



# AGENDA

## CORPORATE SERVICES COMMITTEE

### 11 MAY 2023

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

The meeting is scheduled to commence at 5.30pm.

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	Page
<b>CSC23/17 LEAVE OF ABSENCE (ID23/840)</b>	
<b>CSC23/18 CONFLICT OF INTEREST (ID23/843)</b> In accordance with their Oath/Affirmation under the Act, and Council's Code of Conduct, Councillors must disclose the nature of any pecuniary or non-pecuniary interest which may arise during the meeting, and manage such interests accordingly.	
<b>CSC23/19 MONTHLY REPORTING SNAPSHOT FOR COUNCILLORS (ID23/765)</b> The Committee had before it the report dated 11 April 2023 from the Chief Executive Officer regarding Monthly Reporting Snapshot for Councillors.	2
<b>CSC23/20 INVESTMENT UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT - APRIL 2023 (ID23/875)</b> The Committee had before it the report dated 2 May 2023 from the Graduate Accountant regarding Investment Under Section 625 of the Local Government Act - April 2023.	13



## REPORT: Monthly Reporting Snapshot for Councillors

**DIVISION:** Chief Executive Officer  
**REPORT DATE:** 11 April 2023  
**TRIM REFERENCE:** ID23/765

### EXECUTIVE SUMMARY

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

### STRATEGIC DIRECTION

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

Theme: 4 Leadership

CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance

Delivery Program Strategy: 4.1.2 Council's decision-making processes are open, transparent and accountable

### RECOMMENDATION

1. That the report from the Chief Executive Officer dated 11 April 2023, be noted.
2. That the report in the current format continue to be produced monthly until the end of the current Council term.
3. That upon election of a new Council in September 2024, a review of the Monthly Report for Councillors be undertaken in consideration of the new Councillor's priorities.

MW  
Chief Executive Officer

## BACKGROUND

### Previous Resolutions of Council

26 May 2022 CCL22/122	<i>That the Chief Executive Officer establish an effective mechanism of regular benchmarking reporting to Council on key facilities, major capital projects and strategic programs. The mechanism should be easy to interpret and utilise data that is already being collected for operational purposes.</i> <i>Such dashboard reporting could include as relevant:</i> <ul style="list-style-type: none"><li><i>• comparative period reporting of facility/service usage and engagement,</i></li><li><i>• operational performance against budget,</i></li><li><i>• benchmarking to other Councils,</i></li><li><i>• high-level reasoning around positive or negative change in facility/service performance.</i></li></ul>
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The Mayor and Councillors form the governing body of a council. Councillors are individually and collectively accountable to the local community for the performance of the council.

Each councillor has the responsibility to be an active and contributing member of the governing body and make considered and well-informed decisions as a member of that body. They are to participate in the development of the council's integrated planning and reporting framework.

A key responsibility of all councillors is to represent the collective interests of residents, ratepayers and the local community by facilitating communication between community and the governing body.

Councillors must uphold and represent accurately the policies and decisions of the governing body and make all reasonable efforts to acquire and maintain the skills necessary to perform their role as a councillor.

The above roles and responsibilities are outlined in the Local Government Act 1993.

Council staff have developed simple reports and dashboards based on the priorities of the Councillors to assist them in making data driven decisions.

## REPORT

This report is a standing monthly report for Councillors and provides high level data, statistics and commentary for Councillors from the following dashboards. It should be noted that select data is public facing, data that is not public facing is not provided within the monthly report and is provided to Councillors in other methods. Public facing data is provided under separate cover as the report is published prior to capturing all of the month-end data.

### **Financial Performance Dashboard**

- The link to the dashboard has been provided to Councillors via email.
- The filterable data is not public facing.
- Detailed reporting is available in the Quarterly Budget Review Statement reports presented to Council each quarter.
- Key metrics include;
  - Operating Ratio (Organisation, General, Water, Sewer); benchmark is greater than 0.00%
  - Own Source Operating Revenue Ratio; benchmark is greater than 60.0%
  - Financial Position Summary
  - Debts Balances.
- Considerations/limitations may include; budgets are not seasonal, debt balances do not include rate and annual charges and capital grant income, doesn't include current financial year.

### **Facility and Services Performance Dashboard**

- The link to the dashboard will be provided to Councillors via email.
- The source data is not public facing, month-on-month summary is included as **Appendix 1**.
- Detailed reporting is generally completed at the end of the financial year, available in Council's Annual Report.
- Key metrics include;
  - Visitors/attendance/usage; three years plus current financial year, seasonal trends visible.
- Considerations/limitations may include; possible timing issues between data collection and report dates, system changes or COVID-19 period impact where by data was unable to be collected. Data collected at the time of the reporting may not have been validated/audited, numbers are subject to change pending published annual reports.

### **Major Capital Projects Dashboard**

- The dashboard can be found on Council's website.  
<https://www.dubbo.nsw.gov.au/Our-Region-Environment/major-projects>
- The data is publically available.
- Key reporting data includes;
  - Project status
  - Strategic focus (Community Strategic Plan themes)
  - Project location
  - Project value.
- Considerations/limitations;
  - Project Managers are requested to update projects once a month
  - The dashboard does not include all capital expenses, the focus is major/significant capital projects, either in value, community interest/impact or regional impact.

### **Customer Experience Charter Metrics**

This dashboard is proposed to be developed in September 2023.

The proposal will be as follows:

- The link to the dashboard may be provided to Councillors via email
- The data is not publically available
- Key reporting data may include; *For the purpose of this report more detail has been provided to give further context and understanding as to the data collection.*

PROPOSED MEASURE/STATISTIC/DATA REPORTED	DESCRIPTION
Answer 80% of calls within 60 seconds; - Call Centre monthly abandoned call rate & average wait time in queue.	Measure from the Customer Experience Charter Calls that come in to 02 6801 4000 (CX Centre)
Respond to and/or acknowledge messages by COB the following working day	Measure from the Customer Experience Charter Messages refer to other contact that is outside of CRM and Content Manager (email/letters) that come in to CX Centre and are distributed
Respond to correspondence within 10 working days and provide ongoing updates until resolution	Measure from the Customer Experience Charter This is all written correspondence (email/letters etc.) that are received in the post or emailed to <a href="mailto:council@dubbo.nsw.gov.au">council@dubbo.nsw.gov.au</a>
Acknowledge all Customer Service Requests within 3 working days. Notify of completion or provide an update within 14 working days.	Measure from the Customer Experience Charter All customer service requests that are appropriately lodged in the Customer Request Management (CRM) system (methods below)
Methods of lodging a Customer Service Request - Phone - Councillor - Email - DRC&Me - Front Counter - Internal Request - Snap Send Solve - WebChat	Number of Customer Service Requests for the month
Engagement – Your Say Platform - Registrations - Interactions - Number of active projects/engagement activities	User statistics Note: Project specific engagement reports will be provided post project.

- Considerations/limitations; this reporting focuses on volume and how customers may contact Council and the commitments as per the Customer Experience Charter, customer satisfaction and sentiment is not captured.

**Consultation**

- A number of Councillor workshops have been undertaken, as well as feedback requested on sample dashboards and reports to determine what data was meaningful to Councillors and considered for inclusion in this report.
- Staff were consulted to ensure that data requests were not outside the scope of their “normal” reporting/data collection, that the source of the data was reliable and was also easy to access.
- Timing of available data and reporting was the only concern raised. In most cases data is available within the week of the month end. Functions such as the Dubbo Regional Airport and Domestic Waste Management generally have data within at two weeks following the months end. The timing of the Council Corporate Services Committee and the reports due day may result in missing data for the month prior from these providers.

**Resourcing Implications**

- Minimal resources are used to compile this report.
- The majority of data is already captured by individual functions of Council or sourced via Council’s corporate systems.
- Ongoing business improvement initiatives are underway to further automate data and reduce reliance on staff to compile data and generate reports.

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**Table 1.** Ongoing Financial Implications

**APPENDICES:**

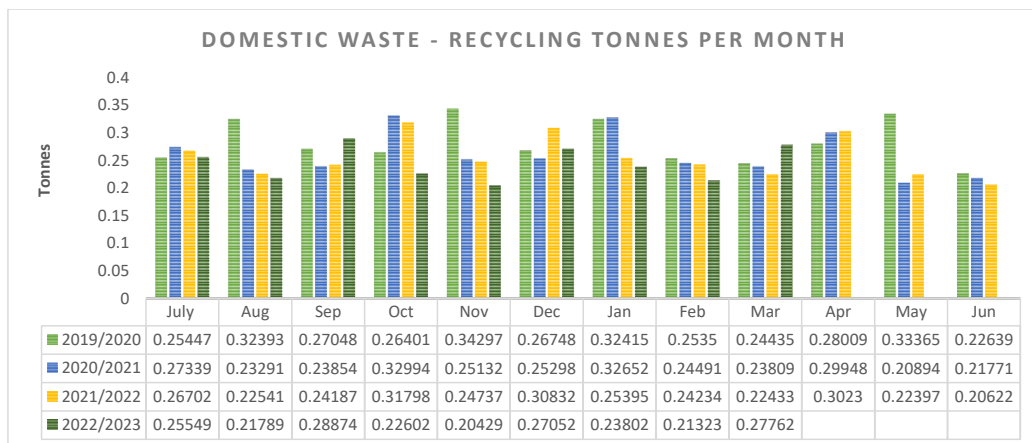
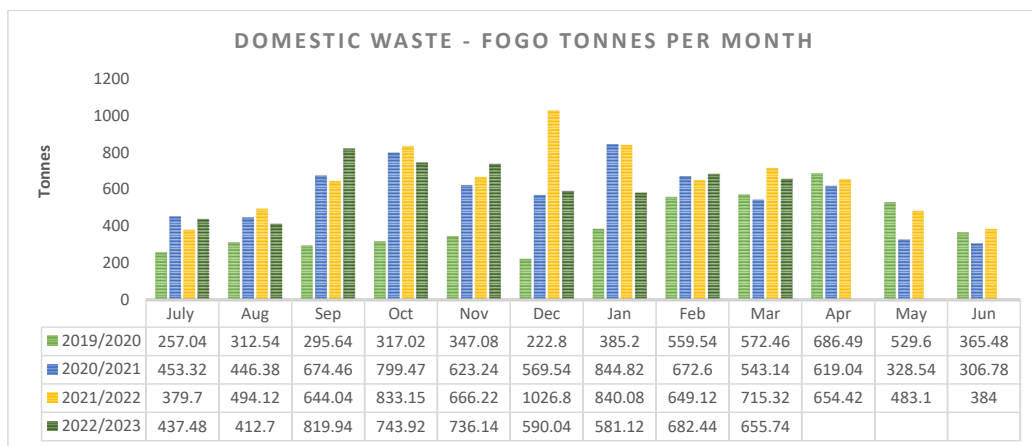
- 1 [Dashboard Snapshot - Facility Performance - 02.05.2023](#)



FACILITY AND SERVICE  
PERFORMANCE DASHBOARD

REPORT PRINT DATE: 02/05/2023

SERVICES PERFORMANCE

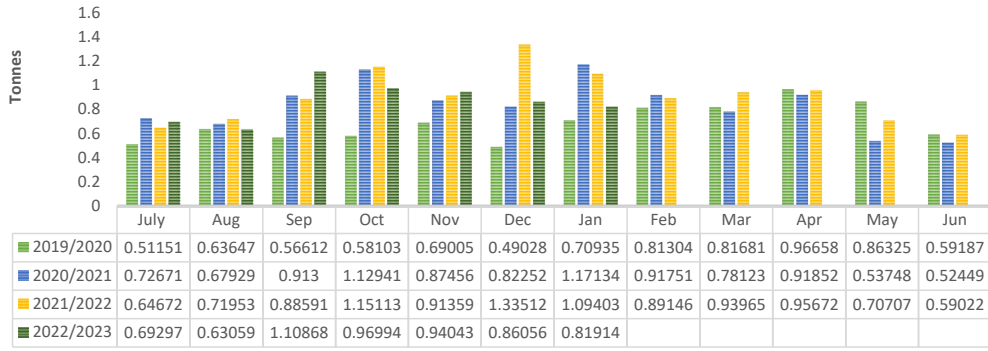




FACILITY AND SERVICE  
PERFORMANCE DASHBOARD

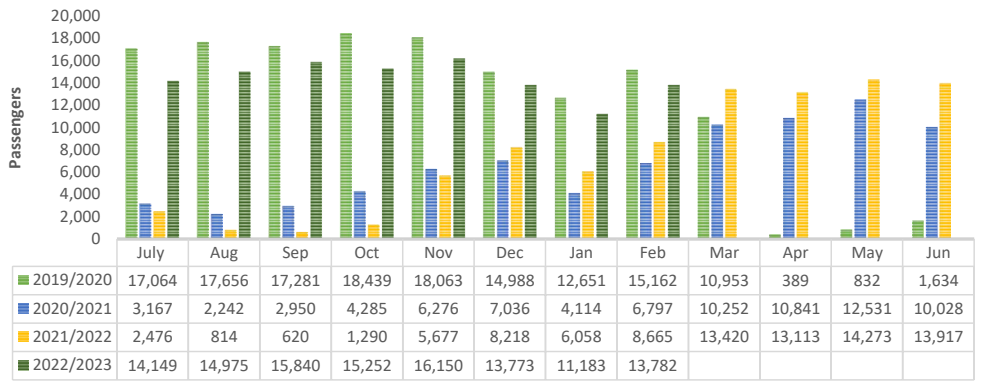
REPORT PRINT DATE: 02/05/2023

DOMESTIC WASTE - DIVERTED FROM LANDFILL  
TONNES PER MONTH

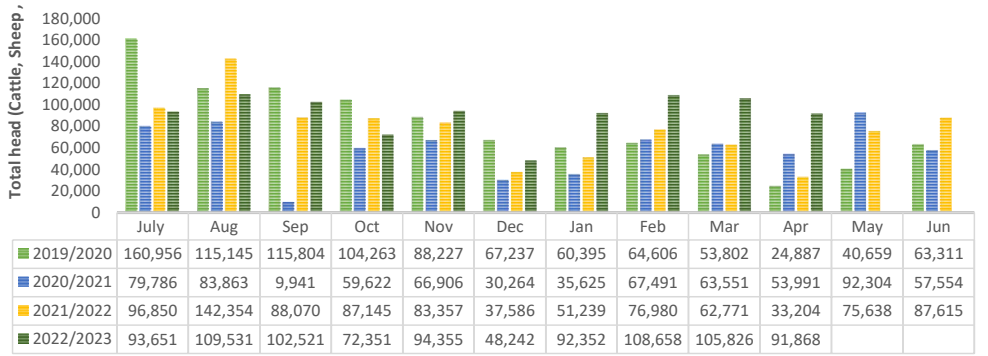


VISITORS & VOLUME – COMMERCIAL

DUBBO REGIONAL AIRPORT - PASSENGERS PER MONTH



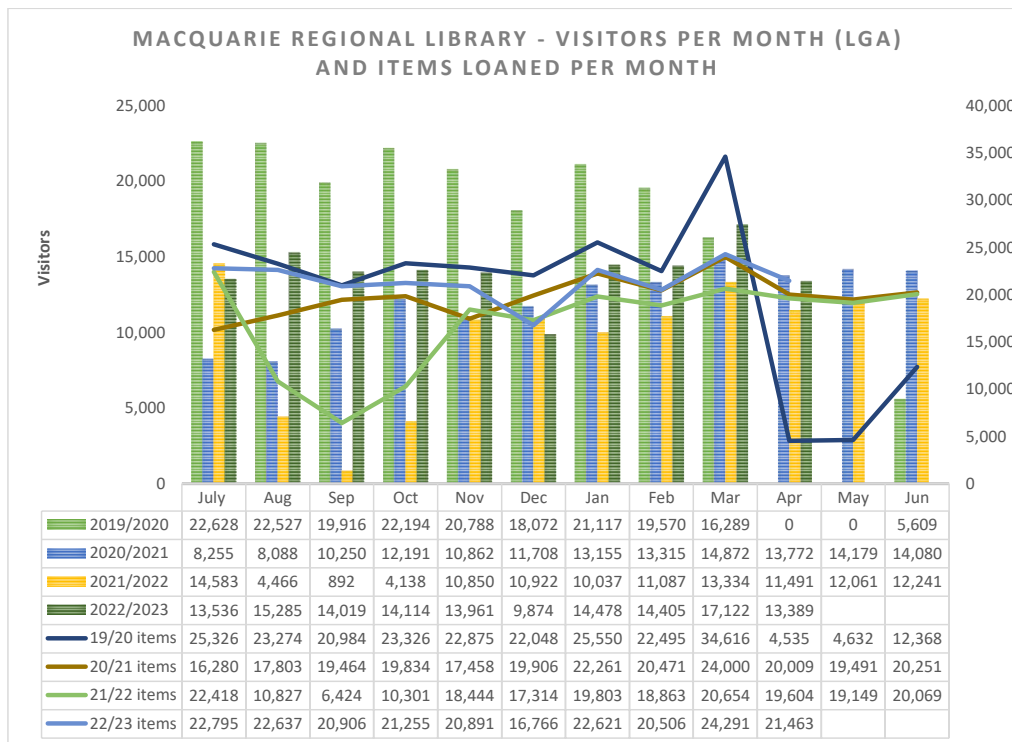
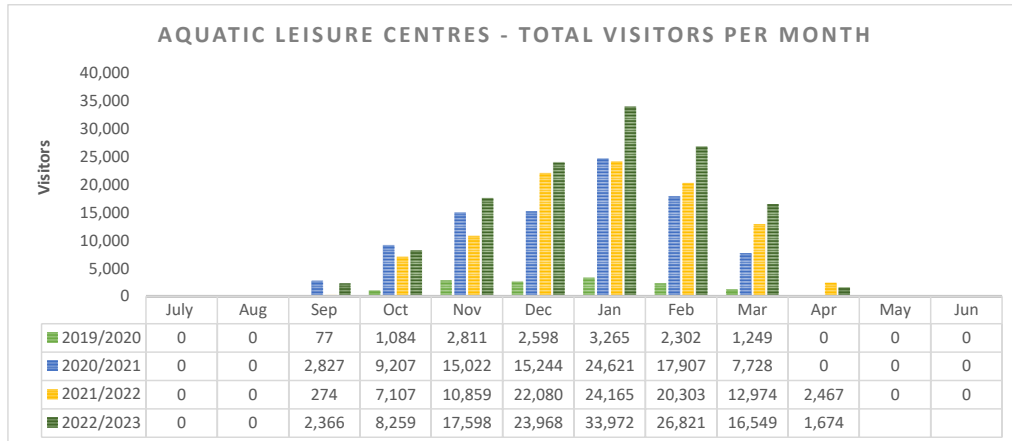
DUBBO REGIONAL LIVESTOCK MARKETS - TOTAL HEAD SOLD PER MONTH







VISITORS & CUSTOMERS – COMMUNITY

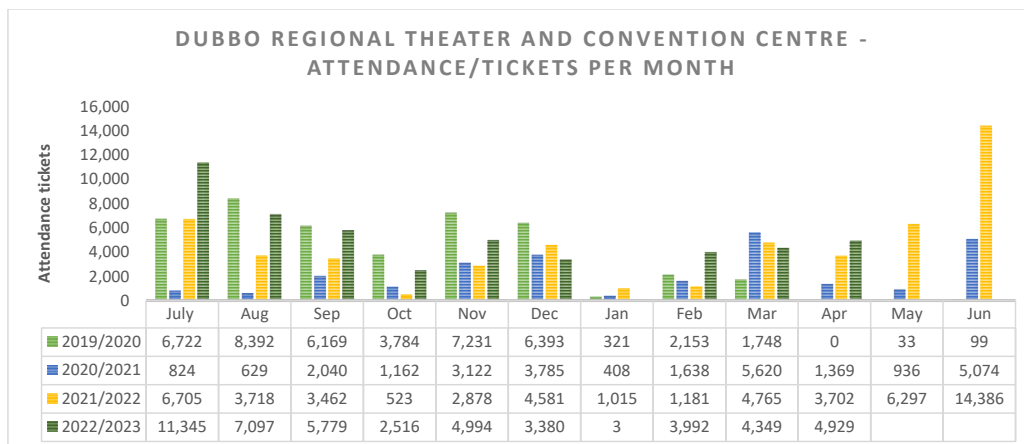
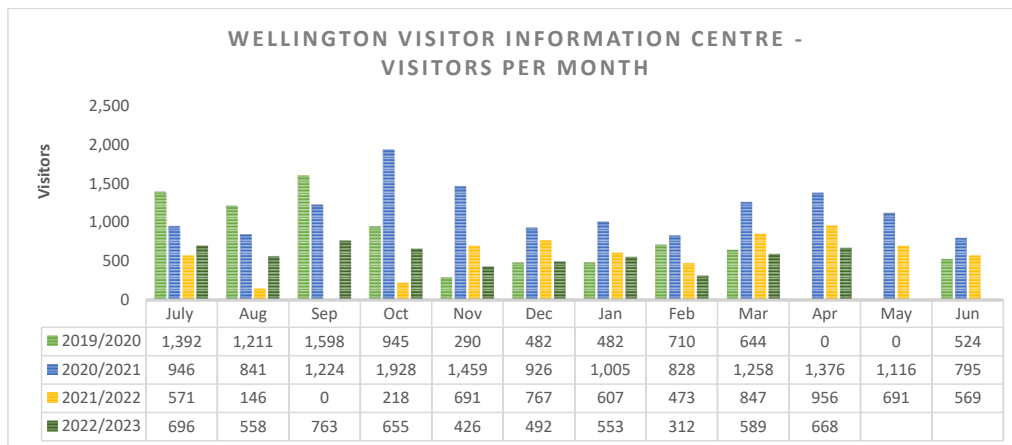
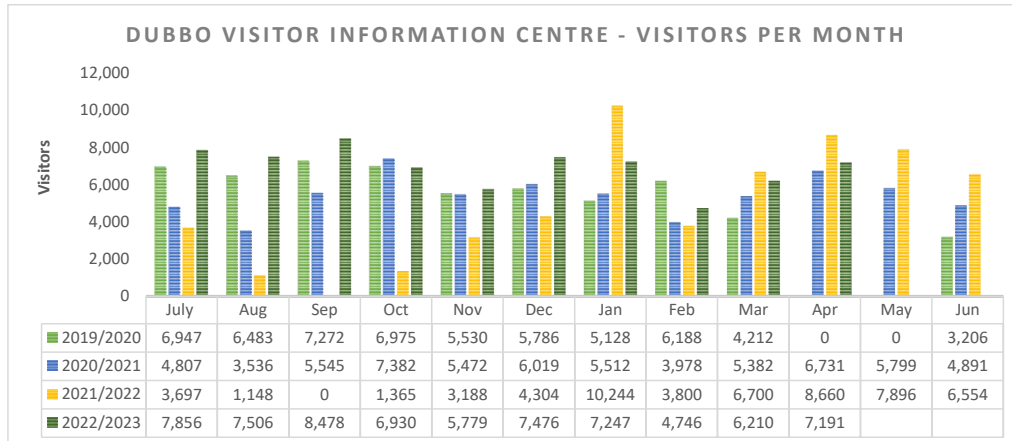




FACILITY AND SERVICE  
PERFORMANCE DASHBOARD

REPORT PRINT DATE: 02/05/2023

VISITORS & CUSTOMERS – TOURISM & CULTURAL

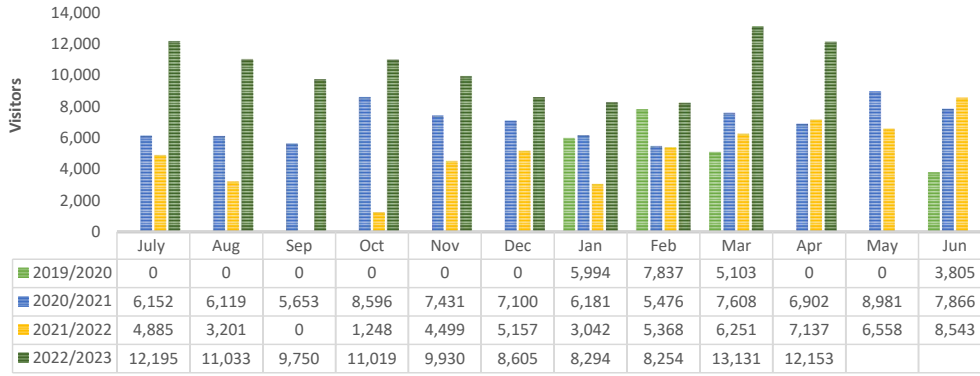




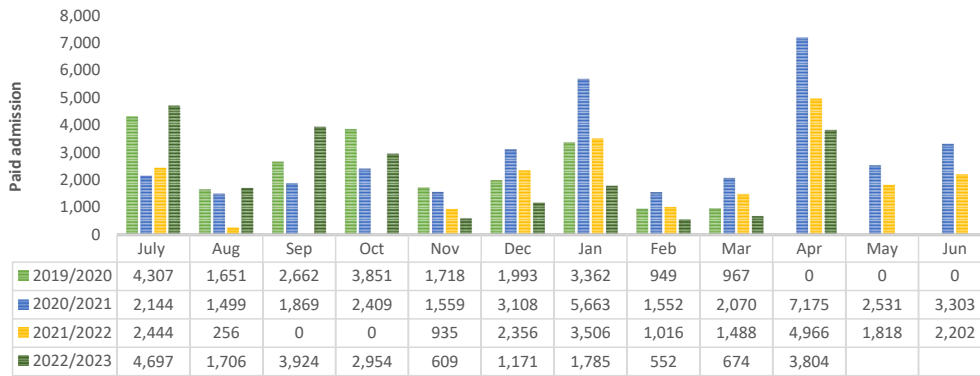
FACILITY AND SERVICE  
PERFORMANCE DASHBOARD

REPORT PRINT DATE: 02/05/2023

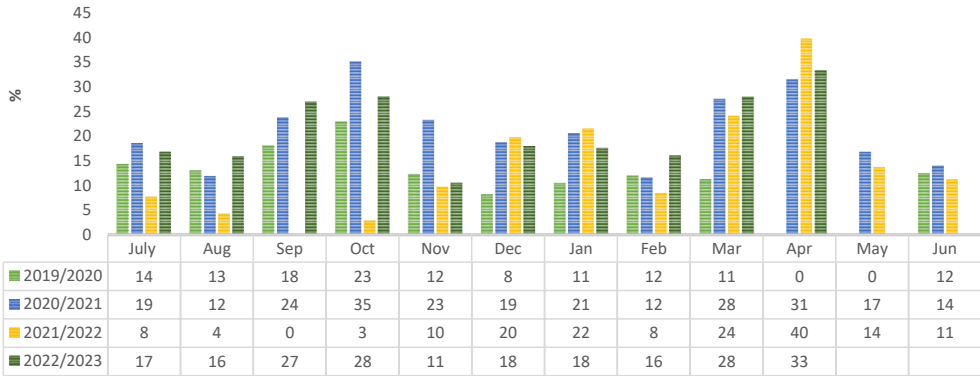
WESTERN PLAINS CULTURAL CENTRE - VISITORS PER MONTH



WELLINGTON CAVES - PAID ADMISSION PER MONTH



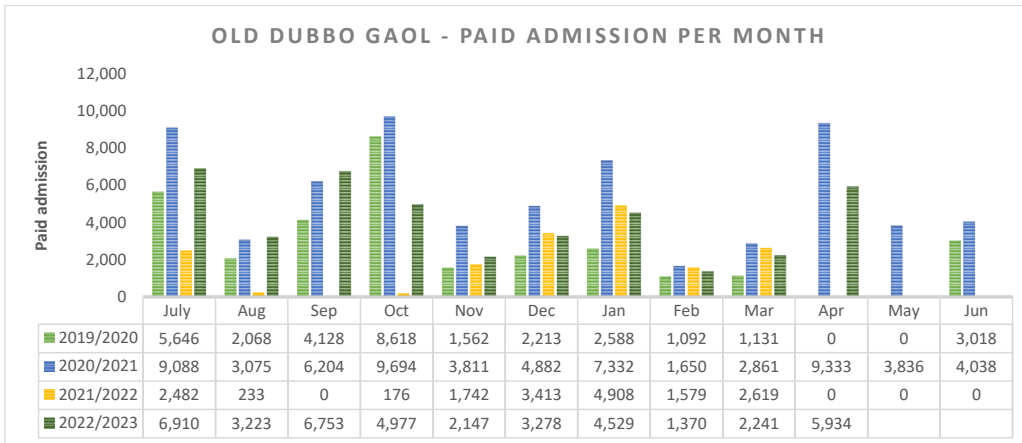
WELLINGTON CAVES CARAVAN PARK - OCCUPANCY % PER MONTH





FACILITY AND SERVICE  
PERFORMANCE DASHBOARD

REPORT PRINT DATE: 02/05/2023





DUBBO REGIONAL  
COUNCIL

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

**DIVISION:** Organisational Performance  
**REPORT DATE:** 2 May 2023  
**TRIM REFERENCE:** ID23/875

### EXECUTIVE SUMMARY

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

### STRATEGIC DIRECTION

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

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

### RECOMMENDATION

**That the information contained within the Investment is under Section 625 of the Local Government Act Report, dated 2 May 2023, be noted.**

*Jane Bassingthwaighe*  
Director Organisational Performance

*KC*  
Graduate Accountant

## BACKGROUND

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

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

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

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

Interest earned on investments has been included within Council's 2022/2023 Operational Plan, with total income generated from the Investment Portfolio forecast to be in excess of \$6,975,748.

## REPORT

### Consultation

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

### Resourcing Implications

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

**Portfolio Overview**

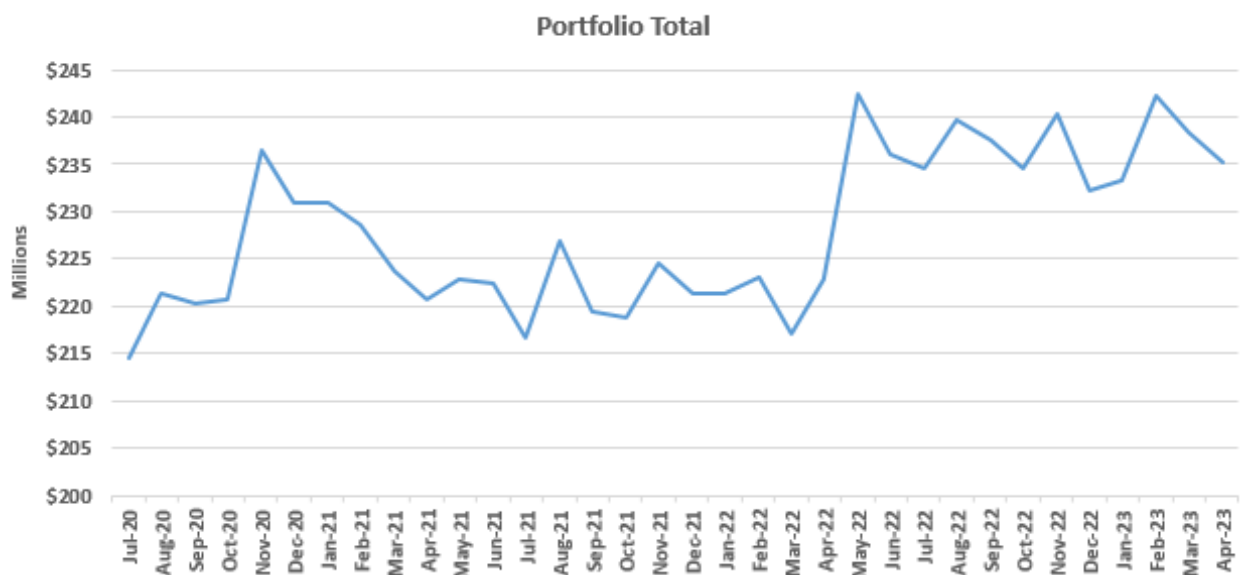
The below table details Council’s current investment portfolio:

Issuer	Market Value	% Total Value
AMP Bank Ltd	20,608,139.20	8.70%
Australian Unity Bank	4,066,531.52	1.72%
Auswide Bank Limited	13,628,830.00	5.75%
Bank of China (Australia) Limited	4,538,745.00	1.92%
Bank of China Limited, Sydney Branch	2,986,200.00	1.26%
Bank of Communications Co. Ltd. Sydney Branch	3,762,187.50	1.59%
Bank of Queensland Ltd	34,478,141.38	14.56%
Commonwealth Bank of Australia Ltd	23,263,734.28	9.82%
Judo Bank	16,170,263.56	6.83%
Macquarie Bank	7,662,240.00	3.24%
Macquarie Credit Union Limited	2,019,063.02	0.85%
ME Bank - a division of Bank of Queensland Ltd	16,563,126.04	6.99%
MyState Bank Ltd	16,019,840.00	6.76%
National Australia Bank Ltd	35,522,574.13	15.00%
Northern Territory Treasury Corporation	13,099,670.00	5.53%
Rabobank Nederland Australia Branch	5,089,650.00	2.15%
Suncorp-Metway Ltd	4,874,850.00	2.06%
UBS Australia Ltd	4,451,310.00	1.88%
Westpac Banking Corporation Ltd	8,032,682.76	3.39%
<b>Portfolio Total</b>	<b>236,837,778.39</b>	<b>100.00%</b>

<sup>^</sup>Portfolio overview represents total market value. Investment face value is \$235,175,453.02

<sup>^</sup> NAB is inclusive of Councils cash account.

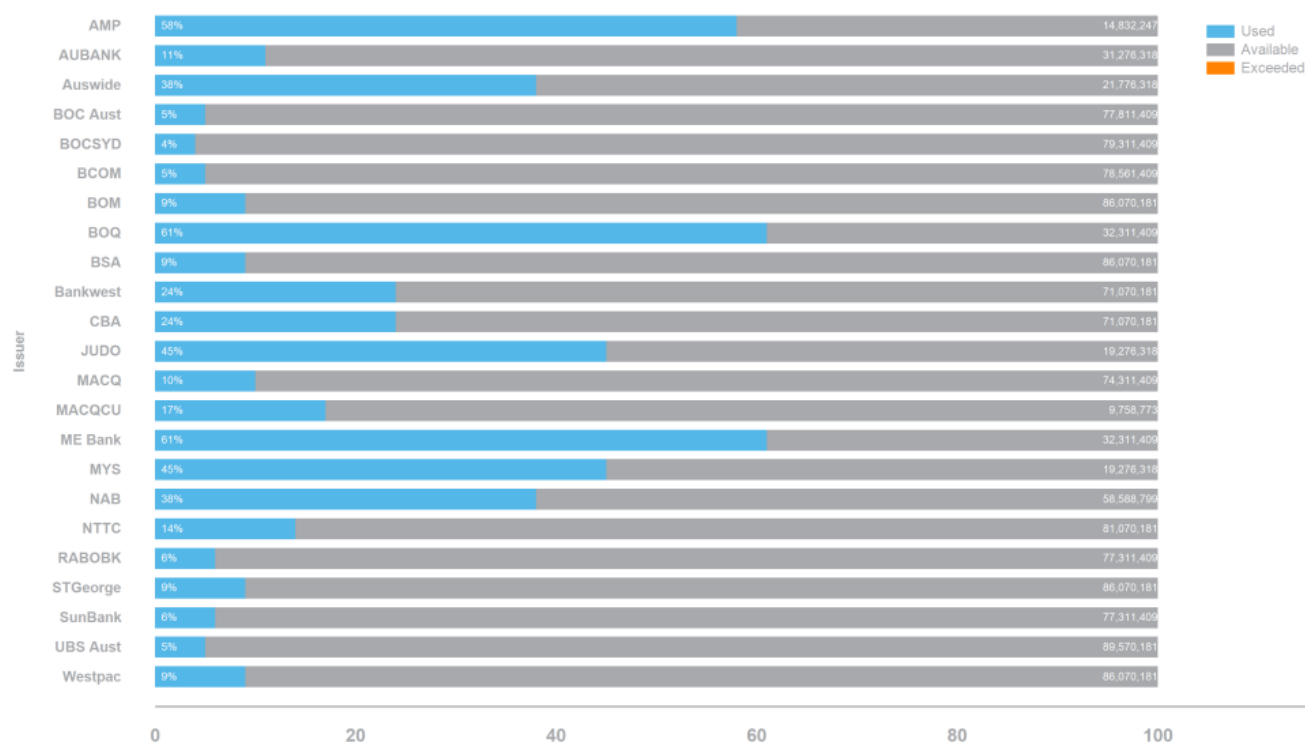
<sup>^</sup>AMP is inclusive of Councils 31 day notice saver account.



### Investment Compliance

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

Issuer limits as at Sunday, 30 April 2023



### Interest Income

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

Security ISIN	Security	Issuer	Income Expense Code	Settlement Date	Face Value (Basis of Interest Calculation)	Consideration Notional
AU3FN0072369	MYS 1.3 13 Oct 2025 FRN	MyState Bank Ltd	IEI288282	13 Apr 2023	8,000,000.00	<b>91,015.89</b>
	BOQ 4.06 21 Apr 2023 182DAY TD	Bank of Queensland Ltd	IEI254532	21 Apr 2023	7,000,000.00	<b>141,710.68</b>
	BOQ 3.6 24 Apr 2023 3DAY TD	Bank of Queensland Ltd	IEI291678	24 Apr 2023	7,141,710.68	<b>2,113.16</b>
	Westpac 4.05 25 Jul 2023 365DAY TD	Westpac Banking Corporation Ltd	IEI291143	26 Apr 2023	5,000,000.00	<b>50,486.30</b>
AU3FN0059895	BOCSYD 0.57 28 Apr 2024 FRN	Bank of China Limited, Sydney Branch	IEI291652	28 Apr 2023	3,000,000.00	<b>28,578.54</b>
	NAB At Call In	National Australia Bank Ltd	IEI291677	28 Apr 2023		<b>78,403.03</b>
						<b>392,307.60</b>

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

^ BOCSYD interest of \$28,578.54 will be received in May due to being delayed by clearance through Austraclear.

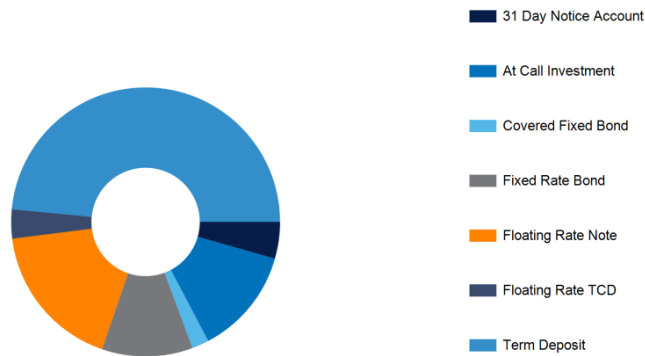


**Investment by Asset Class**

The following table details Councils investment holdings by investment type:

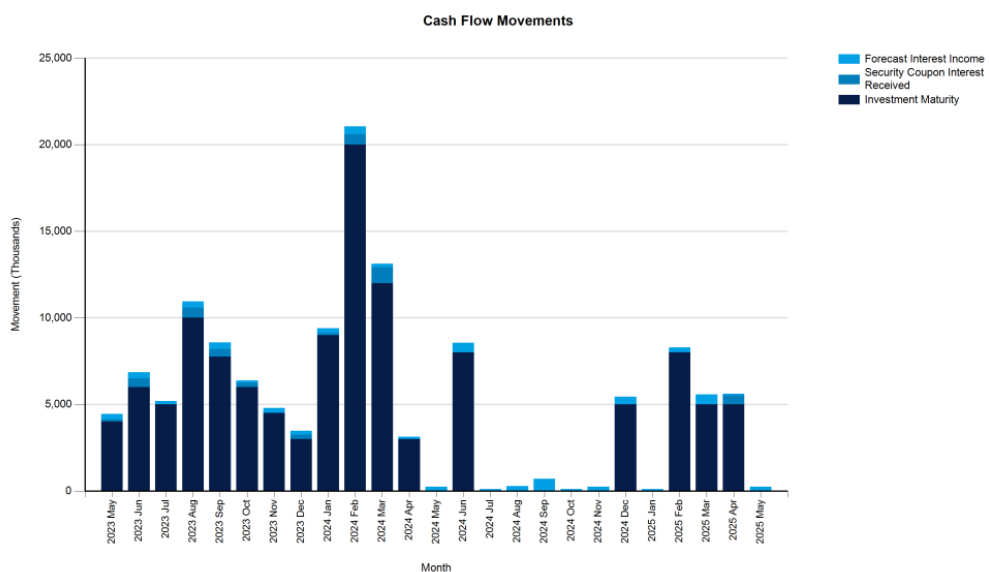
Security Type	Market Value	% Total Value
31 Day Notice Account	10,444,070.69	4.41%
At Call Investment	30,481,382.33	12.87%
Covered Fixed Bond	4,874,850.00	2.06%
Fixed Rate Bond	25,851,560.00	10.92%
Floating Rate Note	42,055,480.00	17.76%
Floating Rate TCD	8,300,932.50	3.50%
Term Deposit	114,829,502.87	48.48%
<b>Portfolio Total</b>	<b>236,837,778.39</b>	<b>100.00%</b>

Market Value by Security Type

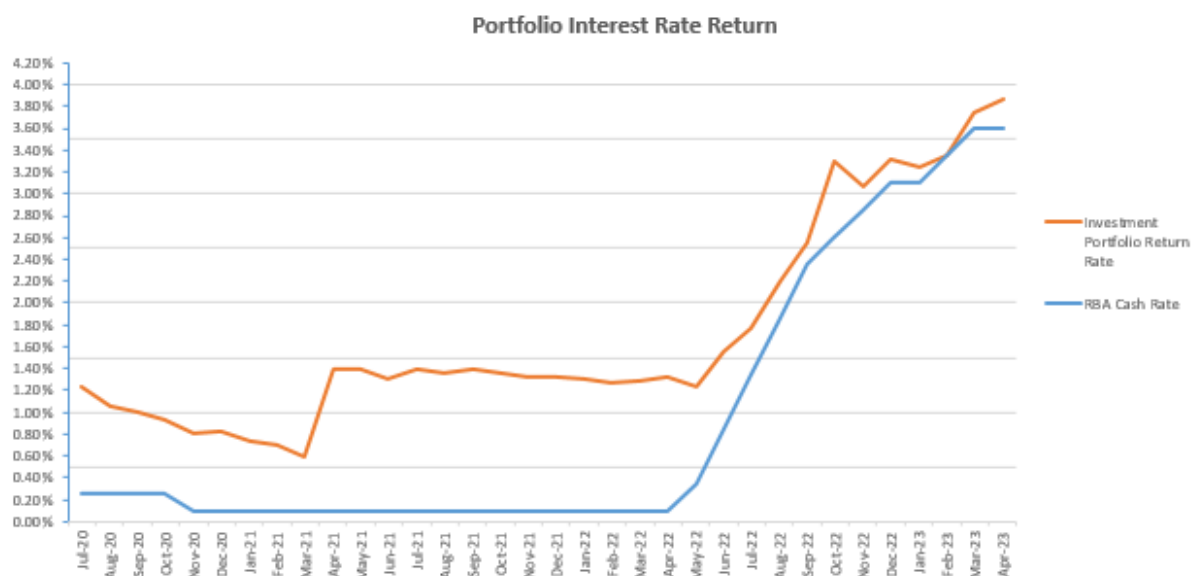
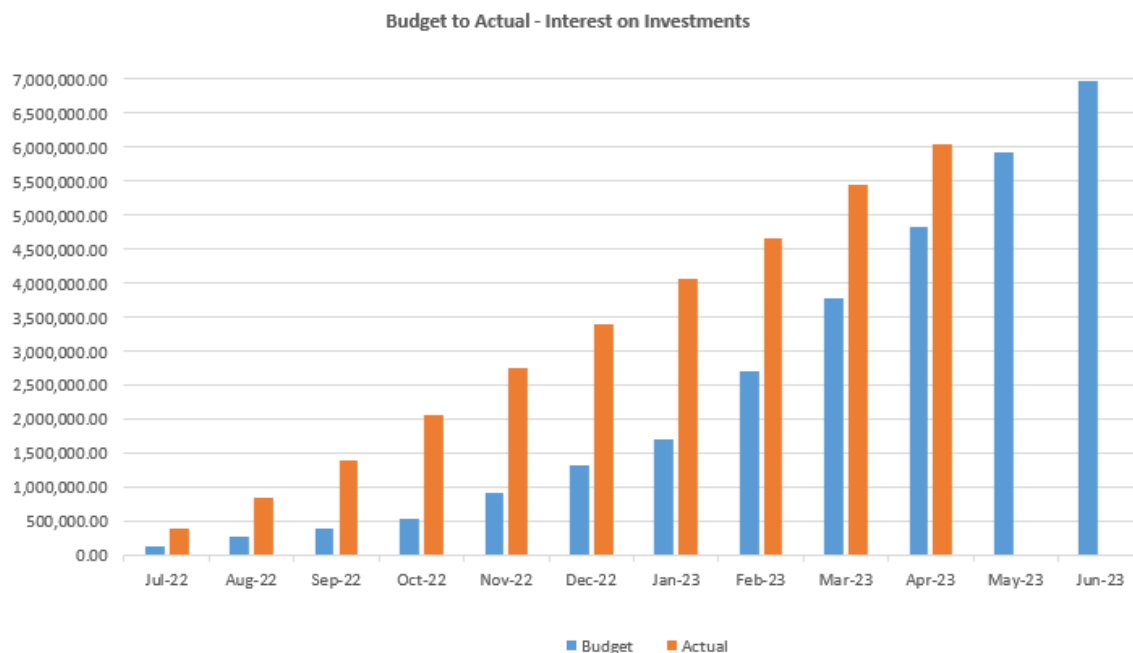


**Future Maturity Cash flow**

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



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



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

As at 30 April 2023 Council has investments totalling \$42,000,000 Face Value which were invested with fixed interest rates below the current Official Cash Rate of 3.60%. Of these investments \$16,000,000 will mature in the financial year ending 30 June 2024. These investments have interest rates ranging from 0.75% to 3.35%. Longer term investments beyond 30 June 2024 totalling \$26,000,000 were invested with interest rates ranging between 0.90% to 3.25%. These investments were placed with competitive interest rates at

the time the investments were made. The improved Official Cash Rate has impacted on the comparison of Councils portfolio interest rate return verse the current Official Cash Rate.

**Summary**

**Cash Account**

Council outperformed the 11.00am Official Cash Rate market benchmark for one month return of 3.60%, achieving a return of 4.00% for its At Call investments for the month of April 2023.

**Investment Portfolio**

Council outperformed the one month Bloomberg AusBond Bank Bill Index of 0.33%, with an average return of 3.86% for its overall portfolio return.