14.1%	56
10 - Very likely	58.8%	234
Don't Know/ Unsure	1.8%	7
Total	100.0%	398
Net Promoters (9 - 10)	72.9%	290
Net Detractors (0 - 6)	5.8%	23
Average	9.0	

B11. On a scale of 0 - 10, where '0' is very unlikely and '10' is very likely, how likely are you to recommend the Great Western Plains for camping

to others? base n = 398; total n = 400; 2 missing Source: AEC

Figure 3.11. Likelihood of Recommending Great Western Plains for Camping to Others



Source: AEC

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GENERAL PERCEPTIONS

This section investigates attitudes and perceptions of camping and caravan travellers including influencing factors in choosing free camp sites, expectations as well as most liked and least liked aspects of free camp sites.

4.1 INFLUENCING FACTORS IN CHOOSING FREE CAMP SITES

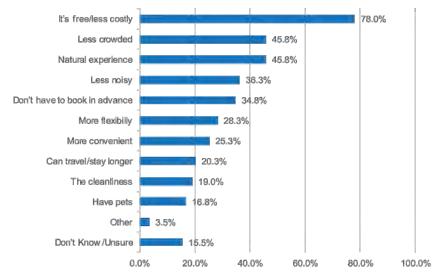
Nearly four in five (78.0%) of camping and caravan travellers chose the free camp sites rather than other alternatives because 'it's free/less costly'. Other prominent reasons were 'less crowded' and 'natural experience' at 45.8%, respectively. More than a third reported it was because free camp sites are 'less noisy' (36.3%) and they 'don't have to book in advance' (34.8%).

Table 4.1. Influencing Factors in Choosing Free Camp Sites

	%	n
It's free/less costly	78.0%	312
Less crowded	45.8%	183
Natural experience	45.8%	183
Less noisy	36.3%	145
Don't have to book in advance	34.8%	139
More flexibility	28.3%	113
More convenient	25.3%	101
Can travel/stay longer	20.3%	81
The cleanliness	19.0%	76
Have pets	16.8%	67
Other	3.5%	14
Don't Know/Unsure	15.5%	62
Total	100.0%	400

C1. What were the key influencing factors in your decision to stay at free camp sites rather than other camping alternatives available? base n = 400
Source: AEC

Figure 4.1. Influencing Factors in Choosing Free Camp Sites



Source: AEC

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EXPECTATIONS OF FREE CAMP SITES

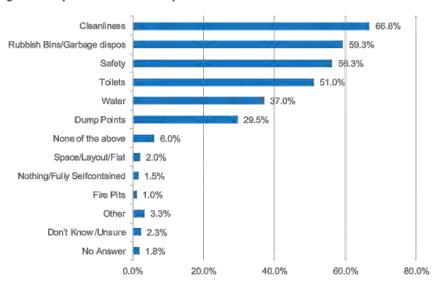
Two in three (66.8%) camping and caravan travellers expected free camp sites to be clean. More than half (59.3%) expect there to be rubbish bins or garbage disposals, 56.3% expected sites to be safe, and 51.0% expect toilets. Over a third (37.0%) also expect there to be water.

Table 4.2. Expectations of Free Camp Sites

	%	n
Cleanliness	66.8%	267
Rubbish Bins/Garbage disposal	59.3%	237
Safety	56.3%	225
Toilets	51.0%	204
Water	37.0%	148
Dump Points	29.5%	118
None of the above	6.0%	24
Space/Layout/Flat	2.0%	8
Nothing/Fully Self-contained	1.5%	6
Fire Pits	1.0%	4
Other	3.3%	13
Don't Know/Unsure	2.3%	9
No Answer	1.8%	7
Total	100.0%	400

C2. In general, what are your expectations of free camp sites? Multiple Responses Accepted base n=400 Source: AEC

Figure 4.2. Expectations of Free Camp Sites



Source: AEC

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4.3 MOST LIKED ASPECTS OF FREE CAMP SITES

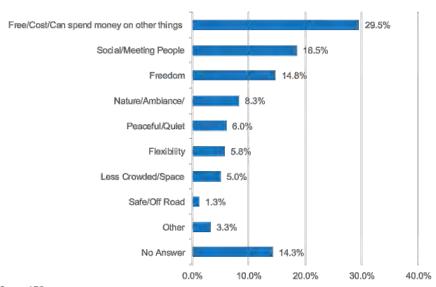
'Free/cost/can spend money on other things' was the most frequently-mentioned most-liked aspect of free camp sites, accounting for 29.5% of responses. Other prominent most-liked aspects included 'social/meeting people' (18.5%) and 'freedom' (14.8%).

Table 4.3. Most Liked Aspects of Free Camp Sites

	%	n
Free/Cost/Can spend money on other things	29.5%	118
Social/Meeting People	18.5%	74
Freedom	14.8%	59
Nature/Ambiance/	8.3%	33
Peaceful/Quiet	6.0%	24
Flexibility	5.8%	23
Less Crowded/Space	5.0%	20
Safe/Off Road	1.3%	5
Other	3.3%	13
No Answer	14.3%	57
Total	100.0%	400

C3. What do you like most about free camp sites? base n = 400 Source: AEC

Figure 4.3. Most Liked Aspects of Free Camp Sites



Source: AEC

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4.4 LEAST LIKED ASPECTS OF FREE CAMP SITES

*Untidy/dirty/no dump points' was the most frequently-mentioned least-liked aspects of free camp sites, accounting for 29.3% of responses. Another 9.0% said that there was nothing that they did not like.

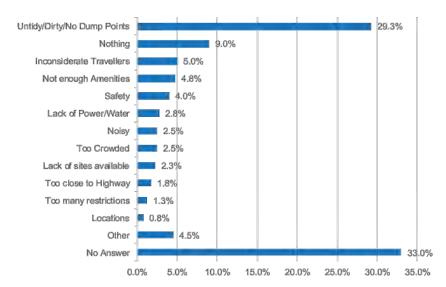
Table 4.4. Least Liked Aspects of Free Camp Sites

	%	n
Untidy/Dirty/No Dump Points	29.3%	117
Nothing	9.0%	36
Inconsiderate Travelers	5.0%	20
Not enough Amenities	4.8%	19
Safety	4.0%	16
Lack of Power/Water	2.8%	11
Noisy	2.5%	10
Too Crowded	2.5%	10
Lack of sites available	2.3%	9
Too close to Highway	1.8%	7
Too many restrictions	1.3%	5
Locations	0.8%	3
Other	4.5%	18
No Answer	33.0%	132
Total	100.0%	400

C4. What do you like least about free camp sites?

base n = 400 Source: AEC

Figure 4.4. Least Liked Aspects of Free Camp Sites



Source: AEC

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EXPENDITURE

This section explores the daily expenditure undertaken by camping and caravan travellers on various items.

5.1 AVERAGE DAILY SPEND AT LOCATION SURVEYED

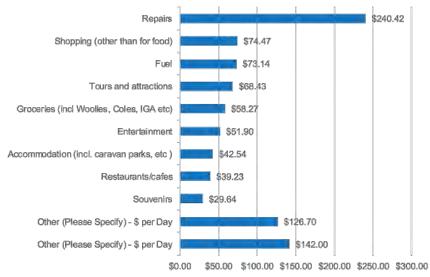
Camping and caravan travellers were asked how much they spend on average daily at their current location. Travellers spent the most on repairs, accounting for \$240.42 of daily expenditures. Other top expenditures included 'shopping (other than for food)' (\$74.47), fuel (\$73.14) and tours and attractions (\$68.43).

Table 5.1. Average Daily Spend at Location Surveyed

	Average	Base n
Repairs	\$240.42	43
Shopping (other than for food)	\$74.47	104
Fuel	\$73.14	278
Tours and attractions	\$68.43	100
Groceries (incl Woolies, Coles, IGA etc)	\$58.27	245
Entertainment	\$51.90	21
Accommodation (incl. caravan parks, etc.)	\$42.54	112
Restaurants/cafes	\$39.23	182
Souvenirs	\$29.64	43
Other (Please Specify) - \$ per Day	\$126.70	10
Other (Please Specify) - \$ per Day	\$142.00	2

D1. Please estimate your average daily spend for this location on the following items: Source: AEC

Figure 5.1. Average Daily Spend at Location Surveyed



Source: AEC

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RESPONDENT PROFILE 6.

This section provides a profile of respondents surveyed.

COUNTRY OF RESIDENCY 6.1

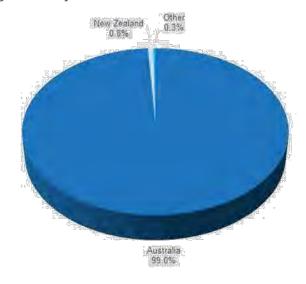
Nearly all (99.0%) camping and caravan travellers reported that they were from Australia. Only 0.8% were from New Zealand, leaving 0.3% from other countries.

Table 6.1. Country of Residency

	%	n
Australia	99.0%	396
New Zealand	0.8%	3
Other	0.3%	1
Total	100.0%	400

E1. What is your country of residence? base n = 400 Source: AEC

Figure 6.1. Country of Residency



Source: AEC

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STATE OF RESIDENCY WITHIN AUSTRALIA

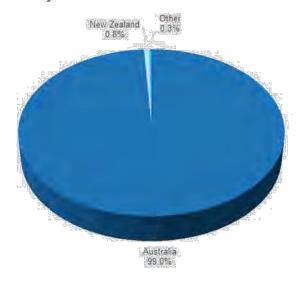
The largest proportion of travellers reside in New South Wales, accounting for 35.6% of travellers. This was followed by Victoria (30.6%) and Queensland (12.9%).

Table 6.2. State of Residency within Australia

	%	n
New South Wales	35.6%	141
Victoria	30.6%	121
Queensland	12.9%	51
South Australia	6.1%	24
West Australia	5.1%	20
Tasmania	5.6%	22
Australian Capital Territory	1.0%	4
Northern Territory	0.3%	1
No Answer	3.0%	12
Total	100.0%	396

E2. And what is the state and postcode of your residence in Australia? base n = 396; total n = 400; 4 missing Source: AEC

Figure 6.2. State of Residency within Australia



Source: AEC

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6.3 AGE

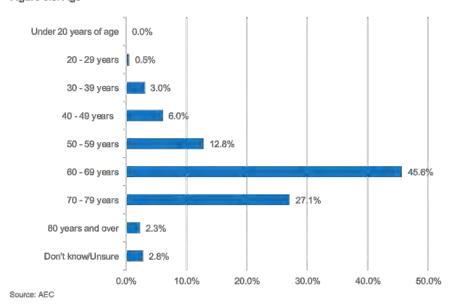
Camping and caravanning attracts an older demographic, with the vast majority (87.8%) of respondents reporting that they were 50 years or older. The most prominent age group was those between 60 and 69 years of age, accounting for 45.6% of respondents, followed by those between 70 and 79 years of age (27.1%) and those between 50 and 59 years of age (12.8%).

Table 6.3. Age

	%	n
Under 20 years of age	0.0%	0
20 - 29 years	0.5%	2
30 - 39 years	3.0%	12
40 - 49 years	6.0%	24
50 - 59 years	12.8%	51
60 - 69 years	45.6%	182
70 - 79 years	27.1%	108
80 years and over	2.3%	9
Don't know/Unsure	2.8%	11
Total	100.0%	399

E3. Could you please tell me your age? base n = 399; total n = 400; 1 missing Source: AEC

Figure 6.3. Age



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6.4 WORK STATUS

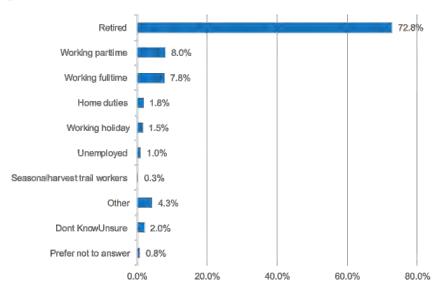
Falling in line with an older demographic, approximately 72.8% of camping and caravan travellers were retired. Only 8.0% were working part-time, whilst 7.8% were working full-time.

Table 6.4. Work Status

Account of the control of the contro	%	n
Retired	72.8%	291
Working part-time	8.0%	32
Working full-time	7.8%	31
Home duties	1.8%	7
Working holiday	1.5%	6
Unemployed	1.0%	4
Seasonal harvest trail workers	0.3%	1
Other	4.3%	17
Don't Know/Unsure	2.0%	8
Prefer not to answer	0.8%	3
Total	100.0%	400

E4. What is your present work status? Are you? base n = 400
Source: AEC

Figure 6.4. Work Status



Source: AEC

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6.5 GENDER

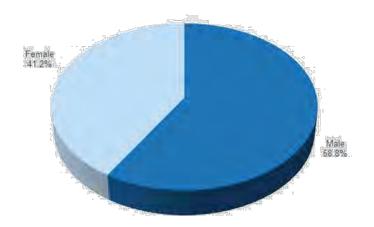
Most (58.8%) of camping and caravan travellers were male.

Table 6.5. Gender

	%	n
Male	58.8%	234
Female	41.2%	164
Total	100.0%	398

E5. Please record gender base n = 398; total n = 400; 2 missing Source: AEC

Figure 6.5. Gender



Source: AEC

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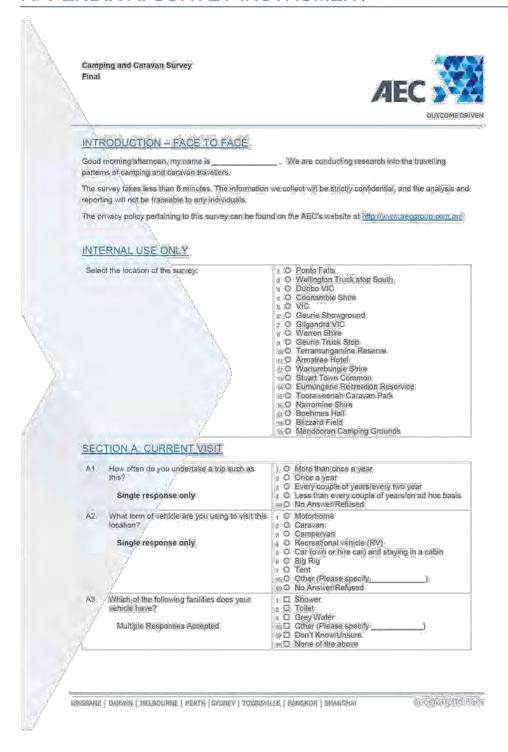
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CARAVAN & CAMPING SURVEY



APPENDIX A: SURVEY INSTRUMENT



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A4.	Which one of these statements best describes your immediate travel party?	□ Travelling alone → Skip to A6 □ Adult couple (in relationship sense) → Skip to A6 □ Family group – parents and children
	Single response only	Friends or relatives travelling together - with children
	Read list	s ○ Friends or relatives travelling together — without children o ○ Independent adults travelling in a large group (no children) o ○ Other (Please Specify
		⊕ O Don't Know/Unsure
A5.	Including yourself, how many people are in your travel party?	O Record number of people 99 O Don't Know/Unsure
A6.	How many nights will you be staying away from home on this trip in total?	O Record number of nights: O Don't Know/Unsure
A7	How many nights in total will you be staying within the Great Western Plains?	Record number of nights: Don't Know/Unsure
A8.	And of the [READ NIGHTS MENTIONED IN A8], many nights in total will you be staying in this location specifically?	O Record number of nights: O Don't Know/Unsure
A9.	Thinking about your entire trip, what percentage of nights will you be staying is the following?	Free camp sites:% of time Commercial caravan park:% of time

SECTION B: SITE SPECIFIC EXPERIENCE AND FACILITY USE

B1.	Why did you choose to stay at this location? Multiple Responses Accepted	Word of mouth Previous visit
B2.	What types of activities have you or will you be undertaking whilst here? Multiple Responses Accepted	Walking Sightseeing Sightseeing Sightseeing Sightseeing Sightseeing Sightseeing Sightseeing Shopping Visiting friends/family Shopping Visiting historical sites The property of the watching Nature Cycling Sightseeing Other (Please specify) Sightseeing Sightseeing
B3.	How likely are you to stay at this location in the future? Single Response Only	Very likely Somewhat likely Somewhat unlikely Somewhat unlikely Overy unlikely Somewhat unlikely Somewhat unlikely
B4.	Which of the following facilities have you used whilst at this location?	□ Dump Points □ Water □ Rubbish Bins/Garbage disposal

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	Multiple Responses Accepted	4 □ Toilets 95 □ Other (Please specify) 97 □ Don't Know/Unsure 90 □ None of the above
B5.	Which sources, if any, did you use to obtain information about campsites and/or caravan parks in the Great Western Plains? Multiple Responses Accepted	Previous visit/knowledge Previous visit/knowledge The internet/online (random search – ie google) Internet: Accommodation specific website Internet: Camping specific website Internet: Camping specific website Internet: Social media websites (eg. Facebook, Twitter) Internet: Council website I
B6.	What positive experiences you have had within the Great Western Plains whilst on this trip? Open end response question	
B7.	What negative experiences you have had within the Great Western Plains whilst on this trip? Open end response question	
B8.	How safe did you feel whilst camping within the Great Western Plains on this trip? Single Response Only	1 O Very safe 2 O Somewhat safe 3 O Neutral 4 O Somewhat unsafe 5 O Very unsafe 60 O Don't Know/Unsure
B9.	Overall, how satisfied are you with your camping experience within the Great Western Plains? Single Response Only	1 O Very satisfied 2 O Somewhat satisfied 3 O Neutral 4 O Somewhat dissatisfied 5 O Very dissatisfied 90 O Don't Know/Unsure
B10.	How likely are you to return to the Great Western Plains for camping again? Single Response Only	O Very likely O Somewhat likely O Neutral O Somewhat unlikely O Very unlikely O Don't Know/Unsure

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					AEC OUTCOME DRIV
B11.	On a scale of 0 – 10, where '0' is very unlikel and '10' is very likely, how likely are you to recommend the Great Western Plains for camping to others? Single Response Only	2 C C C C C C C C C C C C C C C C C C C	2 3 4 4 5 6 6 7		
SEC.	TION C: GENERAL PERCEPTION	S			
C1.	What were the key influencing factors in you decision to stay at free camp sites rather tha other camping alternatives available? Multiple Responses Accepted	n 2 0 4 0 5 0 6 0 6 0 6 0 6 0 6 0 6 0 6 0 6 0 6	It's free/less costly Less crowded Less noisy Don't have to book in The cleanliness Natural experience Have pets Can travel/stay longe More convenient More flexibiliy Other (Please specify Don't Know/Unsure	ŕ	
C2.	In general, what are your expectations of free camp sites? Multiple Responses Accepted	2 C 4 C 5 C 6 C 7 C	Cleanliness Safety Dump Points Water Rubbish Bins/Garbag Toilets Other (Please specify Don't Know/Unsure None of the above		
C3.	What do you like most about free camp sites		110110 03 430 450 40		
	Open end response question				
C4.	What do you like least about free camp sites Open end response question	?			
SEC.	TION D: EXPENDITURE				
	Please estimate your average daily spend fo Accommodation (incl. caravan parks, etc.)	r this lo	cation on the following per day	99 🗆	Don't Know/Unsure
D1c.	0.000.000.000.000.000	\$	per day	1 00	Don't Know/Unsure
4	Fuel	\$ \$	per day		Don't Know/Unsure
D1e.	Tours and attractions		per day		Don't Know/Unsure
D1f. D1h.	Groceries (incl Woolies, Coles, IGA etc) Shopping (other than for food)	\$ \$	per day per day	99 D	Don't Know/Unsure Don't Know/Unsure
D1h.	Repairs	\$	per day	99 🗆	
D1i.	Souvenirs	\$	per day per day	99 🗆	Don't Know/Unsure
D1j.	Entertainment	\$	per day	99 🗆	Don't Know/Unsure
D1k.	Other (please specify)	\$	per day	199 🗆	Don't Know/Unsure
D1I.	Other (please specify)	\$	per day	99 🗆	Don't Know/Unsure
	Other (please specify)	\$	per day	e9 🗆	Don't Know/Unsure

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SECTION E: PROFILE

E1. What is your country of residence? Interviewer Instructions: • Enter four-digit postcode • Select state of residence from list	4 ○ Australia → ASK E2 2 ○ Canada 3 ○ China 4 ○ England 5 ○ Germany 6 ○ Hong Kong 7 ○ Indonesia 8 ○ Ireland (Eire) 9 ○ Japan 13 ○ Korea 14 ○ Malaysia 12 ○ Northern Ireland 14 ○ Scotland 15 ○ Singapore 15 ○ Taiwan 17 ○ Thailand 18 ○ Wales 29 ○ Philippines 21 ○ Italy 22 ○ France 23 ○ Switzerland 25 ○ Other SPECIFY
E2. And what is the state and postcode of your residence in Australia?	O Record Postcode:
residence in Adaliana:	1 O New South Wales
Interviewer Instructions:	2 O Victoria
Enter four-digit postcode Select state of residence from list	O Queensland O South Australia
Select state of residence from list	5 O West Australia
	6 O Tasmania
	7 O Australian Capital Territory
	O Northern Territory
E3. Could you please tell me your age?	1 O Under 18 years 2 O 18 – 19 years
If refused, what is your age group, are you	3 O 20 – 24 years
[read list].	4 O 25 - 29 years
	6 O 30 - 34 years
	6 ○ 35 – 39 years 7 ○ 40 – 44 years
	8 O 45 – 49 years
	9 O 50 – 54 years
	to ○ 55 – 59 years
	11 O 60 - 64 years
	12 O 65 - 69 years 13 O 70 - 74 years
	80 70 - 74 years 80 75 - 79 years
	50 80 + years
	⊚ O Don't know/Unsure

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E4.	What is your present work status? Are you? Read list Single Response Only	200000000000000000000000000000000000000	Working full-time Working part-time Unemployed Home duties Retired Seasonal/harvest trail workers Working holiday Other (Please specify) Don't Know/Unsure [DO NOT READ] Prefer not to answer	
E5.	Please record gender		Male Female	

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SHANGHAL

48F Hungkong New World Tower 200 Huafral Road Central 200021 China





REPORT: Wellington Destination Brand Project

AUTHOR: Director Economic Development and

Business

REPORT DATE: 21 August 2017

TRIM REFERENCE: ID17/1535

EXECUTIVE SUMMARY

After approval from Council as part of actions identified under the former Wellington Council Delivery Plan and current LGA Economic Development Action Plan, the Economic Development and Marketing Branch of Dubbo Regional Council has commenced the process of developing a destination brand for Wellington.

Five initial concepts were developed in house utilising Council's internal marketing and graphic design services. The concepts, described in the body of this report, were developed from desktop research and presented to key stakeholders with in the Wellington community and specific key industries across stakeholder groups during the targeted consultation period.

A preferred brand was clearly identified by stakeholders through the first round of consultation. After small revisions identified in the targeted consultation have been made, it is envisaged that this single selected and revised destination brand will go out for a second round of public consultation. It is intended that this selected brand will undergo a second revision based on the public consultation and will be presented to the new Council for consideration in October 2017.

The first round of targeted consultation occurred during the first two weeks of August, the concept 1a was the most popular with the consulted group along with the market positioning of 'Start Your Adventure'. Attached as **Appendix 1**, the community preferred brand is a representation of key natural anchor elements within the Wellington area including Mount Arthur, the waterways, agricultural cultivation and the Wellington Caves produced in a natural palette which includes an ochre colour as a representation of Wellington's indigenous heritage.

A second phase of Community consultation will enable feedback to be gained on the preferred concept and to have the brand further refined.

A finalised destination brand for Wellington is scheduled to be delivered to the new Council for consideration in October 2017. Following the adoption of a new destination brand for Wellington, key collateral such as the Wellington Guide and website will be updated and a list of priority assets to be updated will also be developed.

ORGANISATIONAL VALUES

<u>Customer Focused</u>: Development of Destination Wellington Brand will assist in the holistic development and growth of Wellington as a key anchoring destination for the Dubbo Regional LGA. The Brand Project will focus on community consultation and collaboration to ensure the delivery of a brand which best represents the offering of Wellington as a desirable tourism, investment, development and relocation location.

<u>Integrity</u>: The Destination Wellington Brand Project targeted key stakeholders and the community of Wellington, to ensure that the township and its surrounding villages are accurately represented across a suite of marketing and promotional themes that best promote the product promise of Wellington and uphold the integrity of Wellington as a unique location for tourism, investment, development and relocation location.

<u>One Team</u>: The Destination Wellington Brand Project will be the first step in the development of a specific brand identity for Wellington as a unique product for investment, tourism and relocation but will also be the catalyst for a strategy on the integration of the Dubbo City marketing brand and the Organisational Brand. Development of the Wellington Destination Brand will provide a platform for future marketing activity and provide the township with an identity separate from the previous Wellington Council logo which was used across both Council and destination based promotions and communications.

FINANCIAL IMPLICATIONS

The Wellington Destination Brand Project will be funded from the City Development Operations Budget – Economic Development Projects.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

- That the information in the report of the Director Economic Development and Business, dated 21 August 2017 on the phase 1 consultation process for the Wellington Destination Brand Project be noted.
- That the community preferred concept, which has been further refined, be placed on public exhibition for a period of 28 days beginning 31 August 2017, with feedback received used to create a final proposed destination brand for Wellington.
- 3. That the final proposed brand be developed for the consideration of Council in October 2017.

Natasha Comber

Director Economic Development and Business

BACKGROUND

Based on plans of the former Wellington Council, Council's Economic Development and Marketing Branch has consulted with key stakeholders in Wellington to develop and implement a destination brand for Wellington.

The former Wellington Council Delivery Plan 2014-2018 identified the importance of strategic and holistic growth of the Wellington township and the role that branding plays in that development. As part of the former Wellington Council's Delivery Plan under Future Direction 1 – Growth, Prosperity and Employment, Strategic outcome 1.4 identifies "a recognised 'Wellington' brand that promotes the opportunities and benefits of living, working or visiting". The importance of appropriate destination branding is also reflected in Council's current Economic Development Action Plan.

The former Wellington Council's Destination Management Plan several other Council plans including the former Council's Destination Management Plan, 2014-2017 and the Destination and Tourism Research Paper commissioned by the former Council all also identifies the need for destination branding as a key development outcome for holistic economic growth for Wellington. As identified in these plans, a new brand for Wellington needs to be transferable across key areas for economic growth including visitation, investment and social economies.

First round of targeted consultation occurred during the first two weeks of August and targeted forty key stakeholders across the community including a cross section of industry groups, tourism, business and lifestyle stakeholders.

REPORT

Following a review of the former Wellington Council brand, marketing and destination plans Council staff developed 5 initial brand concepts and market positioning statements for a new brand representing Wellington as a unique destination. These concepts were market tested and discussions on overall destination marketing were also held and noted throughout the process.

The brand concepts and positioning statements presented were as follows:

Concept title	Brandmark explanation and rationalisation	Market positioning statement and rationalisation
Concept 1	In acknowledgement of the original logo, this concept is a simplified brand mark of mountains and rivers meeting. The brand mark uses contemporary colours to lift the existing Wellington brand. A strong modern font was used to give the original brand mark into a more modern and contemporary feel.	"Where the mountains and the rivers meet". Original positioning statement. During consultation staff asked the stakeholders what these words meant to them as a community and as a positioning statement moving forward with destination marketing.

28 AUGUST 2017		CCLITTIES
Concept 1a Note: preferred concept from phase 1	Identified natural anchor products of the Wellington township identified through a natural colour palette and simple stylised graphics. Graphic represents the	"Start your adventure" As a destination, and as community, Wellington has an adventurous spirit. Among other aspects, the
community	green mountains of Mount Arthur, blue curve of rivers and Burrendong Dam, yellow agricultural plains, and ochre coloured leaf shape representing the indigenous heritage and the Wellington Caves.	destination area is a nature playground for resident and visitors. Transferrable across target markets as the concept of 'adventure' is flexible. For example, starting a new business is a new adventure, moving to a new town or buying a home is the start of a new adventure and going on a holiday the positioning statement has a dual meaning for both the adventure tourism market specific to Wellington and the capacity of the Great Western Plains as an adventurous holiday — and Wellington being the entry point of Great Western Plains as a destination from the Sydney drive market.
Concept 2	Contemporary brand mark of an abstract 'W'. Interpretation lends to both the local mountains and acknowledgment of indigenous heritage through representing clapping sticks of the indigenous people. Earthy palette has been used to represent the cultural and natural assets of Wellington. Lowercase font used to highlight friendly character of the brand, with a 'traditional serif' font used to show heritage values within the township and inclusion of "handwritten" script font for the tagline to add a relaxed personality to the brand mark.	"You Beauty" Dual meaning showcasing not only the natural beauty of the natural anchor products of Wellington, but also the cheeky and quintessentially Australian culture and personality of Wellington as a destination. The duplicity of the positioning statement means it can be effectively used across all markets, albeit with a cheekier more character focused positioning building a 'feeling' around visiting, living or investing in Wellington.

Concept 2a	Softer branding adaption of	<u>"You Beauty"</u>
	concept 2 Icon included above the	As above, the dual meaning
	'i' in Wellington is representative of digging and clapping sticks of	As above, the dual meaning showcasing not only the natural
	the Wiradjuri People. An earthy	beauty of the natural anchor
	palette has been used to represent	products of Wellington, but also the
	the cultural and natural assets of	cheeky and quintessentially
	Wellington.	Australian culture and personality of
	_	Wellington as a destination.
	Lowercase font used to highlight	
	friendly character of the brand,	The duplicity of the positioning
	with a 'traditional serif' font used	statement means it can be effectively
	to show heritage values within the	used across all markets, albeit with a
	township and inclusion of	cheekier more character focused
	"handwritten" script font for the	positioning building a 'feeling'
	tagline to add a relaxed personality	around visiting, living or investing in
Concept 2	to the brand mark. Logomark based on "we are"	Wellington. "We are Wellington"
Concept 3	building and promoting community	<u>we are wellington</u>
	pride within Wellington. Brand	Similar to the approach in Concept 2
	mark includes lowercase,	and based on the community pride
	contemporary sans serif font used	of the area, concept 3 is a more
	to represent friendly, unassuming	sophisticated approach to building a
	character of Wellington people but	personal character of Wellington
	still strong presence and clear	through branding. The brand
	brand recognition. The inclusion of	positioning that can be used across
	the mountains behind the 'we' are	all markets that builds on the
	to identify the 'we are' market	positioning of who is Wellington: eg.
	position and acknowledge the local	"We are breath taking (natural
	natural assets of the region, this is	anchors), we are Wiradjuri (cultural),
	further referred to by the inclusion	we are Wellington (holistic)".
	of the natural palette through each sub-brands used for target markets	Across the markets the brand can be varied to include 'we live' 'we grow'
	of investment, relocation and	'we visit' Wellington.
	visitation.	we visit weinington.
	visitation.	

Phase 1 of the community consultation identified the concept 1a as the most preferred option for further development and implementation. The consultation group preferred this brand mostly based on its representation of the natural anchor products of the Wellington area that were represented, but also made several comments on leaving the old branding in the past and moving into the more a contemporary style of marketing, refresh of brand imagery and building a brand position of adventure and fun across all targeted markets. Start your adventure was the most popular market positioning statement, with the flexibility across markets.

Following the first round of targeted consultation suggested changes have been made. It is proposed that this revised brand, attached as **Appendix 1** go on public exhibition for further consultation to the Wellington community for the required 28 days starting 31 August 2017.

The public consultation process is proposed to include the following elements:

Website

A page to be created under the Public Exhibition section of dubbo.nsw.gov.au. This page is proposed to include details of exhibition period, supporting documents, images and example marketing material and a form for public submissions.

An additional project page under the News and Updates section on the Homepage is also proposed. This will allow an image of the new brand to be housed in plain sight on the website and allow for another entry point to the public submission form.

Council channels

- Administrator's column
- Snapshot
- Media Releases

Digital

Corporate Facebook Page: Weekly posts are proposed on the Dubbo Regional Council Facebook page which can be shared across other pages such as Wellington Tourism. This also provides Council opportunities to use authentic feedback from the community to generate organic Facebook posts which will pique interest during the consultation period.

Advertising

- Print: Ads to inform about Public Exhibition and static places for submissions including the Administration Buildings and the Visitor Information Centres.
- **Council Column:** Public exhibition notice to be included in Council Column which runs in Daily Liberal and Wellington Times.
- Radio: Proposed agreement with Binjang radio to include a news read about the public exhibition, daily over the four-week period for a fee.
- **Facebook:** A proposed Facebook advertising campaign targeted appropriately based on demographics, locations and interests.

Development of the brand and all associated community consultation will be performed by Dubbo Regional Council staff with expertise and experience in destination and corporate brand development. Design of the final brand and brand guidelines will be undertaken by Council's in house Graphic Design Team and consultation and brand development will be managed by the Economic Development Services Team.

A finalised destination brand for Wellington is scheduled to be delivered to the new Council for consideration in October 2017. Following the adoption of a new destination brand for Wellington key collateral such as the Wellington Guide and website will be updated and a list of priority assets to be updated will also be developed.

SUMMARY

Five concepts for the development of the Wellington destination brand were delivered through one on one and small group consultations across a targeted cross section of businesses, anchor tourism products, community groups and residents. Concept 1a with the positioning statement 'Start your adventure' was the most popular selected brand and it is proposed that with the final changes made to the brand that it now proceed to public exhibition phase.

Post this public consultation a finalised destination brand for Wellington is scheduled to be delivered to the new Council for consideration in October 2017. Following the adoption of a new destination brand for Wellington key collateral such as the Wellington Guide and website will be updated and a list of priority assets to be updated will also be developed.

Appendices:

15 Wellington Destination Brand - Concept Development August 2017

CONCEPT DEVELOPMENT WELLINGTON DESTINATION BRAND

AUGUST 2017

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COMMUNITY PREFERRED CONCEPT



CONCEPT 1A Refinements

REFINEMENTS MADE FROM FEEDBACK:

- 'Agricultural flats' changed to red ochre colour
- · Mountain range refined
- · Leaf shape refined
- Tagline uses new script font which is friendly and approachable
- 'Earthy' tones are used to represent cultural and nature assets
- Sub-brands represent each target market (for example Visit, Live etc)











NEW RESIDENT SUB-BRAND







CONCEPT 1A Logo files





MONO



CONCEPT 1A Secondary logo

- Stacked icon based logo has been developed for instances where there is limited print space - for example merchandise
- The icon is made up of elements from the primary logo
- It is also to be used in co-branding where suitable





MONO



CONCEPT 1A Co-branding









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CONCEPT 1A Press advertising

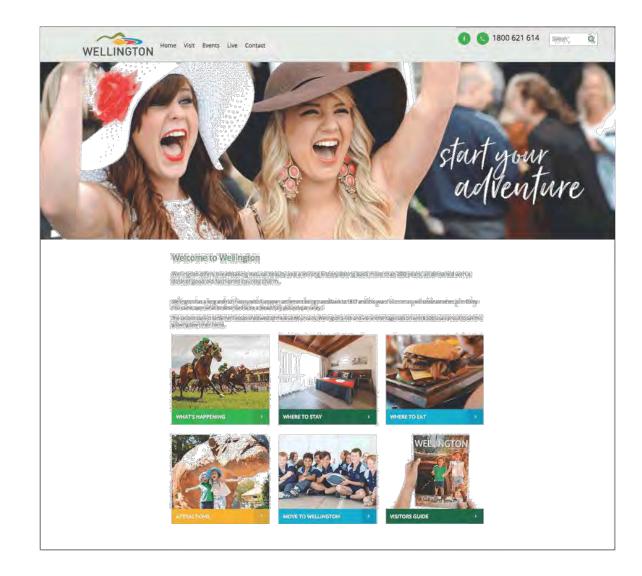
- Focus on personality and the way a person within the target market feels when they are in Wellington, rather than the physical elements they will see
- Positioning focused on friendly approachable personality of Wellington with copy to be informal and images representing characters within the community
- Engaging photography with emphasis on the tagline
- 'Mountain' graphic used between image and text supports the logo
- Brand colours are used to showcase different marketing themes (for example Visit, Live etc).



NEW RESIDENT SUB-BRAND

*STOCK PHOTOGRAPHY USED FOR CONCEPT EXAMPLE

CONCEPT 1A Website



CONCEPT 1A Uniforms





CONCEPT 1A Signage

- Update existing sandstone entrance signs with new brand
- 3D logo elements and text





REPORT: NSW Government Funding for Victoria Oval's Redevelopment

AUTHOR: Director Community and Recreation

REPORT DATE: 18 August 2017

TRIM REFERENCE: ID17/1514

EXECUTIVE SUMMARY

The former Dubbo City Council at an Extraordinary meeting held 2 May 2011 resolved:

"2. That Council proceed to submit funding applications under the RDAF, round one for Barden Park Athletic Facilities development as priority one and Victoria Park Master Plan as priority two."

The Victoria Park Master Plan project included the development of a regional centre of excellence for cycling and triathlon at Regand Park. Council was notified later in 2011 that it had been unsuccessful in Round 1 of the Regional Development Australia Fund (RDAF) grant funding. Council took a very proactive approach to understanding the weak points of the round 1 applications and seeking to improve those areas of the Barden Park application. Subsequently Council selected Barden Park for submission under Round 2 of RDAF program and that was ultimately successful.

In a similar manner Council continued to develop the concept and the business case for redeveloping Victoria No.1 Oval and developing a new cycling facility at Regand Park in accordance with Council's adopted master plan. In this regard a revised business case and grant proposal was submitted to the NSW Government under the Stronger Communities funding program.

Whilst not successfully allocated monies under this program the project was announced as the recipient of \$8 million on 7 August 2017, by the Member for Dubbo, the Hon. Troy Grant MP. This realises a significant project of the former Dubbo City Council and enables Council to create genuine regional centres for rugby union/rugby league/cricket and cycling that are capable of holding provincial level tournaments and representative fixtures.

The grant submission allocated expenditure to four distinct projects within the Victoria Ovals redevelopment.

•	New cycling facility at a new site	\$3,950,000
•	Removal of cycle track and reinstatement	\$3,100,000
•	Victoria Park No 1 fencing, canteen and grandstand renewal	\$1,065,000
•	Victoria Park No 2 and No 3 ovals carpark and fencing	\$629,000

Given the significance of the project to a number of stakeholder groups it shall be a recommendation of this report that Council establish an advisory committee that enables stakeholders to provide advice in regards to the development of infrastructure design and impacts of construction on the relevant sports.

ORGANISATIONAL VALUES

<u>Customer Focused</u>: The relevant master plans and grant applications have been created and subsequently adopted by Council through consultation with user groups. The recommendation of this report seeks to formally establish an advisory committee made up of the user groups and relevant state sporting associations to ensure the needs of user groups are an integral consideration to design and construction of new and upgraded facilities.

<u>Integrity</u>: Council has continued to focus efforts on obtaining grant funding on strategic projects that have been endorsed by Council resolution and Council adopted master plans.

<u>One Team</u>: For Council to put forward successful grant applications for projects of \$8 million in value, it requires significant input from a number of branches of Council including but not limited to recreation specialists, environmental planning, engineering specialists and the economic development team.

FINANCIAL IMPLICATIONS

Whilst an announcement of funding has been made, the formal funding agreement has not been provided. This document shall articulate how Council is to manage the funds and report to the NSW Government on expenditure against grant funding criteria.

POLICY IMPLICATIONS

The former Dubbo City Council Community Strategic Plan articulated the community desire that "Dubbo is recognised for its first class sporting facilities, which cater for a wide range of local, regional and state sporting events and opportunities".

Initial consultation with the community regarding the 2040 Community Strategic Plan also highlights community desire for first class sporting facilities.

RECOMMENDATION

- 1. That the report by the Director Community and Recreation, dated 18 August 2017 be noted.
- 2. That a Victoria Park Redevelopment Advisory Committee be formed and that the membership consist of:
 - Mayor
 - Two (2) Councillors
 - General Manager
 - Director Community and Recreation
 - Manager Open Space and Recreation
 - Sporting Assets Coordinator
 - Recreation Coordinator
 - President of the Dubbo Regional Sports Council
 - Representative of Dubbo Cycle Club
 - Representative of Dubbo District Cricket Association
 - Representative of Dubbo Rugby Union
 - Representative of Dubbo Junior Rugby Union
 - Representative of Cycling NSW
 - Representative of Cricket NSW
 - Representative of Westside Rugby League Football Club

Murray Wood

Director Community and Recreation

BACKGROUND

History of Sport on Victoria Number 1 Oval

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

In regards to sport, Ms Simone Taylor, Local Studies Officer of the Macquarie Regional Library provided the following information (August 2017, Attachment 1):

- 4 Nov 1903 Ten acres of land adjoining Victoria Park, bounded by Wingewarra and Darling Streets, was dedicated as a Sports and Athletics Ground. (Dubbo Liberal, 7 November 1903) (Dubbo Liberal, 9 April 1902 p.2)
- 30 Apr 1904 The Dubbo Athletic Sports Ground was officially opened. At the officially opening it was noted that preparations for a football ground and bicycle track were underway. (Daily Liberal, 30 April 1904)
- 11 May 1904 The first match of the football season was played at the new Dubbo Athletic Sports Ground (Dubbo Liberal, 11 May 1904 p.4)
- 24 Aug 1904 A report from the Sports Ground Trustees states that the decision was made to put down 3 cricket pitches. One in the centre of the ground for matches and one either side of the ground for practise. (Daily Liberal, 24 August 1904 p.2)
- 4 Oct 1904 The first cricket match was played at the Dubbo Athletic Sports Ground.
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- 26 Oct 1904 The new Bicycle track at the (Victoria Park) Sports Ground was completed (Dubbo Dispatch, 26 October 1904 p.3)
- 7 Mar 1906 The Dubbo Bowling Club Green, located in Victoria Park, was officially opened. This bowling green is still in operation today. (Dubbo Liberal, 10 March 1906 p.5)(Dubbo Liberal, 7 March 1906 p.2)

Since these early steps, Council has continued developing and managing the park into a regional facility. The ongoing commitment and professionalism that these works have been carried out over the past 140 years was recognised with the former Dubbo City Council being awarded the 2011 Crown Land Trust Managers Award.

In 2009 a decision was made to take a more strategic approach to the management of Victoria Park (sporting precincts) through the development of an overall sporting Master Plan for the park. The intent of the development of this master plan was to assess the current and projected future use of the sporting precinct to meet the changing needs of the Dubbo community and enable the facility to attract higher level sporting fixtures.

Grant Applications for the Victoria Ovals Precinct

The former Dubbo City Council conducted a workshop on 14 April 2011 and agreed on the main priorities for the former Dubbo City Council to submit a grant application to Round 1 of the Regional Development Australia Fund. The two projects that Council resolved to apply for, in priority order, were:

- 1. Barden Park Regional Centre for Athletics
- 2. Victoria Park Master Plan

Council submitted the grant applications on 13 May 2011. Within the grant application were strong letters of support from Cycling NSW, Cycling Australia, Cricket NSW amongst a larger number of letters of support. These are attached as **Appendix 2 and 3** to this report.

Council was notified on 7 September 2011 that its two grant applications were unsuccessful and that further information would be forthcoming as to the reasons why, including a one on one debrief with an officer from the Department.

Barden Park was rated by RDA Orana as a project that "strongly aligns" with the RDA Orana Regional Plan. The Victoria Park project was not rated as aligning with the RDA Orana Regional Plan. As a result of this information and feedback provided by the Department, the former Dubbo City Council at its Ordinary meeting of Council held on Monday 29 November 2011 resolved "That the Victoria Park/ Regand Park project not be further pursued under the second round of RDAF grant program."

In regard to Barden Park however, it was resolved, at the Ordinary meeting of Council held on Monday 29 November 2011, "That the Regional Centre of Excellence for Athletics at Barden Park be applied for under the second round of the RDAF grant program."

As a result the former Dubbo City Council submitted a grant application to Round 2 of RDAF funding for the "Barden Park Regional Centre of Excellence for Athletics" on Wednesday 15 February 2012. The former Dubbo City Council was ultimately successful in obtaining funds under RDAF Round 2.

Whilst the former Dubbo City Council did not seek Commonwealth funding for the Victoria Park Redevelopment, staff did continue to apply the lessons learned from the RDAF Round 1 application. In this regard Council continued to develop the concept and the business case for redeveloping Victoria No.1 Oval and developing a new cycling facility at Regand Park in accordance with Council's adopted master plan. A revised business case and grant proposal was submitted to the NSW Government under the Stronger Communities funding program.

Whilst not successfully allocated monies under this program, the project was announced as the recipient of \$8 million on 7 August 2017, by the Member for Dubbo, the Hon. Troy Grant MP. This realises a significant project of the former Dubbo City Council and enables Council to continue to create genuine regional centres of excellence for sport that are capable of holding provincial level tournaments and representative fixtures.

REPORT

In February 2017, Council produced a submission document for the Victoria Ovals Redevelopment that included the following information:

Alignment to Delivery Plan and Other Strategic Documents

- Outline of the Project
- State of the Project
- Community Consultation To Date
- Social Benefit to the Community
- Health Benefits to the Community Through Sporting Infrastructure
- Tourism Potential of the Project/ Economic Benefit
- Life Cycle Costs
- 20 year Asset Maintenance and Replacement Plan
- Risk Assessment for the Project

The level of detail is the same as other major grant submissions for which Council has been successful both at the NSW and Australian levels of government e.g. Barden Park, Livestock Markets, Dubbo City Regional Airport.

The larger items of the project, as articulated in the February 2017 submission for Victoria Oval's Redevelopment document are reproduced below.

"Removal of the bike track at Victoria Park No.1 Oval to enlarge the playing surface to allow higher level cricket, league and union fixtures

Victoria Park No.1 Oval is widely recognized throughout the Orana Region as a premier facility for cricket, cycling, rugby union and rugby league and has hosted many finals and other sporting events throughout its long history (originally gazetted in 1903). With the installation of the cycling track around the edge of the playing surface (1904) this effectively reduced the diameter of the playing surface by 14 metres. For the most part this has not had a major effect on the hosting of lower grade sporting events at the Complex.

However, as neither the cricket ground nor the rugby union and rugby league fields comply with recognized standards for their specific codes, it is unlikely that the Complex will be considered to host future higher grade fixtures, such as Sheffield Shield, if this situation is not remedied.

According to Law 19.1 of ICC Test Match Playing Conditions "The playing area shall be a minimum of 150 yards (137.16 meters) from boundary to boundary square of the **pitch**, with the shorter of the two square boundaries being a minimum 65 yards (59.43 meters)."

From figure 1 below it is seen that both the northern and southern square boundaries fall well short of this minimum requirement of 137 metres as they total only 126 metres, and the south west boundary also failing to comply individually with the minimum distance by approximately 1 metre.

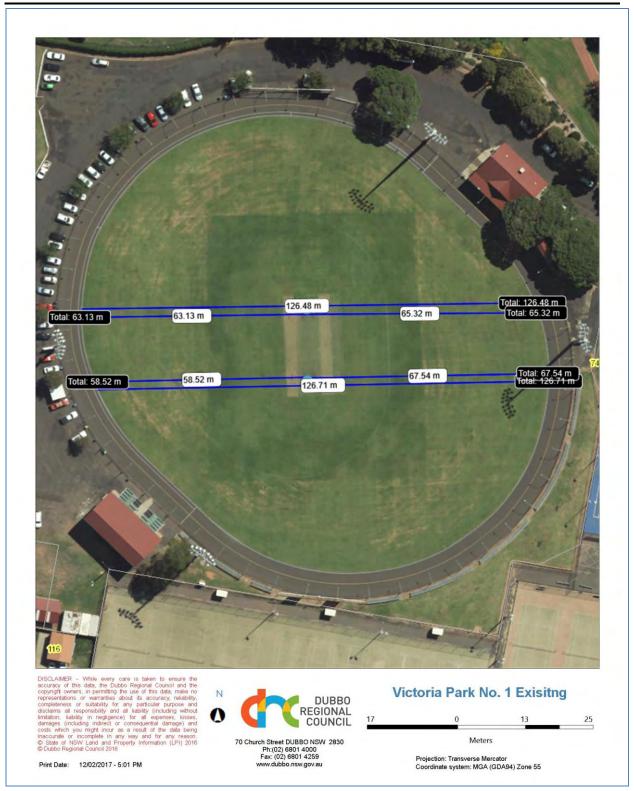


Figure 1. Existing dimensions of Victoria Park No. 1 Oval illustrating the shortfall in distance to the boundaries across the square of the wicket.

However with the removal of the bike track and the reinstatement of the turf surface to the existing fence line, the playing surface then complies as the square boundaries now exceed 140 metres, and the south west boundary is also now compliant. This is illustrated in figure 2 below.

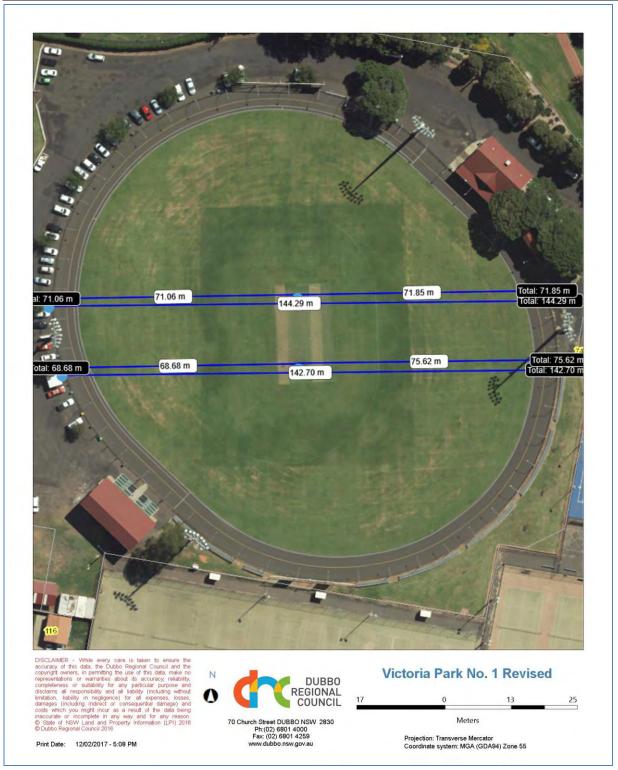


Figure 2. Victoria Park No. 1 dimensions illustrating compliance with ICC Law 19.1 of a minimum distance of 137 metres to the boundaries across the square of the wicket.

This boundary adjustment would provide the opportunity for Dubbo Regional Council and the Dubbo and District Cricket Association to work together to encourage high level cricket fixtures to the Complex and provide regional communities the opportunity to experience these games. For Dubbo the last international match held at Victoria Park No.1 Oval was back 1994 when Zimbabwe played the Western Regional squad.

The boundary adjustment would also enable the rugby league and union field to be corrected to a full size field of 112 metres (100 metres plus in-goals). At present the field is only 95 metres in length plus in-goals (107 metres). This smaller than acceptable field is again in response to the bike track and ensuring safe distances are maintained from the edge of the track to the field.

The redevelopment of the surface will see the opportunity to be able to hold AFL events which comply with national standards. This can include pre-season AFL games or Women's AFL games where a higher standard of facility than South Dubbo Oval would be required.

Cost estimate: \$3,082,000

Relocation costs of velodrome

The relocation of the bike track provides Dubbo Regional Council the opportunity to upgrade the cycling facilities and opportunities within the Orana Region to a National standard. The development would include the construction of a 333.3 metre velodrome, a 900 metre criterium track, car parking and amenities. This array and quality of facility would enable Dubbo to host State and National titles that would provide an economic benefit to the Region and expose local riders to increased competitive and training opportunities.



Figure 3. Diagrammatic plan of proposed Dubbo velodrome and criterium track.

Dubbo Regional Council has a number of potential green field sites available that would be suitable. These parcels are owned by Dubbo Regional Council. Currently adopted Master Plans propose this infrastructure to be based at Regand Park.

Past consultation with Dubbo Cycling Club, Dubbo Bugs and through the review of the Dubbo Recreational Plan has identified the need to improve the recreational opportunities and facilities associated with this sport. During this consultation increased concerns have been raised by the Cycling Clubs regarding the riding on public roads for criterium events. At present the Clubs have been using an industrial estate in North Dubbo, however as this estate continues to develop the increased traffic and the demands by businesses for unrestricted access is creating conflict between the parties.

Based on a 5ha site and the current market value for land in Dubbo of \$45m², a land value of \$2.25million is estimated. Council would consider either the partial or full contribution of this value land towards an in-kind contribution towards the overall cost of the project.

The development of a green field site is preferable as it minimises disruption to other sports and eliminates the additional cost of providing alternative facilities.

Cost estimates:

Cycle track	\$1,193,700
Carparking	\$480,000
Track lighting	\$362,000
Criterium Circuit	\$1,338,800
Amenities	\$575,000
Cost estimate:	\$3,949,500

Victoria Park Redevelopment Advisory Committee

For the successful Barden Park Regional Centre of Excellence for Athletics, Council was required to submit a detailed Project Management Plan as a compulsory document with the grant application. Within the Plan, it was identified that a Steering Committee would provide oversight to the project. The Project Plan proposed membership of the Barden Park Steering Committee was proposed at the former Dubbo City Council's Works and Services Committee meeting held 18 June 2012 to be:

- Mayor
- Councillor
- General Manager, Dubbo City Council
- Director Parks and Landcare Services, Dubbo City Council
- Manager Sporting Facilities, Dubbo City Council
- Manager Recreation Services, Dubbo City Council
- Athletics NSW
- Dubbo Combined Athletics
- Representative of Dubbo Athletics Club
- Representative of Dubbo RSL Little Athletics Club
- Little Athletics NSW
- Western Region, NSW Dept of Education (Dubbo District PSSA)

Given the success of this project delivery it is proposed that a similar project management structure be applied through the creation of a Victoria Park Redevelopment Advisory Committee. The membership is recommended to be a generally similar structure to the Barden Park Committee. The proposed membership would comprise:

- Mayor
- Two (2) Councillors
- General Manager
- Director Community and Recreation
- Manager Open Space and Recreation
- Sporting Assets Coordinator
- Recreation Coordinator
- President of the Dubbo Regional Sports Council
- Representative of Dubbo Cycle Club
- Representative of Dubbo District Cricket Association
- Representative of Dubbo Rugby Union
- Representative of Dubbo Junior Rugby Union
- Representative of Cycling NSW
- Representative of Cricket NSW
- Representative of Westside Rugby League Football Club

SUMMARY

Council continued to develop the concept and the business case for redeveloping Victoria No.1 Oval and developing a new cycling facility at Regand Park in accordance with Council's adopted master plan. In this regard a revised business case and grant proposal was submitted to the NSW Government under the Stronger Communities funding program.

Whilst not successfully allocated monies under this program the project was announced as the recipient of \$8 million on 7 August 2017, by the Member for Dubbo, the Hon. Troy Grant MP. This realises a significant project of the former Dubbo City Council and enables Council to create genuine regional centres for rugby union/rugby league/cricket and cycling that are capable of holding provincial level tournaments and representative fixtures.

Given the significance of the project to a number of stakeholder groups it shall be a recommendation of this report that Council establish an advisory committee that enables stakeholders to provide advice in regards to the development of infrastructure design and impacts of construction on the relevant sports.

Appendices:

- 1 Timeline Victoria Park No.1 Oval development of cycling, cricket and rugby
- 2 Country Cricket NSW letter of support Victoria No 1 Oval redevelopment May 2011
- 3. Cycling NSW Cycling Australia Letters of Support Victoria Oval Number 1



Incorporating the Councils of Narromine, Warrumbungle and Dubbo Regional Council

Time Line for the Dubbo Sports Grounds (Victoria Park No. 1 Oval)

4 Nov 1903- Ten acres of land adjoining Victoria Park, bounded by Wingewarra and Darling Streets, was dedicated as a Sports and Athletics Ground. (Dubbo Liberal, 7 November 1903) (Dubbo Liberal, 9 April 1902 p.2)

30 Apr 1904– The Dubbo Athletic Sports Ground was officially opened. At the officially opening it was noted that preparations for a football ground and bicycle track were underway. (Daily Liberal, 30 April 1904)

11 May 1904 – The first match of the football season was played at the new Dubbo Athletic Sports Ground (Dubbo Liberal, 11 May 1904 p.4)

24 Aug 1904— A report from the Sports Ground Trustees states that the decision was made to put down 3 cricket pitches. One in the centre of the ground for matches and one either side of the ground for practise. (Daily Liberal, 24 August 1904 p.2)

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S.Taylor Local Studies Officer August 2017

DUBBO REGIONAL COUNCIL Page 549



John Sullivan **Executive Officer** Country Cricket New South Wales

10th May 2011

Mr P Suckling Secretary **Dubbo District Cricket Association** PO Box 1168 **DUBBO NSW 2830**

Dear Paul

Dubbo District Cricket Association Board Member, Warren Saunders has advised Country Cricket New South Wales (CCNSW) that a grant application is being prepared by Dubbo City Council for \$5,000,000.00 (Five millions dollars) to be submitted to the New South Wales State Government that will see the Victoria Park, Dubbo sports precinct developed into a multi-purpose and state of the art sporting complex.

CCNSW would like to offer its support to the proposed development. The construction of a building that will be connected to high speed broadband internet will enhance development opportunities for the game of cricket in Western New South Wales. In particular junior cricketers will receive greater opportunities to develop their potential locally without having to travel, as often, to metropolitan centres.

CCNSW has been most appreciative of the support provided to our regional cricket programs by Dubbo City Council and Dubbo District Cricket Association. In recent years a significant number of regional cricket programs have been held in Dubbo and the feedback from players, officials and supporters has always been positive. The proposed infrastructure in terms of developing facilities capable of holding provincial level cricket will enable CCNSW to give consideration to holding more regional level events and development workshops for players, coaches and administrators.

CCNSW extends its best wishes to Dubbo City Council with their endeavours to create high quality regional sporting facilities in the Victoria Park, Dubbo precinct.

Yours sincerely

John Sullivan

New South Wales Country Cricket Association (ABN 60 018 021 223).

SCG Driver Avenue Paddington | PO Box 333 Paddington NSW 2021 | Telephone (02) 8302 6025 | Fax (02) 8302 6080

Email: john.sullivan@cricketnsw.com.au | Website: www.cricketnsw.com.au/nswcca/

DUBBO REGIONAL COUNCIL

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Level 2, 280 Coward Street Mascot NSW 2020 PO Box 6310 Alexandria NSW 2015

T:+61 2 9339 5800 F:+61 2 9339 5888 E: info@cycling.org.au ABN: 36 067 389 259

Dear Murray,

Cycling Australia is very pleased to endorse the proposed Regional Cycling facility at Regand Park in Dubbo.

A purpose built Criterium circuit adjoining a high quality track cycling facility with a dedicated cycling clubhouse and grandstand with high quality coaching facilities (via high speed broadband) will see Dubbo become the pre-eminent Regional Cycling centre in NSW.

The proposed facility has the capacity to see Dubbo's legacy of World Class cycling extended into the future. The facility would allow Regional athletes to undergo high quality coaching from remote coaches, both in Australia and Overseas and would act as a drawcard for top level athletes to participate in events in Regional Australia.

The proposal offers regional athletes the opportunity to enhance their skills on quality facilities, to participate in high quality coaching regimes and to witness top level cycling within Regional Australia. All of which will build on the success that currently surrounds Cycling in Dubbo.

With the development of Megan Dunn from a member of the Dubbo Cycle Club to World Champion, and the success of Bathurst based Mark Renshaw the potential present throughout Regional Australia has been revealed and Cycling Australia is strongly supportive of initiatives which promote Regional Cycling opportunities.

Cycling Australia strongly supports the expansion of opportunities for participation in high quality cycling beyond metropolitan environment and the proposal from Dubbo City Council offers precisely that opportunity.



Graham Fredericks Chief Executive Officer





www.cycling.org.au



Dunc Gray Velodrome
Telephone (02) 9738 5850
Fax (02) 9738 5853
Carysfield Rd, Bass Hill, 2197
PO Box 7209, Bass Hill, 2197
Email nsw.cycling@cycling.org.au
ABN: 38 904 175 580

6th May 2011

Mr. Lynton Auld, Manager Landcare Services, Dubbo City Council PO Box 81, DUBBO, 2830

Dear Lynton

I am pleased to be able to write on behalf of Cycling NSW endorsing the proposed Regional Cycling facility at Regand Park in Dubbo.

Dubbo is one of Cycling NSW's leading Clubs and a major feeder for elite athletes into the NSW Institute of Sport program. The Club has a proud history that dates back to the great Bob Spears, a world sprint champion. Over the past 10 years Dubbo has produced many national representatives that include the likes of Christopher Pascoe, Brent Dawson and Megan Dunn who have all won world titles, world cup events and Commonwealth Games medals.

Dubbo Cycling Club's membership has increased significantly over the past few years as with other regional clubs across NSW. A major factor here being the success of local Dubbo riders and the many development programs and junior development initiatives Cycling NSW has in place.

Safety of cyclists is always a concern in our sport and amongst the community. Off road racing and training facilities, particularly for our younger and inexperienced riders is a must. The concept of a purpose built Criterium circuit adjoining a high quality track cycling facility in Dubbo with a dedicated cycling clubhouse and grandstand encompassing high quality coaching facilities (via high speed broadband) will see Dubbo become one of Cycling NSW's pre-eminent Regional Cycling centres.

The proposed facility has the capacity to see Dubbo's legacy of World Class cycling extended into the future. The facility would allow Regional athletes to undergo high quality coaching from remote coaches, both in Australia and overseas and would act as a drawcard for top level athletes to participate in events in Regional Australia.

The proposal offers Regional athletes the opportunity to enhance their skills on quality facilities, to participate in high quality coaching regimes and to witness top level cycling within Regional Australia. All of which will build on the success that currently surrounds Cycling in Dubbo.

With the development of Megan Dunn from a member of the Dubbo Cycle Club to World Champion, and the success of Bathurst based Mark Renshaw, the potential present throughout Regional Australia has been revealed and Cycling NSW is strongly supportive of initiatives which promote Regional Cycling opportunities.

Cycling NSW strongly supports the expansion of opportunities for participation in high quality cycling beyond our metropolitan environment and the proposal from Dubbo City Council offers precisely that opportunity.

Cycling NSW and the NSW Institute of Sport has worked closely with the Dubbo Cycling Club and its coaches over many years assisting with the development of its riders. We will continue to do so into the future and once these new dedicated facilities are in place will consider hosting more championship and development camps in Dubbo catering for all categories of athletes including those who are members of our State academy program as well as Oceania teams.

We trust that Cycling NSW's support of Dubbo Regional Council's application will be viewed favourably and when being considered; take into account our 128 year history. Our commitment to these facilities will not only be through utilisation of the facilities but also and equally as important will be our ability to attract to the region participants (both competitive and recreational) that will provide economic stimulus to the regional economy.

Yours faithfully

Kevin Young Chief Executive Officer

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Mary My Afron



REPORT: Projects Proposed for NSW Regional Grant Funding Opportunities

AUTHOR: Director Community and Recreation

REPORT DATE: 21 August 2017

TRIM REFERENCE: ID17/1524

EXECUTIVE SUMMARY

Under the banner of the Regional Growth Fund there are a number of streams of funding for which Council must submit an Expression of Interest at stage 1. Current funding rounds that have been released by the NSW Government are:

- Regional Cultural Fund
- Growing Local Economies
- Regional Sports Infrastructure
- Stronger Country Communities Fund

Regional Cultural Fund

The Regional Cultural Fund requires Expressions of Interest to be submitted by 4 September 2017. Council shall be submitting three projects, these being:

- Wellington Civic Centre storage and lighting upgrade,
- Large Museum/Art Object Storage Western Plains Cultural Centre and
- Old Dubbo Gaol interpretation infrastructure.

Growing Local Economies

In regards to the Growing Local Economies Fund, Council has undertaken a feasibility analysis for a Regional Sports Hub — Dubbo Indoor Multi- Sport Facility and it is proposed to lodge an application in this regard, successful funding would see the creation of a regional centre of sporting excellence whilst in its early days of development. To facilitate this concept to reality, Council would need a partnership arrangement with Government, Tertiary Education and the not for profit sectors as a minimum. In this regard discussions with such entities are proceeding. There is also identified a significant economic benefit for sports event tourism by creating new capacity in Dubbo to host state basketball, netball and gymnastics competitions.

Successful funding would see the creation of a regional centre of sporting excellence. Whilst it is early days of development, to facilitate this concept to reality Council would need a partnership arrangement with Government, tertiary education and the not for profit sector as a minimum. In this regard discussions with such entities are proceeding.

Regional Sports Infrastructure

In regards to the Regional Sporting Infrastructure there is \$100 million available across all regions of NSW outside Newcastle, Sydney and Wollongong. There is no closing date on submissions under this grant round however Council staff are working on the business case

for two projects i.e.:

- Indoor swimming facility at the Dubbo Aquatic Leisure Centre,
- Development of ex-market garden sites near the Lady Cutler precinct for football, touch football and cricket

It would also be proposed to pursue funding under this stream for the Regional Sports Hub concept.

Stronger Country Communities Fund

In late August 2017 the NSW Government announced the Stronger Country Communities Fund which allocates \$200 million for local government areas (LGAs) over two years. Each LGA is given access to a defined allocation of funding. For Dubbo Regional Council that allocation is \$1.74 million.

Projects are required by the guidelines to "improve local infrastructure" with examples provided being:

- "Building new community facilities shared by all within the community such as parks, playgrounds, walking or cycle pathways
- Refurbishing existing local facilities such as schools and health centres, community centres, libraries
- Enhancing local parks and the supporting facilities –such as kitchens and toilet blocks."

In reviewing opportunities to improve community infrastructure Council staff reviewed budget submissions from residents, submissions from user groups of sporting facilities, master plans for recreational precincts and unfunded asset maintenance works. In this regard the following projects are proposed for funding under Year 1 of the Stronger Country Communities Fund (SCCF).

Proposed Projects	Total Project Cost	Funding	Additional	Additional
		from SCCF	Funding	Funding
			from	from
			Council	Others
Completion of	\$700,000	\$200,000	\$500,000*	
Rygate Park				
Renewal, Wellington				
Upgrading existing	\$520,000	\$420,000	\$20,000**	\$80,000
amenities/new				
amenity block - Lady				
Cutler Ovals, Dubbo				
Implementing	\$150,000	\$150,000		
Master Plan				
Cameron Park,				
Wellington				
Upgrade Riverbank	\$250,000	\$250,000		
Ovals amenities:				
netball/Touch				
football, cricket				

Installation of	\$100,000	\$100,000	
irrigation system/			
playground facility -			
Rosewood Grove,			
Dubbo			
Wellington shared			
pathways (Pioneer			
Oval Parkrun and Mt	\$130,000	\$130,000	
Arthur Reserve)			
Dubbo Showground	\$490,000	\$490,000	
amenities upgrade			

- * \$500,000 is being funded from the Wellington Restricted Asset for asset maintenance to enable the completion of the renewal of Rygate park
- ** \$20,000 is funded from Council's restricted asset for the playing field improvement fund and \$80,000 from the Dubbo and District Football Association (see WSC17/73).

All proposed projects recognise the need for SCCF projects to be available to the wider community. There is a focus of a number of projects on asset renewals for amenities that provide a service to sporting precincts that have a high level of participation. These particular projects also enable Councils to meet NSW Government measures that assess Council's long term financial management.

New works such as the Wellington shared pathways and the park infrastructure in Rosewood Grove, Dubbo are proposed due to acknowledged needs of the community as described in previous budget submissions but where funding is not identified in the forward four year budgets.

Rygate and Cameron Parks are significant open space assets within the Wellington district and wider region. Rygate Park provides opportunities and services for 10 sports. The Cameron Park Master Plan seeks to bring the park back to a regional attraction that also services the local community.

It shall be a recommendation of this report that Council proceed to undertake direct stakeholder consultation and provide the results to the NSW government under the application process for the Stronger Country Communities Fund.

ORGANISATIONAL VALUES

<u>Customer Focused</u>: The relevant master plans have been created and subsequently adopted by Council through consultation with user groups. Council has had a number of requests over a period of years for funding for Rosewood Grove park infrastructure by new residents, amenity upgrades at sporting facilities, Dubbo Showground facilities, access to a modern indoor facility and cultural opportunities normally available only to those in metropolitan centres.

<u>Integrity</u>: Council has continued to focus efforts on obtaining grant funding on strategic projects that have been endorsed by Council resolution and Council adopted master plans.

Council has also reviewed previous draft budget submissions, user group feedback and issues raised at Dubbo Regional Sports Council to develop a proposed list of projects.

<u>One Team</u>: It requires significant input from a number of branches of Council including but not limited to recreation specialists, environmental planning, engineering specialists and the economic development team to bring projects to fruition. Furthermore Council works closely with the Dubbo Regional Sports Council to deliver positive outcomes for the sport and recreation community.

FINANCIAL IMPLICATIONS

Any renewed infrastructure such as amenity refurbishment and Rygate Park renewal enables Council to continue to fund other asset maintenance tasks throughout its recreation and open space portfolio. This builds on Council and NSW government measures that seek an appropriate investment in maintaining assets into the future to ensure long term financial sustainability.

New assets are able to be incorporated into the long term asset plans, the management systems and budgets of the Community and Recreation Division.

The feasibility study regarding a Dubbo multi-sport facility would be cost neutral should the majority of construction costs be grant funded.

POLICY IMPLICATIONS

The former Dubbo City Council Community Strategic Plan articulated the community desire that "Dubbo is recognised for its first class sporting facilities, which cater for a wide range of local, regional and state sporting events and opportunities".

The consultation undertaken for the development of the Community Strategic Plans of the former Wellington and Dubbo City Councils articulated how the community wanted Council to maintain existing assets.

Initial consultation with the community regarding the 2040 Community Strategic Plan also highlights community desire for first class sporting and recreational facilities.

RECOMMENDATION

1. That Council endorse the following projects to receive funding from the Stronger Country Communities Fund –Round 1:

a.	Completion of Rygate Park Renewal	\$200,000
b.	Upgrade and new amenities Lady Cutler Ovals	\$420,000
c.	Cameron Park Master Plan	\$150,000
d.	Riverbank Ovals (Dubbo) amenities	\$250,000
e.	Rosewood Grove park infrastructure	\$100,000
f.	Wellington shared pathways infrastructure	\$130,000
g.	Dubbo Showground amenities	\$490,000

- 2. That Council consult directly with stakeholders and user groups in regards to the projects selected for the Stronger Country Community Fund.
- That Council allocate \$500,000 from the Wellington Restricted Asset for asset maintenance as a contribution to enable the completion of the renewal of Rygate Park.
- 4. That Council endorse the Regional Sports Hub Dubbo Indoor Multi-sport facility as its suitable project for application to the Growing Local Economies Fund.
- 5. That Council endorse the following projects for application to the Regional Cultural Fund:
 - a. Upgrade of Wellington Civic Centre storage and lighting
 - b. Large Museum/Art Object Storage Western Plains Cultural Centre
 - c. Old Dubbo Gaol interpretation infrastructure
- 6. That Council undertake business case development for the following projects to be applied for funding under the Regional Sports Infrastructure Fund:
 - a. Indoor swimming facility at the Dubbo Aquatic Leisure Centre
 - b. Development of ex-market garden sites adjacent to the Lady Cutler precinct for football, touch football and cricket, and
 - c. Pursue opportunities for funding for the Regional Sports Hub, as appropriate.

Murray Wood
Director Community and Recreation

BACKGROUND

Dubbo Regional Council as a newly created Council under the NSW government reform program was the recipient of \$10 million under the Stronger Community Fund framework. Under this program a wide variety of community based and Council major projects have been funded. It should be noted that there remains another round of the Community Projects to the value of \$300,000 plus accumulated interest in 2018/2019.

In regards to the major projects of the Stronger Communities Fund – Major Projects Round, Council undertook significant consultation with the community. The communications and promotional activity was as follows:

Communications and promotional Activity	Outcome
Council Column	Public notice in Council dedicated notices in the Daily Liberal/Wellington Times
Radio Advertising	Binjang Radio, community radio broadcasting throughout the Wellington district 5 reads per day across 7 days
Face to face	111 surveys completed by intercept surveys conducted by Council staff
Social media (paid)	10,172 people shown the sponsored post with 1,050 clicks to the survey
Social media (organic)	5,523 viewed one of six posts – 482 click through to survey or website information
Media campaign	11 print articles generated across Dubbo and Wellington (print and online) plus extended interviews on ABC Radio and 2DU with Administrator
Website visits	651 unique visits to Major Projects campaign web page
Public displays	18 stickers marked against projects

After consideration by the grant assessment panel the following projects were selected:

•	Wellington Caves Visitor Experience Centre	\$2	,500,000
•	Cameron Park Regional Playground	\$	280,000
•	Wellington Pool	\$3	,000,000
•	Moxon Park Improvements, Stuart Town	\$	85,000
•	Euchareena Local Projects	\$	84,700
•	Geurie Multi Court Facility and Playground Equipment	\$	245,000
•	Dubbo Regional Botanic Garden Adventure Playground	\$1	,300,000
•	Dubbo Regional Botanic Garden – Carpark	\$	240,000
•	Installation of a new GPT – to be located at the		
	West Dubbo Main Drain outfall into Macquarie River	\$	198,540
•	Dubbo Aquatic and Leisure Centre Aquatic Playground	\$	800,000

In addition to that substantial funding Council, on 7 August 2017, the Member for Dubbo, the Hon. Troy Grant MP announced a further \$27 million for Dubbo Regional LGA. The projects funded under this announcement are:

- "\$8M Victoria Park re-development
- \$4.5M for Wellington Swimming Pool
- \$1.5M Wiradjuri Tourism Experience for Wellington and Dubbo
- \$1.3M towards the Wellington Caves redevelopment
- \$10M Fitzroy/Cobra St Intersection Upgrade
- \$1.5M Upgrade/relocation of the NSW SES Dubbo Unit
- \$750K Upgrade/Relocation of the NSW VRA Unit
- \$565K Rygate Park stage 2 re-development
- \$245K towards Geurie Multi-Court and Recreation complex upgrade
- \$250K Wellington Justice Museum development" (media release, The Office of the Hon. Troy Grant MP, 7 August 2017)

In late July 2017 the NSW Government announced the Stronger Country Communities Fund which allocates \$200 million for local government areas (LGAs) over two years. Each LGA is given access to a defined allocation of funding. For Dubbo Regional Council that allocation in year 1 is \$1.74 million.

Also in late July 2017 the NSW Government announced the Regional Growth Fund which was the umbrella framework for a number of funding streams. Those other funding streams are identified in the following graphic reproduced from the Regional Growth Fund guidelines (Figure 1). The programs of interest to Council at this time are:

- The Regional Cultural Fund
- Regional Sports Infrastructure Fund
- Growing Local Economies Fund

There are three streams to the Regional Cultural Fund. They are:

- Improving small scale arts and cultural infrastructure
- Medium scale improvements to arts and cultural infrastructure and revitalise local communities and economies through strategic investment
- 3. Large scale regional cultural investment

REGIONAL GROWTH FUND

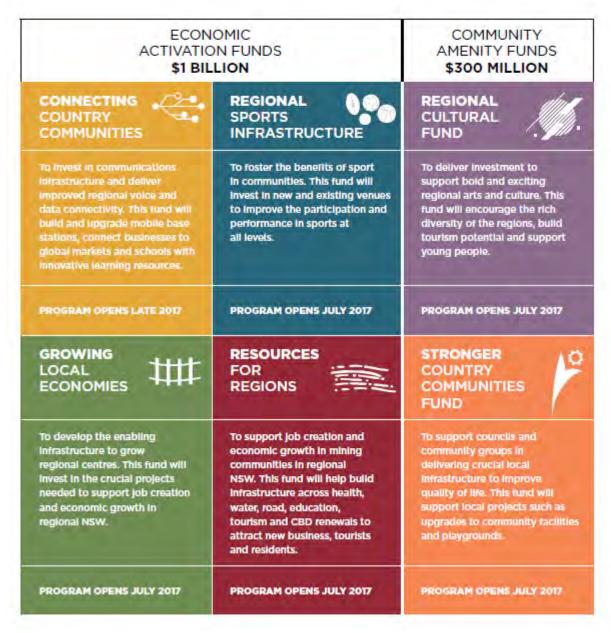


Figure 1: Regional Growth Fund (Page 3 Information Brochure)

REPORT

Stronger Country Communities Fund

Projects are required by the guidelines to "improve local infrastructure" with examples provided being:

- "Building new community facilities shared by all within the community such as parks, playgrounds, walking or cycle pathways
- Refurbishing existing local facilities such as schools and health centres, community centres, libraries
- Enhancing local parks and the supporting facilities –such as kitchens and toilet blocks."

In considering which projects are best suited to meet the guidelines Council staff undertook a review of previous submissions to public displays of draft budgets, previous submissions and correspondence with community user groups and master plans of community facilities as to how they were progressing. Arising from this review the following projects have been selected for submission:

Proposed Projects and Stronger Country Communities Funding to be requested

Completion of Rygate Park Renewal, Wellington	\$200,000
Upgrading existing amenities/new amenity block - Lady Cutler Ovals, Dubbo	\$420,000
Implementing Master Plan Cameron Park, Wellington	\$150,000
Upgrade Riverbank Ovals amenities: netball/Touch football, cricket	\$250,000
Installation of irrigation system/playground facility –Rosewood Grove	\$100,000
Wellington shared pathways (Pioneer Oval Parkrun and Mt Arthur Reserve)	\$130,000
Dubbo Showground amenities upgrade	\$490,000
TOTAL	\$1,740,000

Listed below are the individual project summaries.

1. Rygate Park Renewal

The new Rygate Master Plan, developed in discussion with user groups is focused on creating a new multi-sport hub in Wellington. The Master Plan, should it be implemented, caters for the following sports:

- Wellington Senior Rugby Union
- Wellington Junior Rugby Union
- Wellington Senior Cricket
- Wellington Junior Cricket
- Wellington Soccer
- Wellington Touch
- Wellington Athletics
- Wellington Netball
- Wellington Hockey
- Wellington Tennis
- Wellington Basketball

Under the master plan it is proposed to relocate the amenity block at the centre of the facility. The positioning of the amenity block is over the top of two existing tennis courts. Wellington Tennis Club has since submitted a request for an additional court that can be installed in the lawn area in the area immediately north of the synthetic courts (SW corner).

The two asphaltic courts, that are also basketball and netball, would be upgraded to offset the loss of the basketball courts at Bell Park (Wellington Pool redevelopment).

The total project is to be funded from

- \$565,000 (NSW Government) confirmed
- \$500,000 from Council Restricted Asset (restricted asset of former Wellington Council reserved for asset maintenance) – confirmed.
- \$200,000 Stronger Country Communities Fund proposed

This enables this Park renewal project to be completed in full.

2. Upgrading existing amenities/new amenity block - Lady Cutler Ovals, Dubbo

The purpose of the project is to upgrade the existing amenities to provide an appropriate level of amenities to the public who utilise the Lady Cutler Ovals sporting precinct. It is also proposed to develop a new amenity block on Lady Cutler East Ovals. This project will improve public safety by alleviating the need for players and spectators having to cross a busy road from the Lady Cutler East Ovals to use the only existing public amenities on Lady Cutler.

In addition the existing amenities provide limited access to those with mobility issues and the new works would provide equal access amenities at both Lady Cutler East and Lady Cutler.

Football (soccer) is the largest participation sport in Dubbo Regional Council and is primarily based around the Lady Cutler precinct. It is a popular sport for both males and females.

Lady Cutler and Lady Cutler South are also highly utilised in summer by junior and senior cricket with high level representative fixtures also being played at this location.

In addition to the proposed \$420,000 to be applied for under the fund, Dubbo and District Football Association have indicated they will contribute \$20,000 and an Asia Cup Legacy Grant has been submitted for \$60,000. The Dubbo and District Football Association have requested \$20,000 from the Dubbo Sports Council Playing Field Improvement Fund to contribute to this facility- which will be determined at the August 2017 Ordinary Meeting of Council.

3. Implementing Cameron Park Master Plan, Wellington

Cameron Park is a focal point for local families and a potential tourism destination for visitors to Wellington. However Cameron Park, and the immediate area, currently lacks a challenging and inclusive play space that encourages children to engage in and increase their level of physical activity. This project has been identified due to a Risk Assessment being carried out of the existing playground at Cameron Park.

Furthermore the Master Plan calls for the integration of the Visitors Information Centre (VIC) with a plaza in the park, changing the amenities from their current location that blocks views to both the park and the VIC to be adjacent to the plaza.

The Cameron Park Master Plan was placed on public exhibition and the community requested to provide feedback. The renewal of the existing playground is identified within the draft Master Plan.

The additional \$150,000 will be used in addition to the \$280,000 granted to the Cameron Park Regional Playground under the Stronger Communities Fund.

4. Upgrade Riverbank Ovals amenities: netball/ Touch football, cricket user groups

A consistent area of feedback from the Dubbo Netball Association over a number of years is what they consider to be the poor condition of the amenities given the large numbers of female participants each weekend during the netball season. Indeed it has been raised as priority by the Association.

The strength of an amenity upgrade in this precinct is that it also services other high participation sports such as touch football and cricket. In addition other clubs use the space for training such as football, rugby and rugby league.

The project is proposed to receive \$250,000.

5. Installation of irrigation system/playground facility –Rosewood Grove

Since the redevelopment of the Rosewood Grove Estate from the Housing NSW dominated Gordon Estate. Unusually for an expanding subdivision, the lots were already created do even though new house blocks and roads were being created they did not generate Section 94 income for Council that would enable open space embellishment to occur. This has generated a number of submissions to the draft operational plan and budget previously due to the residents perceiving Council's playground renewal program being the same as installing new open space infrastructure.

Developer contributions have enabled new playgrounds to be installed in Delroy Park, Yarrawonga Estate and adjacent to Orana Mall. Other new playgrounds have been replaced as part of asset maintenance programs which are very separate funding that enables Council to meet the NSW Office for Local Government measures in regards to long term financial sustainability.

The Stronger Country Community funding allows for new open space infrastructure in the form of a playground, irrigation system and park furniture to be installed in an area that is growing but does not generate levels of income for open space embellishment. The project is proposed to receive \$100,000.

6. Wellington shared pathways (Pioneer Oval 'parkrun' and Mt Arthur Reserve)

In the public exhibition of the Draft 2017/2018 Operational Plan and Budget Council received submissions supporting the allocation of funding to a pathway network that would allow a weekly parkrun event to be established in Wellington. The Dubbo event has over time become a significant community health initiative by generating interest in physical activity and an opportunity for social interaction.

The provision of a riverside walk and connections to the Showground and Mt Arthur can encourage a healthier lifestyle that can result in significant and long term positive impacts to the community.

Wellington is located within the Wiradjuri nation, and the local Aboriginal community comprises around 20% of the local population. Wellington had an unemployment rate of 8.3% (compared to 5.6% for Australia) and an average wage and salary income of \$41,666 (Australia-wide average of \$51,922) (ABS 2011). These statistics indicate a higher proportion of residents from lower-socio economic backgrounds. Improved play equipment helps to engage children and young people and provide them with an opportunity to improve their activity and fitness levels. It has the potential to alleviate some of the issues relating to antisocial behaviour and a lack of activities for young people, which have been identified by the community as areas which need improvement.

In the Greater Western Health Service area 66% of the population are either over weight/obese, 7.9% have diabetes/high blood glucose and 10.6% suffer from depression (NSW Population Health Survey 2008 (HOIST). Centre for Epidemiology and Research, NSW Dept. of Health). In all cases the figures for the Greater Western Health Service are above the State and National averages. The Aboriginal population has a higher incidence of Type 2 diabetes, obesity and other chronic diseases. Through the provision of playspaces that promote increased physical activity the onset of many of these disease can be prevented.

There is an abundance of scientific evidence that links physical activity to improved health and well-being. Walking can improve general health and reduce the risk of: coronary heart disease (14%), cardiovascular disease (25%) (Willis and Crabtree 2011 - NCCDPHP 1999), Type 2 diabetes, some cancers, osteoporosis, and improve mental health and wellbeing (Coutts 2010 - Center for Disease Control and Prevention 2008). A report by Ellaway, etal, 2005, found that girls and boys living near accessible green space were on average, 5.1kg and 5.9kg lighter than those without these green play spaces. Children undertaking nature based activities exhibited a 30% reduction in ADD/ADHD symptoms compared to urban outdoor activities (Bird 2007).

This project is to fund \$80,000 of works in Pioneer Oval precinct and \$50,000 to create better access and experience to the Mt Arthur Reserve.

7. Dubbo Showground upgrade of amenities

The Dubbo Showground over a number of years has measured user groups views on the infrastructure provided. The two (2) existing amenity blocks adjacent to the Expo Centre have not been able to meet the needs of current hirers and users leading to the condition of amenities being a consistent area of complaint. This has been a priority for grant funding applications in the past and to date Council has not been successful.

The \$490,000 project will address amenities available in the grounds of the Showground.

REGIONAL CULTURAL FUND

Western Plains Cultural Centre – Large Museum/Art Object Storage

The storage of Collection objects is a major priority facing the WPCC. As the collection of the WPCC continues to grow into the future, more must be done to ensure a corresponding growth in the resources necessary to support them, to do otherwise it to risk the sustainability of the collections. In addition, there is a large body of the collection already in poor storage options, jeopardising its long term viability and exposing it to unnecessary risk of destruction and decay.

This report argues for additional storage at for WPCC. It has found that the current state of the Collection in terms of its size, rate of growth and current storage conditions, has made the provision of additional storage space for the Collections a priority. If not addressed, the pressures facing the collection in terms of adequate storage will increase over the next few years.

The provision of storage at the WPCC, as it is with any cultural facility, is a complex issue. A museum's storage area is a vital part of any museum and generally contains the larger part of the collection. It also plays an essential role in the development of a museum and its programmes as it is closely linked with other activities, such as research, consultation, exhibitions, conservation and loans. The storage area guarantees the preservation of and accessibility to the collection, and as a result the proper care and management of collections in storage is an important challenge for museums if they are to maintain their roles as centres of knowledge, research and inspiration.

The development of storage areas must deal with the collection at single point in time (what the institution owns at the time the storage is being developed) as well as trying to foreshadow any future growth to a collection. It is impossible for an institution to know what objects may be acquired in the future. It may be none or it may be hundreds, providing storage for either eventuality is problematic. Most institutions aim for some middle ground, providing some additional storage, but limiting it until they can ascertain a rate of collection growth.

Currently architectural designs are being developed to enable an accurate business case to be developed as part of the Expression of Interest submission.

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TOTAL	\$940,000
Fit out	\$80,000
Construction	\$720,000
Site Preparation	\$125,000
Design/ Contract/Tender Advertisement	\$15,000

Wellington Civic Centre

An ongoing issue is the lack of adequate accessible storage, which has been exacerbated by the recent acquisition of much needed round tables, chairs and furniture trolleys. Currently the furniture equipment is stored in full view of the public in the southern end of the foyer or in the dressing rooms and Manager's office. This is not satisfactory during large events such as the Wellington Eisteddfod and Wellington Amateur Theatre Society events.

An area has been identified where an external alcove can be enclosed to form a secure storage space that is easily accessible to the main hall, at floor level, does not impinge on internal public space and a size that would accommodate the furniture with some space to spare.

Cost estimate: \$90 000 ex GST

Old Dubbo Gaol (ODG)

The project sees the installation of the interpretative infrastructure for exhibitions, signage, landscaping works and visitor infrastructure across the site. The project includes the introduction of a range of technologies to enhance the interpretation of exhibitions of the ODG within individual cells and exhibition and display areas. It should also meet the needs of preserving the original gallows, the Hangman's rope collection (currently not on display).

The project would also address issues relating to customer egress in the admissions and souvenir areas, visitor experience and engagement through technology installation. This makes for a greatly improved visitor experience increasing length of time spent at the ODG therefore encouraging longer stays within Dubbo and the region. Project breakdown of costs are illustrated in the table below.

ODG INTERPRETIVE WORKS - STAGE 1		
Building Repairs & Refurbishment		
Painting - Gatehouses, Male Division, external timberwork	allowance	\$25,000
Exercise Yard fencing	90lm @ \$350lm	\$31,500
ODG Staff Offices refurbishment	70m2 @ \$250m2	\$17,500
Demolitions & general repairs		TBA
Signage & Graphics		
ODG Site Signage		\$25,000
Wayfinding & Interpretive Signs - Type 1	9 @ \$1,500	\$13,500
Interpretive Signs - Type 2	21 @ \$2,500	\$52,500
Characters Signs - Type 3	5 @ \$3,500	\$17,500
Portraits	50 @ \$150	\$7,500
Condemned	8@\$775	\$6,200
Showcases & Joinery	0.4.7.5	K-1
Reception Desk	1	\$10,000
Mobile Counter	1	\$3,000
Orientation Showcase	1	\$30,000
Punishment Showcase		\$35,000
Gallows Display		\$5.000
Digital Archive - benches	2 @ \$5,000	\$10,000
Rations	- 6 40,000	\$5,000
Seating	5 @ \$2,000	\$10,000
Lighting & Electrical	allowance	\$25,000
ODG Infrastructure	allowalloc	923,000
Storage	30m2 @ \$500m2	\$15,000
Deck	30m2 @ \$250m2	\$7,500
Walkway	32m2 @ \$200m2	\$6,400
Stair	32112 (W 3200112	\$10,000
Temporary Exhibitions		\$10,000
Gallows Gallery structure & fitout	80m2 @ \$2000m2	\$160,000
AND THE RESIDENCE OF THE PARTY	oumz @ \$2000m2	\$10,000
Gatehouse glass doors & openings Interpretive Installations & Landscaping		\$10,000
Woodblocks	+	25,000
Value of the Control	1	\$5,000
Openings	Olivi (C) Ed FOlivi	
Wall Footprint 1928	3lm @ \$150lm	\$450
Wall Footprint 1877	35m @ \$150m	\$5,250
Well		\$2,500
Garden	310m2 @ \$50m2	\$15,500
Graves		\$5,000
Cell Reconstruction - Night		\$3,000
Cell Reconstruction - Work x 2	2 @ \$3000	\$6,000
Clothes Line		\$10,000
Gallows	A 400 W 12 A 100	\$25,000
Gravel Paving	350m2 @ \$50m2	\$17,500
Multimedia		
Orientation Multimedia		\$20,775
Exercise		\$11,550
Lunacy - padded Cell		\$11,550
Ghost		\$15,650
Night		\$15,650
Shoemaking		\$15,650
Needlework		\$15,650
Gallows Gallery Multimedia		\$53,300
Digital Archive		\$72,600
Control Room & Installation		\$35,550
Travel Disbursements		\$11,500
Professional Fees & Disbursements	allowance	\$275,000
Floiessional rees a Disouisements		

REGIONAL SPORTS INFRASTRUCTURE

Indoor swimming facility at the Dubbo Aquatic Leisure Centre

Dubbo Aquatic Leisure Centre (DALC) is the public pool facility in Dubbo urban area that consists of outdoor 50 metre pool, water slide and children's leisure pool. This project proposal is for the development of a 25 metre indoor pool at the DALC site.

The Dubbo Aquatic Leisure Centre has long been a focal point for local families, regional families and a summer destination for visitors to the City. This is extremely important when taken in context that there is an abundance of scientific evidence that links physical activity to improved health and well-being. The DALC however is only a seasonal facility and the wider community can only access the indoor 25 metre pool at the Dubbo RSL club at a substantially higher price (\$7.50 versus \$4.40).

Dubbo has a significantly higher Aboriginal population (10.8%) than the many other NSW regional centres (NSW Govt. Com. Data 2014). The Aboriginal population has a higher incidence of Type 2 diabetes, obesity and other chronic diseases. The public pool facility overall is an inexpensive recreation activity that provides a safe water based environment. Whilst the numbers of backyard pools has increased overtime, the lower socio-economic demographic, of which the Aboriginal community is overly represented, does not have access to privately owned pools therefore increasing the importance of publicly owned aquatic recreation facilities. There is also mounting evidence that as climate change increases the numbers of extreme hot weather events, the poorer members of the community have less resources to cope. In this regard studies by Vescovi, Rebetez and Rong (2005) and Davis, Knappenberger, Michaels and Novicoff (2004) argue that governments must plan for infrastructure that can meet the likely significant public health challenge of hotter temperatures and assets such as aquatic facilities with later opening hours can play a role in creating a more resilient community.

The Australian and New Zealand Journal of Public Health (Aust NZ J Public Health. 2015; Online; doi: 10.1111/1753-6405.12433) in a paper investigating the benefits of public pools on Aboriginal communities discussed a study that considered "the wider wellbeing benefits of community swimming pools. This qualitative study, in deprived neighbourhoods of Glasgow in Scotland, concluded that community swimming pools were important amenities in such settings, as they presented an opportunity for physical exercise, provided stress relief and were beneficial to mental health and wellbeing through the social role that the swimming pool fulfilled. The lack of a community swimming pool was considered to compound other stresses associated with personal and area disadvantage."

There is an argument that Dubbo is already serviced by the Dubbo RSL 25 metre indoor pool however representations to the former Dubbo City Council suggest that there are numerous times when the facility is booked out with swimmers and aquatic classes.

This contrasts with another nearby regional centre of a similar size whereby in 2011/2012 Orange City Council undertook the development of their indoor centre for a cost of \$8.2 million. Orange City Council built a new indoor 8 lane 25 metre pool, enclosed the existing children's aquatic play area and built a new entrance/kiosk/office area. Within Orange there existed (and still does three other properties with an indoor 25 metre pool. They are the Orange Ex-Services Club, Fitness Perfection and the Kinross Wolaroi School.

The construction costs are only based on concepts and the experience of Bathurst and Orange councils. As a conservative estimate, that factors in a buffer of 33% due to a lack of detailed designs, the construction is estimated to cost \$8,500,000.

Development of ex-market garden sites adjacent to the Lady Cutler precinct for football, touch football and cricket

Located within the riverine corridor in South Dubbo are two parcels of undeveloped land that Council purchased between 2000 and 2012. In area this land is approximately 7.6 hectares and sits immediately adjacent to the Lady Cutler Sporting Complex. This Complex comprises of Lady Cutler South, Lady Cutler and Lady Cutler East and is utilized for a wide range of sporting pursuits including Touch Football (carnivals), senior and junior cricket and football (soccer).

Dubbo Regional Council has been advised by NSW Touch that from 2019 the current home for these two major sporting events, Port Macquarie, will no longer be available. Discussions with NSW Touch (Daniel Rushworth) has indicated that they require a minimum of 28 fields, preferably at the one Complex. At present no other centre in NSW has the required number of fields. It was indicated that if Dubbo could meet their requirements it would be a strong contender in the formal tendering process for these events due to its central location within NSW, high level of a range of accommodation and excellent transport links.

The Lady Cutler Complex has hosted a number of major Touch Football carnivals over the years but can only provide a maximum number of 18 fields, with another 3 fields available at Hans Clavan Fields to the north, which is insufficient for attracting the NSW Junior State Cup. With the development of Ex-Pavans land a further 9 fields can be established along with additional amenities and carparking facilities. These additional fields, amenities and carparking would also be utilized for local sport throughout the year.

The \$1,115,000 requested would enable the development of the 7.6ha site in to premier playing fields that would provide Dubbo Regional Council with enough Touch Football Fields to attract the NSW Junior State Cup (29 fields) and the NSW Senior State Cup (22 fields) that potentially could bring over 23,000 visitors and inject between \$13-15million in the local economy.

To take advantage of this opportunity \$1,115,000 would be required to develop the site from its current state to a fully irrigated premier playing surface with associated facilities. This new facility would also be utilized by other sporting codes for both local sport as well as attracting major carnivals. This would include football and cricket. Both sports have undertaken strategic planning to cater for the growth locally and football specifically have proposed that the former market garden (ex-Pavans) land as the site to develop high quality facilities.



Figure 2. Layout of Complex showing Touch Field layout (proposed)

It is also proposed to pursue funding opportunities for the Regional Sports Hub, as below, under this funding program as appropriate.

GROWING LOCAL ECONOMIES

Regional Sports Hub - Dubbo Indoor Multi Sport facility

Dubbo Regional Council has prepared a feasibility study into the provision of an indoor multisports facility in Dubbo. The purpose of the feasibility study was to assess the need and future viability of a proposed indoor multi-sports facility in Dubbo and to provide clear and objective analysis to support and inform future decision making.

Based on the feasibility analysis, the following conclusions were arrived at for the potential construction of an Indoor Multi-Sports Facility in Dubbo:

 With a regional population of over 120,000 people and the Dubbo Regional Council LGA population over 50,000 people, which is projected to grow by an additional 10,000 people over the next 20 years, it is vital for the community to have access to high quality sporting and recreation facilities that improve health, wellbeing and social outcomes.

- Dubbo has a limited provision of indoor multi-sports facilities to cater for the current and future needs of the population in both Dubbo and the region which rely on Dubbo for higher level services and facilities.
- The results of the stakeholder survey reveal there is a demonstrable need for a new indoor multi-sports hub to ensure the continued and future growth of sport in the Orana and Central West regions.
- It is considered that the development of a ten (10) court multi-sports facility will be adequate in meeting the needs of the community over the next 20 years. There may be some requirement to undertake further expansion of the facility in line with population growth after this period. Any site chosen for the facility should also identify an area suitable for long-term expansion including the relocation of netball courts from the Macquarie River floodplain to the indoor multi-sports facility site.
- The feasibility for the facility has shown that there is the potential (subject to full operation and adoption of the facilities by the projected sporting groups) that the facility may break even or provide a small profit back to Council.
- The feasibility has shown that the facility may be feasible if it is required to pay back loan funds for the purchase of land over the 20 year period of operation.
- However, if the facility was required to pay back loan funds over the first 20 year period for substantial components of the construction costs, it is considered that the facility may not be feasible and may operate at a loss.
- Council has a number of management regimes available to it, including management of
 the facility by Council, management by a third party or a combination of options. It is
 considered that the management regime chosen by Council may not significantly
 impact the overall feasibility of the project. However, Council should be cognisant of
 the fact that management by a third party may reduce future options for alterations to
 the facility.

SUMMARY

The level of financial support available for local government and communities in regional NSW is unprecedented. Already the Dubbo Regional Council community is able to realise many large capital works projects that were thought to be long term ambitions. It is important given the breadth of grant funding available to specialist areas of Council that staff be given maximum possible lead time to create the best applications and business cases possible. The selected projects reflect priorities of the community as evidenced by budget submissions, master plans adopted by former Councils, feedback from the Dubbo Regional Sports Council.

Appendices:

- Office of John Barilaro Announcement of Stronger Country Communities Fund Applications Open 16/08/2017 Applications Close 13/09/2017
- **2** Regional-Growth-Fund-brochure

ITEM NO: CCL17/127



The Hon. John Barilaro MP

Deputy Premier
Minister for Regional New South Wales,
Minister for Skills and Minister for Small Business

17/41#70

Mr Mark Riley General Manager Dubbo Regional Council PO Box 81 DUBBO NSW 2830

11 JUL 2017

Dear Mr Riley

RE: Opening of the Stronger Country Communities Fund

I am pleased to announce the opening of the Stronger Country Communities Fund which will see \$200 million invested into regional and rural communities over the next two years. This Fund will support local infrastructure projects to improve the lives of people in regional communities and enhance the attractiveness of rural and regional NSW.

Community groups, government agencies, local government and non-government organisations can submit eligible community infrastructure projects via the local council. Your local MP or Parliamentary Secretary will advise you of your funding allocation and further details about the program.

Applications for the first round of Stronger Country Communities will occur in three tranches during 2017 and will remain open for 4 weeks. Your council is invited to take part in Tranche B, applications open 16 Aug 2017 and close 13 Sep 2017. A webinar will be conducted 14 July 2017 to provide instructions on the application process. Email invitations will be sent for you to register and participate.

In regard to assessing proposals, we will be canvassing your community's support by conducting "choice-modelling".

Please find the funding guidelines attached. Additional details can be found at www.nsw.gov.au/strongercountrycommunities or by contacting the enquiries team at the NSW Department of Industry by phone (02) 9842 8681 or email at enquiries.sccf@industry.nsw.gov.au

Level 20, 52 Martin Place, Sydney NSW 2000.

Phone: (61.2) 8574 5150 Fax: (61.2) 9339 5558 Email: office@deputypremier.nsw.gov.au

DUBBO REGIONAL COUNCIL Page 573

ITEM NO: CCL17/127

I look forward to working with you and your communities to deliver on this once-in-ageneration opportunity for Regional NSW.

Yours sincerely,

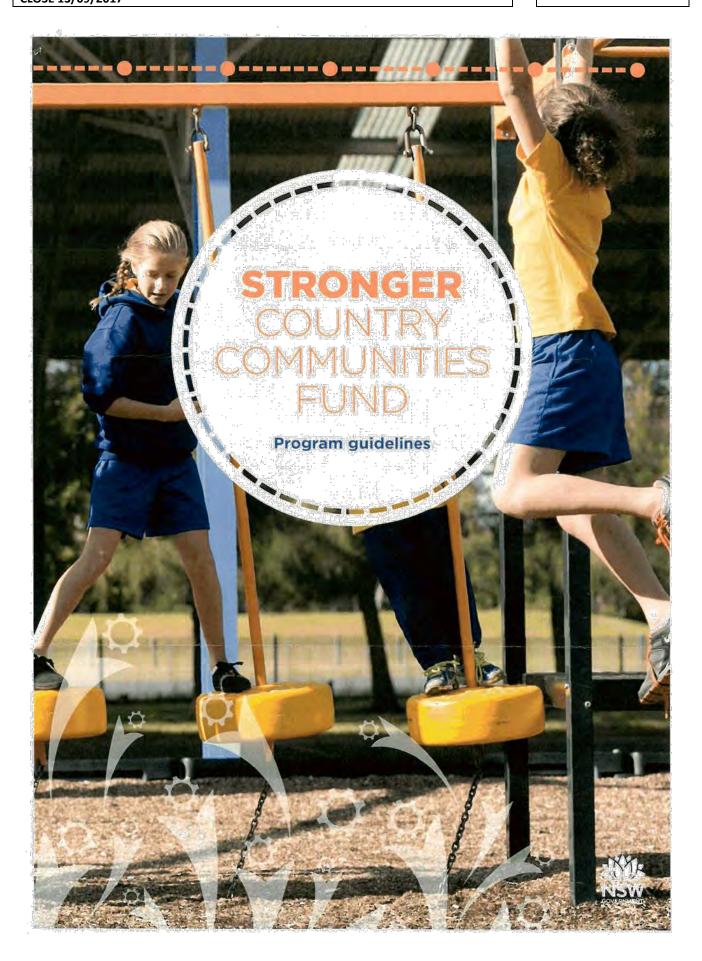
The Hon, John Barilaro MP

Deputy Premier

Minister for Regional New South Wales

Minister for Skills and Minister for Small Business

ITEM NO: CCL17/127



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ITEM NO: CCL17/127



The NSW Government has put this state in the strongest economic position in Australia. This has led to more money being invested in our regions than ever before.

Our \$73 billion record infrastructure investment agenda is already having a real impact in regional communities. The upgrade of the Pacific Highway is well underway, while other highways are also being improved and bridges replaced. New and upgraded hospitals have opened in Parkes, Byron Bay and Bega and new and improved schools are being designed and built.

After six years of responsible budget management and sound policy decisions such as the leasing of poles and wires, the NSW Government is in a position to create opportunities that will make a real difference to regional communities.

The Stronger Country Communities. Fund will see \$200 million made available for applications over the next two years, with \$100 million available through the first round of funding, to make regional communities even better places to live and work. Each local government area in regional and rural NSW will have access to the funds, and every community will have the opportunity to receive their fair share.

Public facilities such as schools, libraries, parks, walking and cycle pathways, health centres, country halls and showgrounds contribute to the social fabric of our wonderful towns and regional cities, and help foster connectedness and town pride.

This NSW Government has made a strong commitment to regional NSW, spreading the benefits of our economic success across the state; ensuring that every town and every community can share in this record investment.

Regional communities demonstrate the very best of NSW and we want to enhance the strong sense of community that makes each town, village and regional city unique

This is a once-in-a-generation opportunity for country communities to benefit from significant investment in our towns and regional cities.

I encourage communities to make the most of this opportunity, and I look forward to receiving proposals for projects that will make a real difference to our towns and regional centres.

JLB-in

The Hon John Barllaro Deputy Premier Minister for Regional NSW Minister for Skills

Minister for Small Business



www.nsw.gov.au/strongercountrycommunities



Stronger Country Communities Fund

The Stronger Country Communities Fund has been established by the NSW Government to help deliver local infrastructure projects to regional communities. The purpose of the fund is to provide the kind of infrastructure that improves the lives of local residents—from park-lands to health centres and community halls. This fund will also help regional communities across NSW continue to attract new residents and visitors.

The funds provided will allow residents, community groups and local and state government agencies to work together to deliver infrastructure that makes a real and lasting difference to the lives of people living in regional areas.

The NSW Government has committed \$200 million for applications over the next two years, with \$100 million available each year to regional local government areas.

To help support and create jobs in local areas, projects will be delivered using local providers wherever possible, based on competitive quotes.

Eligible applicants

The Stronger Country Communities
Fund is available to all 92 regional local
government areas, Lord Howe Island and
the Unincorporated Far West. Regional
local councils are those outside Sydney,
Newcastle and Wollongong.

State government agencies and non-government organisations can submit eligible community infrastructure projects, in partnership with local councils.

Available funding

To ensure projects make a significant contribution to improving local communities, the NSW Government is seeking projects of at least \$100,000 and typically in the range of \$250,000 to \$1 million per project. Larger projects will be considered where there is significant financial co-contribution.

Applications will be called for on an annual basis over the next two years. Councils will be assigned a time frame during which they can apply Projects submitted should be able to commence within a 12-month time period and ideally be complete within two years of funding approval.

Community consultation

Local governments are required to consult with their communities. It is recommended that each local government area submit projects that strongly reflect community preferences.

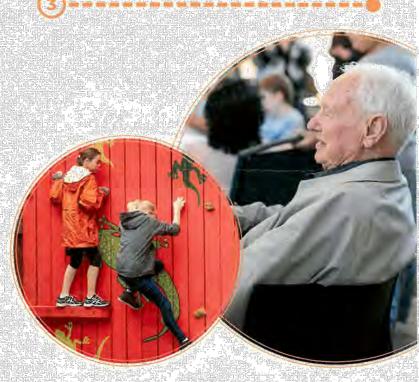
2 www.nsw.gov.au/strongercountrycommunities



improve local infrastructure

The Stronger Country Communities Fund supports projects which improve local infrastructure. Examples include:

- building new community
- facilities to be shared by all within the community — such as parks, playgrounds, walking or cycle pathways
- refurbishing existing local facilities — such as schools and health centres, community centres, libraries
- enhancing local parks and the supporting facilities — such as kitchens and toilet blocks.



www.nsw.gov.au/strongercountrycommunities 3

ELIGIBILITY



Eligible projects

The following information will be required

- Clear definition of project, purpose, scope, costs and who it shall benefit.
- Evidence or data on how the project will help boost the livability of the local community. This might include consideration of how it will build more vibrant, sustainable and inclusive communities.
- Supporting information could include estimated take-up numbers, survey feedback or direct community feedback
- Additional evidence could include how the proposal aligns with the Council Community Strategic Plan.
- We are seeking projects of at least \$100,000 and typically in the range of \$250,000 to \$1 million. Larger projects will be considered where there is significant financial co-contribution.
- Deliverability. Evidence that the project can commence within 12 months and ideally be complete and funds acquitted within two years of funding approval.
- Evidence the project is cost effective will be required including a clearly defined budget. At least two quotes should be provided. Projects must give consideration to the processes and procedures outlined in the capital expenditure review guidelines issued by the Office of Local Government.
- Details about co-contribution.
 Organisations will need to contribute if the project chosen is a planned upgrade of existing infrastructure in their forward program of capital works project proposals
- Details about the use of local suppliers.
 Supporting data might include competitive quotes, how it will contribute to local employment and local skills development.
- The capacity to maintain any new infrastructure funded. Projects must be sustainable and be able to be operated and maintained beyond the funding period.

Ineligible projects

The Stronger Country Communities Fund is not to be used for

- projects in ineligible locations
- maintenance that local governments already propose to fund in their forward programs of capital works, unless a co-contribution is proposed
- retrospective funding for work undertaken (funding is for new projects)
- ongoing staff or operational cost
- + implementation costs of new councils
- marketing, branding, advertising, or product promotion
- projects less than \$100,000
- projects with exclusive private benefits
- maintenance of roads and bridges, water or sewerage
- projects previously receiving funding under other government programs
- projects that do not meet the eligibility requirements above (for example, if they cannot be completed within the funding period or are not well defined with a clear budget, and so on).



4 www.nsw.gov.au/strongercountrycommunities

If you are successful

Organisations must not make financial commitments for funded activities until funding agreements have been executed.

The funds must be spent on items or costs directly related to the project as specified in the application and funding agreement.

Organisations are required to pay back unspent funds or those funds which have not been spent in accordance with the funding agreement.

Requests for variations or changes to the project may be considered in limited circumstances. Changes or variations may be rejected or accepted subject to certain conditions.

Recipients will be given a three-week period to review, accept and return the signed funding agreement to the NSW Department of Industry.

The information provided in the funding application will be used to create:

- a funding and reporting schedule based on key milestones
- key performance indicators.

Information about projects may be used for material prepared by the NSW Government.

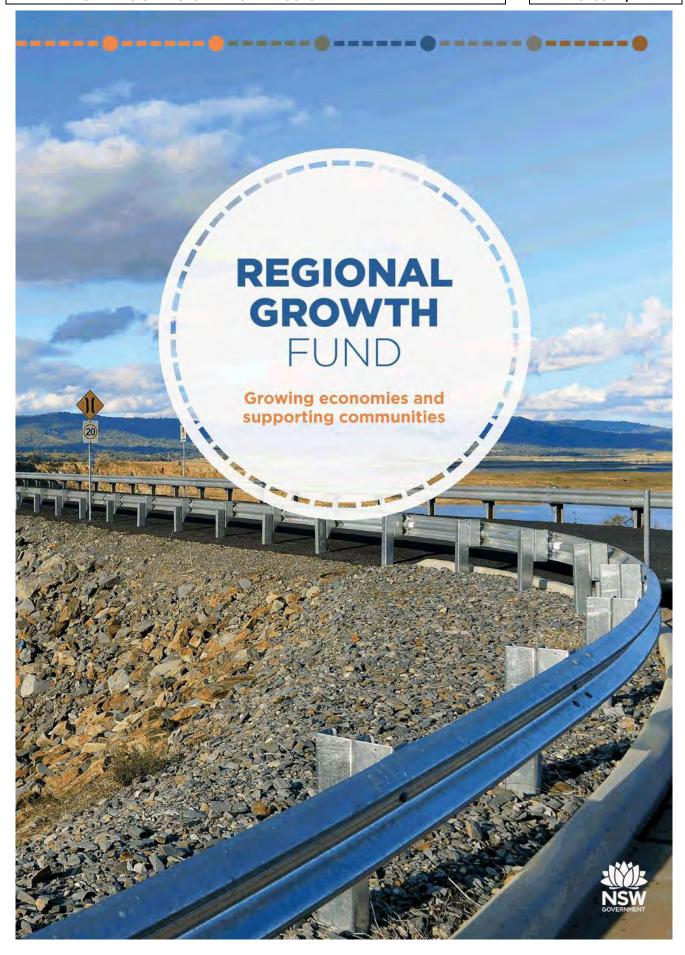


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APPENDIX NO: 1 - OFFICE OF JOHN BARILARO - ANNOUNCEMENT OF STRONGER COUNTRY COMMUNITIES FUND - APPLICATIONS OPEN 16/08/2017 - APPLICATIONS CLOSE 13/09/2017

ITEM NO: CCL17/127





APPENDIX NO: 2 - REGIONAL-GROWTH-FUND-BROCHURE	ITEM NO: CCL17/127



MESSAGE FROM THE PREMIER

As a government, we are judged on what we deliver to the community. We have worked hard to build a strong budget and restore NSW to its rightful place as the number one economy in the country. We are rolling out a record-breaking infrastructure program that is already having a great impact across all parts of the state. Now, we have an opportunity to ensure every community receives its fair share.

That is why I am proud to announce an extra \$1.3 billion in regional growth funding over the next four years. This once-in-a-lifetime funding will ensure the investment in roads, hospitals, schools, sporting and cultural facilities that every community needs.

The NSW Government will make sure each community grows and creates an even better quality of life for its citizens. We will work closely with community organisations, industry and business to direct these investments to where they are needed most.

This is a promise we will deliver on: ensuring people in our regions have their say and then receive their fair share of the state's success.

The Hon Gladys Berejiklian Premier

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MESSAGE FROM THE DEPUTY PREMIER

NSW is a regional jobs powerhouse, with the strongest regional jobs growth in the country. Whether in Murwillumbah, Moree, Mudgee or Merimbula, businesses across regional NSW have the confidence to invest, employ and contribute to their local communities.

Responsible economic management and good policies have helped make our state economy stronger than ever before. At the same time, we recognise that not every community has felt the benefits of these economic wins.

But our regional communities are fiercely resilient and innovative. As I travel the state, people always share their great ideas on how to bring jobs to regions, improve health services and best address the challenges facing our young people. When people talk, we listen.

This crucial input helped develop our Regional Development Framework, a plan for better decision making and a model for strategic investment for our regions. The Regional Growth Fund is our opportunity to deliver on the framework. It allows us to support innovative ideas so we can develop the major infrastructure that regions are calling for, and make local improvements to lift the quality of life in every town.

Whether it is upgrading telecommunications, accessing water supplies, or enhancing sporting venues - we will deliver so that businesses thrive. We will also enable regional communities to grow, draw in more investment and attract skilled workers. Not just for tomorrow, but for decades to come.

The Hon John Barilaro

Deputy Premier Minister for Regional NSW Minister for Skills

Minister for Small Business

www.nsw.gov.au/regionalgrowth 1

\$1.3 BILLION BOOST FOR REGIONAL NSW



Delivering on the Regional Development Framework

The NSW Government is investing an additional \$1.3 billion in regional infrastructure to support growing regional centres, activate local economies and improve services in communities, through the new Regional Growth Fund. Combined with the \$300 million to drive regional tourism through the Regional Growth: **Environment and Tourism Fund this brings** to \$1.6 billion the funding available for regional growth.

The NSW Government's Regional Development Framework provides an overall vision for the Regional Growth Fund. The framework establishes a plan for regional development over the next 30 years that ensures every community across the state benefits from NSW's economic success.

The Regional Growth Fund will invest in projects that facilitate regional development through six funds. These funds aim to enable essential infrastructure, support arts and culture, enhance and build sporting infrastructure, improve regional voice and data connectivity, invest in our mining-impacted communities, spur job creation and deliver local infrastructure.

local government, regional organisations, industry and other community organisations.

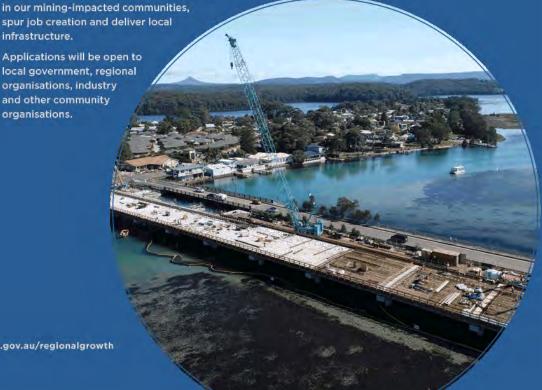
A new approach to funding for the regions

Economic growth in the regions benefits the entire state. That's why the Regional Growth Fund is designed to ensure funding works for people in the regions, and that the funding process supports regional applicants.

The new approach to funding will be simple, transparent and offer greater support to applicants.

Focused on the needs of applicants not government

Applicants will be given support to develop their business cases, so they put forward the best proposal for the strongest projects and apply through the right channels.



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REGIONAL GROWTH FUND

ECONOMIC COMMUNITY **ACTIVATION FUNDS** AMENITY FUNDS \$1 BILLION \$300 MILLION CONNECTING REGIONAL REGIONAL **SPORTS** CULTURAL INFRASTRUCTURE **FUND** To foster the benefits of sport To deliver investment to in communities. This fund will support bold and exciting invest in new and existing venues regional arts and culture. This to improve the participation and fund will encourage the rich performance in sports at all levels tourism potential and support young people. PROGRAM OPENS LATE 2017 **PROGRAM OPENS JULY 2017** PROGRAM OPENS JULY 2017 GROWING RESOURCES **STRONGER** LOCAL FOR COUNTRY **ECONOMIES** REGIONS COMMUNITIES FUND To support job creation and To develop the enabling infrastructure to grow regional centres. This fund will invest in the crucial projects needed to support job creation and economic growth in economic growth in mining communities in regional NSW. This fund will help build infrastructure across health, water, road, education, regional NSW. tourism and CBD renewals to attract new business, tourists and residents. **PROGRAM OPENS JULY 2017 PROGRAM OPENS JULY 2017** PROGRAM OPENS JULY 2017

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A REGIONAL DEVELOPMENT FRAMEWORK

While significant investment in NSW's regions has already been made, there have been uneven levels of growth. Some regional centres are thriving while some face challenges of distance, structural change and population decline. The NSW Government's Regional Development Framework is a plan for better coordination and decision-making focused on:

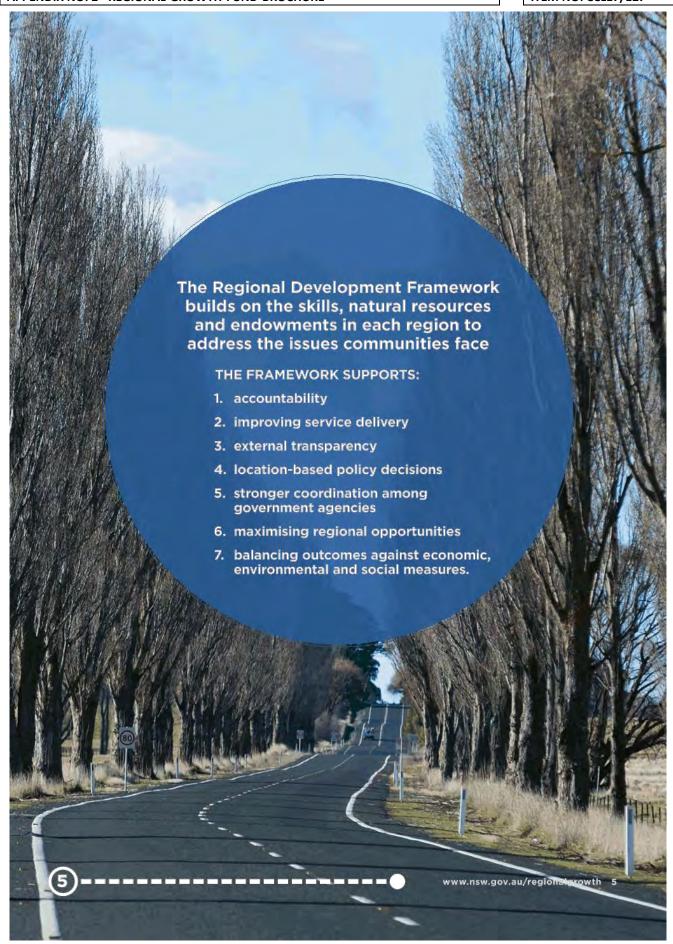
- providing quality services and infrastructure in regional NSW
- aligning efforts to support growing regional centres
- finding opportunities to activate the economic potential of local economies

Access the Regional Development Framework by visiting www.industry.nsw. gov.au/invest-in-nsw/regional-opportunities, regional-development-framework.

4 www.nsw.gov.au/regionalgrowtl



DUBBO REGIONAL COUNCIL



REGIONAL DEVELOPMENT MATTERS



The NSW Government is committed to ensuring our regional communities remain vibrant and thriving economic and social hubs. This means protecting our unique environments, delivering better health and education services and addressing social disadvantage.

Regional development is crucial to providing social and economic improvement. Communities can identify opportunities that:

- · activate economic potential
- generate jobs
- attract business
- improve local infrastructure.

Regional development requires a shared effort from all tiers of government to coordinate and invest in the best economic opportunities that maximise growth.

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As regional development occurs, the NSW Government must ensure all communities have the best access to essential services, supporting people's decisions to live and work in regional NSW.



Building on strong investment in regional NSW

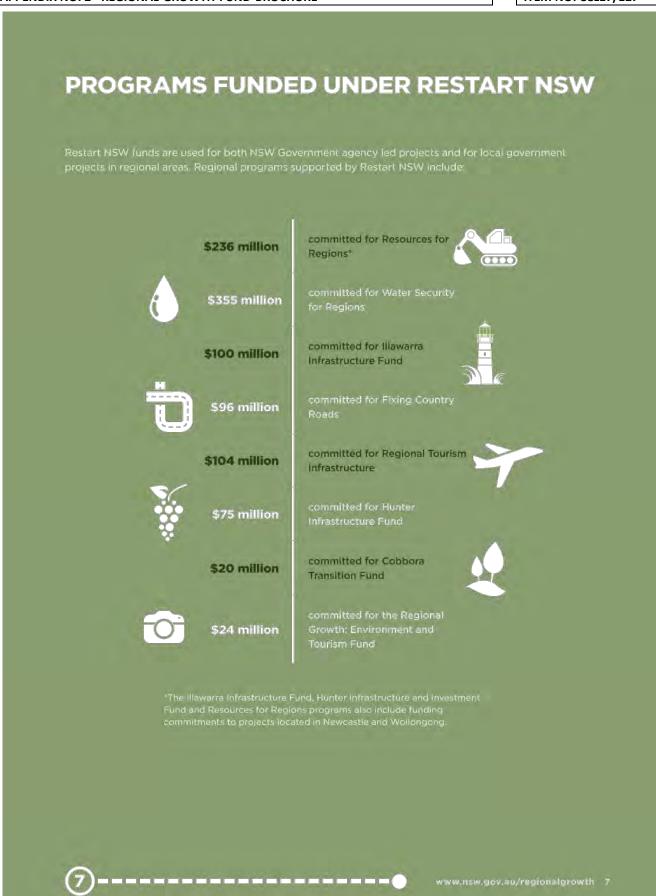
The NSW Government is committed to delivering more for people in regional NSW. Significant spending (made possible by strong economic management and policy initiatives such as asset recycling) has already been made in regional areas to support economic growth. Restart NSW is funding investment in new infrastructure across the state - 30 per cent of these funds are dedicated to regional NSW.

Regional funds set aside through Restart NSW

Many of these funds have been set aside for projects, or have completed projects, in the areas of:



6 www.nsw.gov.au/regionalgrowth





APPENDIX NO: 2 - REGIONAL-GROWTH-FUND-BROCHURE	Ĺ	ITEM NO: CCL17/127

