



# AGENDA

## ORDINARY COUNCIL MEETING

### 26 JUNE 2017

MEMBERSHIP:  
Mr M Kneipp (Administrator).

The meeting is scheduled to commence at 5.30pm.

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#### 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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<b>CCL17/68</b>	<b>CONFIRMATION OF MINUTES (ID17/959)</b>	4
	Confirmation of the minutes of the proceedings of the Dubbo Regional Council Ordinary meetings held on 22 May 2017, the Extraordinary Council meeting held on 26 May 2017 and the Extraordinary Council meeting held on 9 June 2017.	
<b>CCL17/69</b>	<b>LEAVE OF ABSENCE (ID17/958)</b>	
<b>CCL17/70</b>	<b>PUBLIC FORUM (ID17/957)</b>	
<b>ADMINISTRATOR MINUTES:</b>		
<b>CCL17/71</b>	<b>ADMINISTRATOR APPOINTMENTS (ID17/818)</b>	21
	The Council has before it the Administrator Minute regarding Administrator Appointments.	
<b>CCL17/72</b>	<b>DISBANDING OF THE LOCAL REPRESENTATION COMMITTEE (ID17/1015)</b>	25
	The Council has before it the Administrator Minute regarding Disbanding of the Local Representation Committee.	

**MATTERS CONSIDERED BY COMMITTEES:**

- CCL17/73      REPORT OF THE PLANNING AND DEVELOPMENT COMMITTEE - MEETING 19 JUNE 2017 (ID17/1021)** 27  
The Council has before it the report of the Planning and Development Committee meeting held 19 June 2017.
- PDC17/22      PLANNING PROPOSAL (R16-5) - SOUTHLAKES ESTATE, DUBBO (ID17/768)** 29  
The Council has before it the recommendation of the Planning and Development Committee of 19 June 2017 regarding Planning Proposal (R16-5) - Southlakes Estate, Dubbo.
- CCL17/74      REPORT OF THE WORKS AND SERVICES COMMITTEE - MEETING 19 JUNE 2017 (ID17/1023)** 30  
The Council has before it the report of the Works and Services Committee meeting held 19 June 2017.
- CCL17/75      REPORT OF THE FINANCE AND POLICY COMMITTEE - MEETING 19 JUNE 2017 (ID17/1020)** 39  
The Council has before it the report of the Finance and Policy Committee meeting held 19 June 2017.
- CCL17/76      REPORT OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE - MEETING 1 JUNE 2017 (ID17/989)** 47  
The Council has before it the report of the Audit, Risk and Improvement Committee meeting held 1 June 2017.

**REPORTS FROM STAFF:**

- CCL17/77      PROGRESS ON MERGER PROJECTS (ID17/1017)** 119  
The Council has before it the report dated 20 June 2017 from the Interim General Manager regarding Progress on Merger Projects.
- CCL17/78      THE MAKING OF THE RATES AND CHARGES FOR 2017/2018 (ID17/948)** 125  
The Council has before it the report dated 12 June 2017 from the Revenue Accountant regarding The Making of the Rates and Charges for 2017/2018.

- CCL17/79      PLAYMATES COTTAGE CHILD CARE CENTRE RENTAL VALUATION (ID17/758)** 142  
The Council has before it the report dated 13 June 2017 from the Director Community Services regarding Playmates Cottage Child Care Centre Rental Valuation.
- CCL17/80      ECONOMIC DEVELOPMENT ACTION PLAN - QUARTER THREE REPORT (ID17/994)** 146  
The Council has before it the report dated 9 June 2017 from the Director Corporate Development regarding Economic Development Action Plan - Quarter Three Report.
- CCL17/81      COMMENTS AND MATTERS OF URGENCY (ID17/956)**
- CCL17/82      COMMITTEE OF THE WHOLE (ID17/1026)**



## Confirmation of Minutes

The Council has before it the report of the Ordinary Council meeting held on 22 May 2017 the Extraordinary Council meeting held on 26 May 2017 and the Extraordinary Council meeting held on 9 June 2017.

### RECOMMENDATION

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

#### Appendices:

- 1 [↓](#) Minutes - Ordinary Council Meeting - 22/05/2017
- 2 [↓](#) Minutes - Committee of the Whole - 26/05/2017
- 3 [↓](#) Minutes - Extraordinary Council Meeting - 26/05/2017
- 4 [↓](#) Minutes - Committee of the Whole - 26/05/2017
- 5 [↓](#) Minutes - Extraordinary Council Meeting - 09/06/2017



# REPORT

## ORDINARY COUNCIL MEETING

### 22 MAY 2017

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**PRESENT:**

Mr M Kneipp (Administrator).

**ALSO IN ATTENDANCE:**

The Interim General Manager, the Director Organisational Services, the Manager Governance and Risk, the Supervisor Governance (J O’Dea), the Corporate Communications Supervisor, the Director Technical Services, the Director Environmental Services, the Manager Building and Development Services, the Manager City Strategy Services, the Director Community Services, the Director Parks and Landcare Services and the Transition Project Leader.

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.

**CCL17/53 CONFIRMATION OF MINUTES (ID17/757)**

Confirmation of the minutes of the proceedings of the Ordinary Council meeting held on 22 May 2017, the Extraordinary Council meeting held 1 May 2017 and the Extraordinary Council meeting held 8 May 2017.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**That the minutes of the proceedings of the Ordinary Council meeting held on 24 April 2017 comprising pages 5, 6, 7, 8, 9, 10, 11 and 12 the Extraordinary Council meeting held 1 May 2017 comprising pages 13, 14 and 15 and the Extraordinary Council meeting held 8 May 2017 comprising pages 16, 17, 18 and 19 of the series be taken as read and confirmed as correct minutes and signed by the Administrator and the General Manager.**

**CARRIED**

**CCL17/54 LEAVE OF ABSENCE (ID17/754)**

There were no requests for leave of absence recorded.

**CCL17/55 PUBLIC FORUM (ID17/755)**

The Council reports having met with Mr Philip Hull, Planning Consultant for Telstra during Public Forum regarding CCL17/57 - PDC17/18 – Development Application D17-162 – Telecommunications Facility – Cobra Street, Dubbo.

**ADMINISTRATOR MINUTES:****CCL17/56 ADMINISTRATOR APPOINTMENTS (ID17/600)**

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

**MOTION**

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

**CARRIED**

**MATTERS CONSIDERED BY COMMITTEES:****CCL17/57 REPORT OF THE PLANNING AND DEVELOPMENT COMMITTEE - MEETING 15 MAY 2017 (ID17/802)**

The Council had before it the report of the Planning and Development Committee meeting held 15 May 2017.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**That the report of the Planning and Development Committee meeting held on 15 May 2017, be adopted save and except clauses PDC17/16, PDC17/17, PDC17/18, PDC17/19 and PDC17/20 which are to be dealt with separately.**

**CARRIED**

**PDC17/16 DUBBO CBD PRECINCTS PLAN - STATUS REPORT (ID17/760)**

The Council has before it the report dated 9 May 2017 from the Manager City Strategy Services regarding Dubbo CBD Precincts Plan - Status Report.

Moved by Mr M Kneipp (Administrator)

**MOTION**

1. That progress towards achievement of the 50 Bright Ideas be noted.
2. That the 50 Bright Ideas as included in the following programs be included in the new Community Strategic Plan for the Dubbo Regional Council Local Government Area:
  - Fast Track Approvals Program;
  - CBD Infrastructure Improvements Program;
  - Development Incentive Program.
3. That an update report be provided to Council in July annually detailing project progress towards achievement of the bright ideas.

**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)	
<b>Total (1)</b>	<b>Total (0)</b>

**PDC17/17 DEVELOPMENT APPLICATION D2016-624 (2) - COTTON STORAGE FACILITY  
PROPERTY: LOT 2670 DP 852445, 27R BOOTHENBA ROAD AND LOT 2452 DP  
1049405, YARRANDALE ROAD, DUBBO**

The Council had before it the report dated 9 May 2017 from the Senior Planner 1 regarding Development Application D2016-624 (2) - Cotton Storage Facility Property: Lot 2670 DP 852445, 27R Boothenna Road and Lot 2452 DP 1049405, Yarrandale Road, Dubbo.

Moved by Mr M Kneipp (Administrator)

**MOTION**

1. That Council agree to reduce the Urban Roads contribution for D16-624 from \$416,581.20 to \$13,322.40 (based on the adopted 2016/2017 financial year notes).
2. That modified Development Application D16-624 (Part 2) for a cotton storage facility at Lot 2670 DP 852445, 27R Boothenna Road and Lot 2452 DP 1049405, Yarrandale Road, Dubbo be granted approval subject to the conditions of consent provided attached in Appendix 1 to the report of the Senior Planner 1 dated 9 May 2017, noting the amendment to Condition 22.
3. That an additional condition be added to the conditions of consent that reads:
 

*“The payment of \$13,322.40 (26 industrial trips) for Urban Roads Headworks contributions, in accordance with Council’s adopted Amended Section 94 Contributions Plan – Roads, Traffic Management and Carparking, operational 3 March 2016 has been adopted based on the data provided by Barnson Pty Ltd dated 24 April 2017 relating to the use of the buildings as a cotton storage facility. To confirm the accuracy of the data annual returns are to be submitted to Council for a period of three (3) years from the commencement of the operation of the site. Any increase in the trip rates associated with the use of the site may require recalculation of the required contribution as applicable.*

*{Reason: Implementation of Council’s Section 94 Contributions Plan – Roads, Traffic Management and Carparking dated 2016}*”

**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)	
<b>Total (1)</b>	<b>Total (0)</b>



**PDC17/18 DEVELOPMENT APPLICATION D17-162 - TELECOMMUNICATIONS FACILITY -  
LOT 1 DP 1213064 RES 1000457, COBRA STREET, DUBBO  
APPLICANT: SERVICE STREAM MOBILE COMMUNICATIONS**

The Council had before it the report dated 5 May 2017 from the Planner regarding Development Application D17-162 - Telecommunications Facility - Lot 1 DP 1213064 Res 1000457, Cobra Street, Dubbo.

Moved by Mr M Kneipp (Administrator)

**MOTION**

1. That Development Application D17-162 for a Telecommunications Facility at Lot 1 DP 1213064 Reserve 1000457, Cobra Street, Dubbo, be granted approval subject to the conditions of consent, included as Appendix 1, to the report of the Planner dated 5 May 2017.
2. That those who made submissions be advised of Council's determination in this matter.

**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:

<b>FOR</b>	<b>AGAINST</b>
Mr M Kneipp (Administrator)	
<b>Total (1)</b>	<b>Total (0)</b>

**PDC17/19 RELEASE OF EASEMENT FOR WATER SUPPLY - LOTS 31 AND 32 DP 636021, 11R DUNEDOO ROAD AND 9 BUSHLAND DRIVE, DUBBO (ID17/747)**

The Council had before it the report dated 9 May 2017 from the Planner regarding Release of Easement for Water Supply - Lots 31 and 32 DP 636021, 11R Dunedoo Road and 9 Bushland Drive, Dubbo.

Moved by Mr M Kneipp (Administrator)

**MOTION**

1. That Council release the existing Easement for Water Supply on DP 636021 and create replacement Easement for Water Supply as detailed in the subdivision plan, administration documents and Section 88B Instrument submitted with Subdivision Certificate SC2012-365.
2. That any necessary documents be executed under the common seal of the Council.

**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)	
<b>Total (1)</b>	<b>Total (0)</b>

**PDC17/20 DEVELOPMENT APPLICATION D2016-403 - EDUCATIONAL ESTABLISHMENT (SCHOOL - ALTERATIONS AND ADDITIONS) FOR LOT 1 DP 348033 AND LOT 1 DP 433302, 70 NORTH STREET, DUBBO (WEST DUBBO PUBLIC SCHOOL) (ID17/767)**

The Council had before it the report dated 9 May 2017 from the Planner regarding Development Application D2016-403 - Educational Establishment (School - Alterations and Additions) for Lot 1 DP 348033 and Lot 1 DP 433302, 70 North Street, Dubbo (West Dubbo Public School).

Moved by Mr M Kneipp (Administrator)

**MOTION**

1. That Development Application D2016-403 for an Educational Establishment (School – Alterations and Additions) on Lot 1 DP 348033 and Lot 1 DP 433302, 70 North Street Dubbo, for the redevelopment of West Dubbo Public School be approved subject to the draft conditions included in Appendix 1 of the report of the Planner dated 9 May 2017.
2. That following receipt of Crown Concurrence of the draft conditions, the General Manager be delegated authority to amend the conditions of consent if/as required and to issue the Notice of Determination.

**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)	
<b>Total (1)</b>	<b>Total (0)</b>

**CCL17/58 REPORT OF THE WORKS AND SERVICES COMMITTEE - MEETING 15 MAY 2017 (ID17/803)**

The Council had before it the report of the Works and Services Committee meeting held 15 May 2017.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**That the report of the Works and Services Committee meeting held on 15 May 2017, be adopted.**

**CARRIED**

**CCL17/59 REPORT OF THE FINANCE AND POLICY COMMITTEE - MEETING 15 MAY 2017  
(ID17/800)**

The Council had before it the report of the Finance and Policy Committee meeting held 15 May 2017.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**That the report of the Finance and Policy Committee meeting held on 15 May 2017, be adopted.**

**CARRIED**

**REPORTS FROM STAFF:****CCL17/60 PROGRESS ON MERGER PROJECTS (ID17/791)**

The Council had before it the report dated 12 May 2017 from the Interim General Manager regarding Progress on Merger Projects.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**That the information contained within the report of the Interim General Manager dated 12 May 2017 be noted.**

**CARRIED**

**CCL17/61 COMMENTS AND MATTERS OF URGENCY (ID17/756)**

There were no matters recorded under this clause.

The meeting closed at 5.42 pm.

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CHAIRMAN



# REPORT CONFIDENTIAL COMMITTEE OF THE WHOLE MEETING 26 MAY 2017

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**PRESENT:**

Mr M Kneipp (Administrator).

**ALSO IN ATTENDANCE:**

The Interim General Manager (D Dwyer), the Director Organisational Services, the Manager Governance and Risk, the Supervisor Governance (J O’Dea), the Media and Public Relations Coordinator, the Director Technical Services, the Director Environmental Services and the Director Parks and Landcare Services.

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

The proceedings of the meeting commenced at 1.01pm.

**CW17/7 CONSTRUCTION OF ELECTRICAL UPGRADE WORKS AT JOHN GILBERT WATER TREATMENT PLANT STAGE 2 (ID17/813)**

The Committee has before it the report dated 18 May 2017 from the Manager Water and Sewerage regarding Construction of Electrical Upgrade Works at John Gilbert Water Treatment Plant Stage 2.

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 Weiley Electrical Pty Ltd in the amount of \$429,639.81 (ex GST) for Stage 2 being the construction of an electrical switchboard at the John Gilbert Water**

**Treatment Plant 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**

The meeting closed at 1.02pm.

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CHAIRMAN



# REPORT

## EXTRAORDINARY COUNCIL MEETING

### 26 MAY 2017

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**PRESENT:**

Mr M Kneipp (Administrator).

**ALSO IN ATTENDANCE:**

The Interim General Manager (D Dwyer), the Director Organisational Services, the Manager Governance and Risk, the Supervisor Governance (J O’Dea), the Media and Public Relations Coordinator, the Director Technical Services, the Director Environmental Services and the Director Parks and Landcare Services.

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

The proceedings of the meeting commenced at 1.00pm 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.

**CCL17/62 LEAVE OF ABSENCE (ID17/820)**

There were no requests for leave of absence recorded.

**CCL17/63 PUBLIC FORUM (ID17/821)**

There were no speakers during Public Forum.

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 1.01pm.

The meeting resumed at 1.02pm.

**CCL17/64 COMMITTEE OF THE WHOLE (ID17/822)**

The Director Organisational Services read to the meeting the Report of Committee of the Whole held on 26 May 2017.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**That the report of the meeting of the Committee of the Whole held on 26 May 2017 be adopted.**

**CARRIED**

The meeting closed at 1.04pm.

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CHAIRMAN





# REPORT CONFIDENTIAL COMMITTEE OF THE WHOLE MEETING 26 MAY 2017

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**PRESENT:**

Mr M Kneipp (Administrator).

**ALSO IN ATTENDANCE:**

The Interim General Manager (D Dwyer), the Director Organisational Services, the Manager Governance and Risk, the Supervisor Governance (J O’Dea), the Media and Public Relations Coordinator, the Director Technical Services, the Director Environmental Services and the Director Parks and Landcare Services.

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

The proceedings of the meeting commenced at 1.01pm.

**CW17/7 CONSTRUCTION OF ELECTRICAL UPGRADE WORKS AT JOHN GILBERT WATER TREATMENT PLANT STAGE 2 (ID17/813)**

The Committee has before it the report dated 18 May 2017 from the Manager Water and Sewerage regarding Construction of Electrical Upgrade Works at John Gilbert Water Treatment Plant Stage 2.

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 Weiley Electrical Pty Ltd in the amount of \$429,639.81 (ex GST) for Stage 2 being the construction of an electrical switchboard at the John Gilbert Water**

**Treatment Plant 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**

The meeting closed at 1.02pm.

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CHAIRMAN



# REPORT

## EXTRAORDINARY COUNCIL MEETING

### 9 JUNE 2017

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**PRESENT:**

Mr M Kneipp (Administrator).

**ALSO IN ATTENDANCE:**

The Interim General Manager, the Director Organisational Services (J Bassingthwaighte), the Supervisor Governance (J O’Dea), the Director Corporate Development (N Comber), the Corporate Communications Supervisor (A Woodcock), the Director Technical Services, the Director Environmental Services (S Jennings), the Strategic Planner (M Porter), the Trainee Strategic Planner (N Allatt) the Director Community Services, the Director Parks and Landcare Services, and the Transition Project Leader.

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

The proceedings of the meeting commenced at 12.00 midday 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.

**CCL17/65 LEAVE OF ABSENCE (ID17/965)**

There were no requests for leave of absence recorded.

**CCL17/66 PUBLIC FORUM (ID17/966)**

There were no speakers during Public Forum.

**REPORTS FROM STAFF:**

**CCL17/67 NEW COMMUNITY STRATEGIC PLAN FOR THE DUBBO REGIONAL LOCAL GOVERNMENT AREA - ENGAGEMENT STRATEGY (ID17/962)**

The Council had before it the report dated 5 June 2017 from the Director Environmental Services regarding New Community Strategic Plan for the Dubbo Regional Local Government Area - Engagement Strategy.

Moved by Mr M Kneipp (Administrator)

**MOTION**

1. That the draft Community Engagement Strategy for the 2040 Community Strategic Plan as attached as Appendix 1 to the report of the Director Environmental Services dated 5 June 2017 be endorsed.
2. That the engagement undertaken for the new draft Community Strategic Plan utilise the themes of liveability, economy, infrastructure, housing and the environment.
3. That all residents and stakeholders across the communities of the new Local Government Area be encouraged to provide their input into the future of their community.

**CARRIED**

The meeting closed at 12.06 pm.

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CHAIRMAN



DUBBO REGIONAL  
COUNCIL

## ADMINISTRATOR MINUTE: Administrator Appointments

**AUTHOR:** Administrator  
**REPORT DATE:** 20 June 2017  
**TRIM REFERENCE:** ID17/818

To the Council  
Ladies and Gentlemen

Office of the Administrator  
Civic Administration Building  
Church Street, Dubbo

### **Monday 15 May 2017**

- Attended along with Council's Director Community Services, David Dwyer, the 'Hear our Heart' Bus testing at Orana Heights Public School.
- Participated along with Council's Interim General Manager, Mark Riley in a teleconference with LGNSW's Christian Morris to discuss Director Recruitment Interviews.
- Media interview – Prime 7 News.
- Attended a meeting with Wongarbon resident to discuss the laying of water mains behind her property.
- Attended a meeting with Dubbo resident to discuss the merits of the third bin proposal.
- 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 16 May 2017**

- Participated in the Department of Premier and Cabinet's regular merger teleconference.
- Attended along with Council's Interim General Manager, Mark Riley, the regular meeting with State Member for Dubbo, Mr Troy Grant, MP.
- Attended the Yeoval Show.

### **Wednesday 17 May 2017**

- Participated in the PCYC 'Lock up your boss' fundraising day.
- Discussed the Community Strategic Plan with Council's Director Environmental Services, Melissa Watkins.
- Media interview – Hit FM.
- Attended along with Council's Transition Project Leader, Murray Wood, a meeting of business people.

### **Friday 19 May 2017**

- Attended along with Council's General Manager, Mark Riley, the Department of Premier and Cabinet's Regional Network Event in Sydney.

**Monday 22 May 2017**

- Attended the Geographical Names Ad Hoc Committee meeting.
- Attended briefing for the Ordinary meeting of Council.
- Attended the Ordinary meeting of Council.

**Tuesday 23 May 2017**

- Media interview – WIN Television.
- Attended along with Council's Director Community Services, David Dwyer the Charles Sturt University Dean's Award ceremony.

**Wednesday 24 May 2017**

- Along with Council's Interim General Manager, Mark Riley participated in a peer review interview with a representative of the Dept of Premier and Cabinet to review the progress of Dubbo Regional Council against the milestones associated with the amalgamation of the former Dubbo City and Wellington councils.
- Along with Interim General Manager, Mark Riley, attended the 'Great Business Program' 2nd workshop to hear from keynote speaker Ms Naomi Simson.
- Attended along with Council's City Development team the dinner for keynote speaker Ms Naomi Simson.

**Thursday 25 May 2017**

- Attended the Dubbo Health Council meeting.
- Attended Council's New Residents Night.

**Friday 26 May 2017**

- Attended a meeting with Dubbo resident to discuss the benefits of the third bin proposal.
- Attended a meeting with a Mumbil resident to discuss sewerage at Mumbil.
- Attended Council's Fatality Free Friday event.
- Attended the Extraordinary meeting of Council.
- Attended the Wellington Bicentenary meeting.
- Attended the 2017 Carnival of Cups harness racing meeting.

**Saturday 27 May 2017**

- Attended along with Council's Director Community Services, David Dwyer, the "Day of Hope", commemorating the 50th anniversary of the Constitution Alteration (Aboriginals) 1967 Referendum.
- Attended the official opening of the 2017 Dubbo Show.

**Monday 29 May 2017**

- Attended the Official Launch of the 2017 Dubbo Stampede.
- Attended the introductory meeting with Murdi Paaki Chief Executive Officer, Renee Wykes.
- Attended along with Council's Interim General Manager, Mark Riley, the official opening of the new playground in Lunar Park, Dubbo.

- Attended along with Council's Director Community Services, David Dwyer, the Charles Sturt University lecture on Bill Ferguson.

**Tuesday 30 May 2017**

- Along with Council's Interim General Manager, Mark Riley, participated in the regular Department of Premier and Cabinet teleconference.

**Wednesday 31 May 2017**

- Attended along with Council's Interim General Manager, Mark Riley, the regular meeting with Roads and Maritime Services.

**Thursday 1 June 2017**

- Attended along with Council's Interim General Manager, Mark Riley and various staff the Audit, Risk and Improvement meeting.
- Attended along with Council's Interim General Manager, Mark Riley, the Orana Regional Organisation of Councils' Board dinner.
- Media interview – Prime 7 News.

**Friday 2 June 2017**

- Attended along with Council's Interim General Manager, Mark Riley and the Director Technical Services, Ian Bailey the media announcement by the Premier, Ms G Berejiklian, regarding the location of the third bridge over the Macquarie River, Dubbo.
- Attended along with Council's Interim General Manager, Mark Riley, the Orana Regional Organisation of Councils' Board meeting, including a lunch with guest attendee State Premier Ms G Berejiklian.

**Monday 5 June 2017**

- Attended the NSW Local Roads Congress in Sydney.

**Wednesday 7 June 2017**

- Attended along with Council's Director Community Services, David Dwyer, a meeting with Wellington residents to discuss usage of the Old Wellington Police Station.
- Attended along with Council's Director Environmental Services, Melissa Watkins, a meeting with Dubbo resident to discuss a development issue.

**Thursday 8 June 2017**

- Hosted a Citizenship Ceremony.
- Attended along with Council's Interim General Manager, Mark Riley and Director Environmental Services, Melissa Watkins, a meeting with Dubbo residents to discuss the potential for a future development.

**Friday 9 June 2017**

- Attended along with Council's Interim General Manager, Mark Riley and Director Community Services, David Dwyer, a meeting with representatives of Playmates Cottage.
- Attended the Extraordinary Meeting of Council.

**Tuesday 13 June 2017**

- Attended along with Council's Interim General Manager, Mark Riley, a meeting with LGNSW Chief Executive Officer, Ms D Rygate.
- Attended the National Shorthorn Show and Sale to present trophies.
- Media interview – Nine News.
- Attended meeting with Wellington resident.
- Media interview – ABC Orange.

**Wednesday 14 June 2017**

- Attended along with Council's Interim General Manager, Mark Riley and State Member for Dubbo, Mr T Grant, MP, a funding announcement for the extension of Boundary Road by Minister for Housing and Planning, Mr Anthony Roberts, MP.
- Attended along with Council's Director Community Services, David Dwyer, an introductory meeting with Mr M Noland and Mr L Burns to discuss the Jinchilla Gardens.
- Photo opportunity – Cameron Park, Wellington.
- Attended along with Council's Interim General Manager, Mark Riley, an inspection with stakeholders of the Old Police Station at Wellington.
- Attended the Local Representation Committee meeting in Wellington.

**Thursday 15 June 2017**

- Travelled to Sydney and attended the Inland Forum meeting and dinner along with Council's Interim General Manager, Mark Riley.

**Friday 16 June 2017**

- Attended along with Council's Interim General Manager, Mark Riley, the Department of Premier and Cabinet Implementation meeting.

**Saturday 17 June 2017**

- Attended the 2040 Community Strategic Plan "parklet" in Wellington.
- Hosted the Philippine Flag Raising ceremony in Dubbo.
- Attended the 2040 Community Strategic Plan Workshop in Wellington.

**Sunday 18 June 2017**

- Attended the 2040 Community Strategic Plan Workshop in Dubbo.
- Media interview – Daily Liberal.

**RECOMMENDATION**

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

*Michael Kneipp*  
Administrator





DUBBO REGIONAL  
COUNCIL

## ADMINISTRATOR MINUTE: Disbanding of the Local Representation Committee

**AUTHOR:** Administrator  
**REPORT DATE:** 19 June 2017  
**TRIM REFERENCE:** ID17/1015

To the Council  
Ladies and Gentlemen

Office of the Administrator  
Civic Administration Building  
Church Street, Dubbo

The Local Representation Committee is a committee that was established by Council at the May 2016 Ordinary meeting of Council. The purpose of the Local Representation Committee is to provide advice to the Administrator on local views and issues that includes:

- Providing input into the operational plans 2016/2017 and 2017/2018
- Advising on the communication and engagement plan for the community
- Providing input to the statement of vision and priorities
- Assisting to engage communities and partners in planning for the new Council

This Committee consists of former Councillors of the former Dubbo City and Wellington councils and comprises:

- Graham Cross
- David Grant
- Anne Jones
- Kevin Parker
- Ben Shields
- Pip Smith
- Rod Towney
- John Walkom

As the September 2017 Dubbo Regional Council Local Government elections approach, it is necessary to disband the Local Representation Committee prior to the election and introduction of the new Council. It is considered inappropriate for members who nominate for the election to remain as members of this Committee. The future of the committee was discussed at the Local Representation Committee meeting held 14 June 2017 and it was recommended that the committee will continue to operate until the August 2017 meeting on the basis that all members who nominate, or propose to nominate, for the 2017 Dubbo Regional Council Local Government elections shall resign their membership effective 31 July 2017. The committee shall conduct the final meeting on 9 August 2017 with the remaining members and will disband on 11 August 2017 which coincides with the commencement of the caretaker period. It has also been recommended by the NSW Government that the Local Representation Committees be wrapped up by 11 August 2017.

**RECOMMENDATION**

- 1. That those members of the Local Representation Committee who have nominated, or propose to nominate for the 2107 Dubbo Regional Council Local Government elections be requested to resign their membership of the Local Representation Committee effective 31 July 2017.**
- 2. That the final meeting of the Local Representation Committee be held 9 August 2017 with the remaining members of the Committee.**
- 3. That the Local Representation Committee be disbanded effective 11 August 2017.**
- 4. That all members of the Local Representation Committee be formally thanked for their contribution to Council during the period of Administration.**

*Michael Kneipp*  
Administrator



**DUBBO REGIONAL  
COUNCIL**

## **Report of the Planning and Development Committee - Meeting 19 June 2017**

**AUTHOR: Administrative Officer - Governance**  
**REPORT DATE: 20 June 2017**

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The Committee had before it the report of the Planning and Development Committee meeting held 19 June 2017.

### **RECOMMENDATION**

**That the report of the Planning and Development Committee meeting held on 19 June 2017, be adopted.**



**REPORT  
PLANNING AND DEVELOPMENT  
COMMITTEE  
19 JUNE 2017**

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**PRESENT:**

Mr M Kneipp (Administrator).

**ALSO IN ATTENDANCE:**

The Interim General Manager, the Director Organisational Services, the Manager Governance and Risk, the Supervisor Governance (J O’Dea), the Director Corporate Development (N Comber), the Corporate Communications Supervisor, the Director Technical Services, the Manager Fleet Management Services, the Fleet Maintenance Supervisor, the Manager Civil Infrastructure and Solid Waste, the Director Environmental Services, the Manager Building and Development Services, the Manager City Strategy Services, the Director Community Services, the Manager Social Services, the Director Parks and Landcare Services and the Transition Project Leader.

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

The proceedings of the meeting commenced at 5.30pm.

**PDC17/21 REPORT OF THE PLANNING AND DEVELOPMENT COMMITTEE - MEETING 15  
MAY 2017 (ID17/954)**

The Committee had before it the report of the Planning and Development Committee meeting held 15 May 2017.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends that the report of the Planning and Development Committee meeting held on 15 May 2017, be adopted.**

**CARRIED**

**PDC17/22 PLANNING PROPOSAL (R16-5) - SOUTHLAKES ESTATE, DUBBO (ID17/768)**

The Committee had before it the report dated 13 June 2017 from the Manager City Strategy Services regarding Planning Proposal (R16-5) - Southlakes Estate, Dubbo. The Committee reports having met with Mr Steve Guy of Maas Group Properties regarding the matter.

Moved by Mr M Kneipp (Administrator)

**MOTION**

The Committee recommends:

1. That Council endorse the amended Planning Proposal as provided by the Proponent and included as Appendix 2 to the report of the Manager City Strategy Services dated 13 June 2017 and including the following amendments:
  - That land situated to the south of the indicative location of the Southern Distributor be zoned RE2 Private Recreation.
  - That the area of land proposed to be zoned B1 Neighbourhood Centre be subject to a suitable provision in the Dubbo Local Environmental Plan 2011 that limits the total retail floorspace of any centre to 5,000 square metres.
  - That the additional use of recreation facility (indoor) be permitted on the subject area of the land proposed to be zoned B1 Neighbourhood Centre under the provisions of the Dubbo Local Environmental Plan 2011.
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.
4. That following the completion of the public exhibition period, a further report be provided to Council detailing the results of the public exhibition and for further consideration of the Planning Proposal.
5. That Council undertake a concurrent amendment to the Stage 1 Structure Plan for the South-East Residential Urban Release Area to ensure the Structure Plan is consistent with the development densities and typologies as included in the Planning Proposal and to show the amended indicative location of the Southern Distributor Road, noting that the State Government Department of Primary Industries (Water) will undertake assessment of this proposal as a component of the Planning Proposal process.
6. That the amendment to the Stage 1 Structure Plan for the South-East Residential Urban Release Area be placed on public exhibition with the subject Planning Proposal.

**CARRIED**

The meeting closed at 5.35pm.

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CHAIRMAN



**DUBBO REGIONAL  
COUNCIL**

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## **Report of the Works and Services Committee - Meeting 19 June 2017**

**AUTHOR: Administrative Officer - Governance**  
**REPORT DATE: 20 June 2017**

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The Committee had before it the report of the Works and Services Committee meeting held 19 June 2017.

### **RECOMMENDATION**

**That the report of the Works and Services Committee meeting held on 19 June 2017, be adopted.**



DUBBO REGIONAL  
COUNCIL

**REPORT  
WORKS AND SERVICES COMMITTEE  
19 JUNE 2017**

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**PRESENT:**

Mr M Kneipp (Administrator).

**ALSO IN ATTENDANCE:**

The Interim General Manager, the Director Organisational Services, the Manager Governance and Risk, the Supervisor Governance (J O’Dea), the Director Corporate Development (N Comber), the Corporate Communications Supervisor, the Director Technical Services, the Manager Fleet Management Services, the Fleet Maintenance Supervisor, the Manager Civil Infrastructure and Solid Waste, the Director Environmental Services, the Manager Building and Development Services, the Manager City Strategy Services, the Director Community Services, the Manager Social Services, the Director Parks and Landcare Services and the Transition Project Leader.

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

The proceedings of the meeting commenced at 5.35 pm.

**WSC17/34 REPORT OF THE WORKS AND SERVICES COMMITTEE - MEETING 15 MAY 2017  
(ID17/955)**

The Committee had before it the report of the Works and Services Committee meeting held 15 May 2017.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends that the report of the Works and Services Committee meeting held on 15 May 2017, be adopted.**

**CARRIED**

**WSC17/35 BUILDING SUMMARY - MAY 2017 (ID17/951)**

The Committee had before it the report dated 1 June 2017 from the Director Environmental Services regarding Building Summary - May 2017.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends that the information contained in the report of the Director Environmental Services dated 1 June 2017 be noted.**

**CARRIED**

**WSC17/36 DUBBO MACQUARIE RIVER BRIDGE OPTIONS (ID17/771)**

The Committee had before it the report dated 13 June 2017 from the Director Technical Services regarding Dubbo Macquarie River Bridge Options.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends:**

- 1. That Council endorse the RMS proposal for the River Street option for the Third River Crossing at Dubbo.**
- 2. That Council review its Dubbo Transportation Strategy to 2045 in the light of the RMS announcement with a further report being presented to Council in due course.**

**CARRIED**

**WSC17/37 WATER CONNECTION, BACKFLOW PREVENTION AND PRICING POLICY (ID17/980)**

The Committee had before it the report dated 8 June 2017 from the Director Technical Services regarding Water Connection, Backflow Prevention and Pricing Policy.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends:**

- 1. That the Draft Policy on Water Connection, Backflow Prevention and Pricing Policy as attached to the report of the Director Technical Services dated 8 June 2017 as Appendix 1 be placed on Public Exhibition for a period of no less than 28 days.**
- 2. That all property owners who may be affected by changes to the Policy on Water Connection, Backflow Prevention and Pricing Policy be contacted in writing advising of the Public Exhibition of the Policy and be specifically invited to make a submission.**
- 3. That a further report be presented to Council following the public exhibition period detailing the public submissions received.**

**CARRIED**



**WSC17/38 COUNCIL'S FLEET MAINTENANCE SUPERVISOR WINS IPWEA FLEET ACHIEVEMENT AWARD (ID17/981)**

The Committee had before it the report dated 7 June 2017 from the Director Technical Services regarding Council's Fleet Maintenance Supervisor wins IPWEA Fleet Achievement Award. Mr M Kneipp (Administrator) congratulated and presented the IPWEA Fleet Achievement Award to Council's Fleet Maintenance Supervisor, Mr G Everett.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends:**

- 1. That information contained within the report from the Director Technical Services dated 8 June 2017, be noted.**
- 2. That the Fleet Maintenance Supervisor, Mr Grant Everett, be congratulated on his recent IPWEA Fleet Achievement Award for 2017.**

**CARRIED**

**WSC17/39 FLEET MANAGEMENT SERVICES - FLEET POLICY (ID17/904)**

The Committee had before it the report dated 30 May 2017 from the Manager Fleet Management Services regarding Fleet Management Services - Fleet Policy.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends that the Fleet Management Services Fleet Policy as attached as Appendix 1 to the report of the Manager Fleet Management Services dated 30 May 2017 be adopted.**

**CARRIED**

**WSC17/40 PLANT REPLACEMENT - POST OFFICE PLANTER BOXES (TALBRAGAR STREET)  
(ID17/895)**

The Committee had before it the report dated 29 May 2017 from the Director Parks and Landcare Services regarding Plant Replacement - Post Office Planter Boxes (Talbragar Street).

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends:**

- 1. That the report by the Director Parks and Landcare Services dated 29 May 2017 be noted.**
- 2. That the removal of the eight (8) *Gleditsia tricanthos* (Honey Locust) and their subsequent replacement with the *Pyrus calleryana* "Capital" (Capital Pear) be adopted.**
- 3. That the future removal of the remaining six (6) *Gleditsia tricanthos* at the intersection of Talbragar Street and Carrington Lane be adopted, with an appropriate replacement species to be identified as part of the Talbragar Street beautification project.**

**CARRIED**

**WSC17/41 DUBBO REGIONAL BOTANIC GARDEN - FINALISATION OF THE ELIZABETH  
PARK ADVENTURE NATURE-BASED PLAYSPACE DESIGN (ID17/992)**

The Committee had before it the report dated 8 June 2017 from the Director Parks and Landcare Services regarding Dubbo Regional Botanic Garden - Finalisation of the Elizabeth Park Adventure Nature-based Playspace Design.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends:**

- 1. That the report from the Director Parks and Landcare Services dated 8 June 2017 be noted.**
- 2. That the design of the Elizabeth Park Adventure Nature-based Playspace be adopted and public tenders be called for its construction.**

**CARRIED**

**WSC17/42 PUBLIC EXHIBITION OF THE WELLINGTON POOL CONCEPT DESIGNS  
FOLLOWING COMMUNITY CONSULTATION (ID17/995)**

The Committee had before it the report dated 12 June 2017 from the Director Parks and Landcare Services regarding Public Exhibition of the Wellington Pool Concept Designs following Community Consultation.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends:**

- 1. That the report from the Director Parks and Landcare Services dated 12 June 2017 be noted.**
- 2. That the three (3) concept designs for the renewal of the Wellington Pool that have been developed following community consultation be placed on public exhibition for 21 days and the community invited to make further comment on the designs.**
- 3. That following identification and amendments to the preferred concept design that it is adopted as the Wellington Pool Master Plan.**
- 4. That following the adoption of the Wellington Pool Master Plan a quotation be sought from Facility Design Group to progress the design through to Development Application standard.**

**CARRIED**

**WSC17/43 PROPOSED RENEWAL OF ACCESS LICENSE FOR NSW NATIONAL PARKS AND  
WILDLIFE SERVICE UTILISING COUNCIL'S MOUNT BODANGORA RADIO TOWER  
(ID17/997)**

The Committee had before it the report dated 13 June 2017 from the Manager Landcare Services regarding Proposed Renewal of Access License for NSW National Parks and Wildlife Service Utilising Council's Mount Bodangora Radio Tower.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends:**

- 1. That Dubbo Regional Council agree to a five (5) year licence with a five (5) year option being granted to the NSW Office of Environment and Heritage, National Parks and Wildlife Service in respect of allowing access to the Council radio tower located at Lot 7001, DP 1020657, Mount Bodangora.**
- 2. That the terms of the licence be in accordance with the IPART Review of Rental Arrangements for Communication Towers on Crown Land – July 2013.**
- 3. That all necessary documentation in relation to this matter be executed under the Common Seal of the Council.**

**CARRIED**

At this junction the meeting adjourned, the time being 5.48 pm.

The meeting recommended at 6.09 pm.

**WSC17/44 CONSTRUCTION OF NEW KERBING IN MACQUARIE STREET, DUBBO  
(ID17/891)**

The Committee had before it the report dated 30 May 2017 from the Director Technical Services regarding Construction of New Kerbing in Macquarie Street, Dubbo.

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 it be noted that at the time of closing of tenders, no tenders were received for the Construction of New Kerbing in Macquarie Street Dubbo.**
- 2. That Council not invite fresh tenders for the construction of new kerbing in Macquarie Street, Dubbo as a fresh tender process is unlikely to provide a better result for Council.**
- 3. That in accordance with Clause 178(3)(f) of the Local Government (General) Regulation 2005, Council carry out a significant portion of the requirement of this contract itself.**
- 4. That in accordance with Clause 178(3)(e) of the Local Government (General) Regulation 2005, Council enter into negotiations with Convoy Industries and Bustin Free Earthworks for the remainder of the work as these companies now have the capacity to undertake these works.**
- 5. That any necessary documents be executed under the Common Seal of Council.**
- 6. That the documents and considerations in regard to this matter remain confidential to Council.**

**CARRIED**

**WSC17/45 KESWICK STAGE 4 RELEASE 3B SUBDIVISION CONSTRUCTION (ID17/972)**

The Committee had before it the report dated 7 June 2017 from the Director Technical Services regarding Keswick Stage 4 Release 3B Subdivision Construction.

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 Maas Civil Pty Ltd in the amount of \$761,602.10 (ex GST) be accepted.**
- 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**

**WSC17/46 RE-LINING OF SEWER MAINS - 2016/2017 (ID17/969)**

The Committee had before it the report dated 7 June 2017 from the Director Technical Services regarding Re-Lining of Sewer Mains - 2016/2017.

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 Council accept the tender from Interflow Pty Ltd for the rehabilitation of Sewer Mains and Junctions as described by Tender T17-007 in the amount of \$341,500 (ex GST).
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**

**WSC17/47 SUPPLY AND CONSTRUCTION OF BULTJE STREET GROSS POLLUTANT TRAP (ID17/952)**

The Committee had before it the report dated 9 June 2017 from the Director Technical Services regarding Supply and Construction of Bultje Street Gross Pollutant Trap.

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 Lump Sum tender from Optimal Stormwater Pty Ltd for the Supply and Construction of Bultje Street Gross Pollutant Trap in the amount of \$209,600 (ex GST), be accepted.
2. That additional funding required be transferred from deferring other works within the function.
3. That any necessary documents be executed under the Common Seal of Council.
4. That the documents and considerations in regard to this matter remain confidential to Council.

**CARRIED**

The meeting closed at 6.12 pm.

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CHAIRMAN



**DUBBO REGIONAL  
COUNCIL**

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## **Report of the Finance and Policy Committee - Meeting 19 June 2017**

**AUTHOR: Administrative Officer - Governance**  
**REPORT DATE: 20 June 2017**

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The Committee had before it the report of the Finance and Policy Committee meeting held 19 June 2017.

### **RECOMMENDATION**

**That the report of the Finance and Policy Committee meeting held on 19 June 2017, be adopted.**



DUBBO REGIONAL  
COUNCIL

**REPORT  
FINANCE AND POLICY COMMITTEE  
19 JUNE 2017**

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**PRESENT:**

Mr M Kneipp (Administrator).

**ALSO IN ATTENDANCE:**

The Interim General Manager, the Director Organisational Services, the Manager Governance and Risk, the Supervisor Governance (J O'Dea), the Director Corporate Development (N Comber), the Corporate Communications Supervisor, the Director Technical Services, the Manager Fleet Management Services, the Fleet Maintenance Supervisor, the Manager Civil Infrastructure and Solid Waste, the Director Environmental Services, the Manager Building and Development Services, the Manager City Strategy Services, the Director Community Services, the Manager Social Services, the Director Parks and Landcare Services and the Transition Project Leader.

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

The proceedings of the meeting commenced at 5.48 pm.

**FPC17/33      REPORT OF THE FINANCE AND POLICY COMMITTEE - MEETING 15 MAY 2017  
(ID17/953)**

The Committee had before it the report of the Finance and Policy Committee meeting held 15 May 2017.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends that the report of the Finance and Policy Committee meeting held on 15 May 2017, be adopted.**

**CARRIED**



**FPC17/34 DRAFT 2017/2018 OPERATIONAL PLAN AND BUDGET (INCLUDING DRAFT REVENUE POLICY) - FINAL DETERMINATION (ID17/971)**

The Committee had before it the report dated 13 June 2017 from the Interim General Manager regarding Draft 2017/2018 Operational Plan and Budget (Including Draft Revenue Policy) - Final Determination.

Moved by Mr M Kneipp (Administrator)

**MOTION**

The Committee recommends:

1. That it again be noted that the draft 2017/2018 Operational Plan and Budget (including Revenue Policy and forward budgets for 2018/2019, 2019/2020 and 2020/2021) of the Dubbo Regional Council have been prepared on the basis of a consolidation of the previous Dubbo City and Wellington Councils draft Operational Plans and Budgets.
2. That the draft 2017/2018 Operational Plan and Budget (including Revenue Policy) be adopted, subject to the following amendments:
  - a. The Library Services Contribution by Council to Macquarie Regional Library being reduced by \$117,000 due to a budget overestimation.
  - b. The inclusion in the 2017/2018 Operational Plan of an amount of \$50,000 for additional Rural Road Slashing.
  - c. The inclusion in the 2017/2018 Operational Plan of an amount of a further \$35,000 towards the estimated costs of the NSW Electoral Commission in undertaking the 2017 General Election for Dubbo Regional Council.
  - d. The inclusion in the 2017/2018 Operational Plan of an amount of \$32,000 to fund a tourism partnership initiative with the NSW Government.
  - e. Council's draft 2017/2018 Revenue Policy being amended in respect of the Bodangora Aerodrome as follows:
    - i. The 'Exclusive Use of Facility - Including Runways Per Day' charge of \$500.00 specify 'Flight related'.
    - ii. The 'Exclusive Use of Facility - Including Runways Per Day' charge of \$1,133.00 specify 'Drag related' be included, and replace the previously proposed Drag Racing Events charge of \$2000.00.
    - iii. The fee for "Non-Exclusive Use of the Facility – Including Flying Events (Per Pilot) of \$50.00 be reduced to no charge.
    - iv. The fee for "Non-Exclusive Use of the Facility – Non Flying events (Per Day) of \$200.00 be reduced to no charge.
    - v. The fee for Flying Training – Circuits (per Touch & Go) of \$5.00 be reduced to no charge.
  - f. Council's draft 2017/2018 Revenue Policy being amended in respect of Parks and Landcare Services Division Functions as follows:
    - i. The existing canteen fee in respect of the Dubbo Junior Rugby League Club House being removed and replaced with a casual hire fee of \$500.00 which includes use of the Club House, canteen and post event clean;
    - ii. The charge for the Wellington Senior Rugby Union Club being \$1,300.00;

- and
- iii. The identified circus hire fee of \$1,100.00/day being deleted and circuses and other light commercial events at Ollie Robins Oval being charged at a rate of \$850.00/day being for Commercial Event Usage as currently included in the draft Policy.
  - g. Council's draft 2017/2018 Revenue Policy being amended in respect of the issuing of Section 603 Certificates such that the charge in 2017/2018 be \$80.00 per Certificate as per the approved fee determined by the Office of Local Government.
  - h. Fees for the usage of the Dubbo Pipe Band Hall being included in the 2017/2018 Revenue Policy as follows:  
Dubbo Pipe Band Hall

Midnight Café	\$20.00 (inc GST) per hire
Individuals and Community Group Use	\$27.00 (inc GST) per hire (excluding parties/commercial activities)
  - i. Council's draft 2017/2018 Revenue Policy in respect of entry fees (inc GST) to the Old Dubbo Gaol for children aged 4 to 15 years being amended to be as follows:

Day Admission	\$5.50
Day Admission Additional Child on a Family Ticket	\$5.00
Groups Per Person ( 50+ PAX) Child Entry	\$5.00
Motel Promotion Child Entry	\$5.00
Motel Promotion Additional Child on a Family Ticket	\$4.00
  - j. Council's draft 2017/2018 Revenue Policy being amended to take into account the various revised charges as identified in the report of the Director Organisational Services dated 9 June 2017 in response to a GST compliance review.
- 3. That the forward forecast budgets of 2018/2019, 2019/2020 and 2020/2021 be adopted for the purpose of generally guiding future funding decisions of Council in respect of this three year period.
  - 4. That having regard to amendments to fees and charges at Bodangora Aerodrome resulting in budgeted income for the 2017/2018 financial year reducing from an estimated \$10,000 to \$5,000, the necessary adjustments in respect of these reductions be made at the September 2017 Quarterly Review.
  - 5. That a further report be submitted to Council in due course regarding the proposed fees for Bodangora Aerodrome pending a review of the facility in consultation with users and stakeholders.
  - 6. That it be noted that Council, in 2017/2018, will be replacing the existing speed cushions across the full width of Windsor Parade such that these cushions effectively become a speed hump and that Mrs Kelly of the Orana Gardens Resident Forum be advised of this and further advised of the status of and subsequent outcomes in respect of traffic management in Windsor Parade in Dubbo.
  - 7. That the proposal for the construction of a new cycle track from the Wellington Caves complex (via Wellington) to Mount Arthur Reserve (Wellington) be considered in a future review of the Wellington Bike Plan, noting that the priorities of this Plan will inform Council's future Cycleway Construction Program.

8. That Council continue to pursue grant funding opportunities for the replacement of Terrabella Bridge, incorporating the construction of the western end of Terrabella Road.
9. That the existing formation of the unsealed section of Terrabella Road continue to be maintained, as appropriate, pending the future realignment of the road to accommodate the future replacement of Terrabella Bridge.
10. That Council consider the manner in which it levies charges in respect of domestic waste management services on retirement villages for a report in conjunction with the preparation of Council's draft 2018/2019 Operational Plan (including Revenue Policy).
11. That flooding at 160 Gipps Street, Dubbo, emanating from the unnamed lane between Bishop and Denison Streets, Dubbo, be included on Council's Stormwater System Deficiency List for further investigation.
12. That pending advice from Statecover Mutual as to the financial impact on Council's Budget as a result of the NSW Government's decision to defer the introduction of the Fire and Emergency Services Levy (FESL), the necessary financial adjustments be made at the September 2017 Quarterly Review.
13. That the draft 2017/2018 Macquarie Regional Library Operational Plan and Budget, as displayed, be adopted.
14. That the various submissions received in respect of Council's Operational Plan and Budget be acknowledged and that submitters be thanked for their input and responded to having regard to the various resolutions of Council, as appropriate, and the comments contained within the Directors' reports.

**CARRIED**

**FPC17/35 INVESTMENTS UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT  
(ID17/963)**

The Committee had before it the report dated 5 June 2017 from the Director Organisational 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 Organisational Services, dated 5 June 2017 be noted.

**CARRIED**

**FPC17/36 INVESTMENT POLICY AND STRATEGY REVIEW (ID17/996)**

The Committee had before it the report dated 13 June 2017 from the Manager Financial Accounting Services regarding Investment Policy and Strategy Review.

Moved by Mr M Kneipp (Administrator)

**MOTION**

The Committee recommends:

1. That the draft Investment Policy July 2017 and the Draft Investment Strategy July 2017 as Appendix 1 and Appendix 2 as attached to this report of the Manager Financial Accounting Services dated 13 June 2017 be adopted.
2. That Council's Investment Policy and Investment Strategy be again reviewed and submitted to Council for determination via Council's Finance and Policy Committee in December 2017.

**CARRIED**

**FPC17/37 ALCOHOL FREE ZONES WELLINGTON (ID17/804)**

The Committee had before it the report dated 16 May 2017 from the Director Community Services regarding Alcohol Free Zones Wellington.

Moved by Mr M Kneipp (Administrator)

**MOTION**

The Committee recommends:

1. That the proposed 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 Services dated 16 May 2017 be adopted.
2. 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.

**CARRIED**

**FPC17/38 QUARTERLY REVIEW OF THE 2016/2017 DUBBO SOCIAL PLAN (ID17/899)**

The Committee had before it the report dated 30 May 2017 from the Manager Social Services regarding Quarterly Review of the 2016/2017 Dubbo Social Plan.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends that the information contained within the report of the Manager Social Services dated 30 May 2017 be noted.**

**CARRIED**

**FPC17/39 2017-2020 DUBBO REGIONAL COUNCIL DISABILITY INCLUSION ACTION PLAN (ID17/900)**

The Committee had before it the report dated 30 May 2017 from the Manager Social Services regarding 2017-2020 Dubbo Regional Council Disability Inclusion Action Plan.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends:**

- 1. That Council's draft Disability Inclusion Action Plan be provided to the NSW Disability Council advising that Council's draft Plan will be the subject of further public consultation and will be further considered at Council's August 2017 Ordinary meeting of Council for determination.**
- 2. That Council's draft Disability Inclusion Action Plan be placed on public exhibition for consultation purposes for a period of not less than 28 days for a further report to be considered by Council in August 2017.**

**CARRIED**

**FPC17/40 CHILDCARE PLACES IN DUBBO (ID17/901)**

The Committee had before it the report dated 30 May 2017 from the Manager Social Services regarding Childcare Places in Dubbo.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends that the information contained in the report of the Manager Social Services dated 30 May 2017 be noted.**

**CARRIED**

**FPC17/41 QUARTERLY REVIEW OF THE DUBBO REGIONAL COUNCIL AGEING STRATEGY (ID17/902)**

The Committee had before it the report dated 30 May 2017 from the Manager Social Services regarding Quarterly Review of the Dubbo Regional Council Ageing Strategy.

Moved by Mr M Kneipp (Administrator)

**MOTION**

**The Committee recommends that the information contained within the report of the Manager Social Services dated 30 May 2017 be noted.**

**CARRIED**

**FPC17/42 REQUEST FOR ADJUSTMENT TO WATER USAGE ACCOUNT FOR UNITS 1-4/163 MACQUARIE STREET DUBBO, STRATA PLAN 31026 (ID17/960)**

The Committee had before it the report dated 2 June 2017 from the Revenue Accountant regarding Request for Adjustment to Water Usage Account for Units 1-4/163 Macquarie Street Dubbo, Strata Plan 31026.

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:**

- 1. That a 50% reduction in water consumption billed for the period 1 December 2016 to 1 March 2017 be granted, resulting in the write off of \$11,875.57 in total granted to the unit owners in Strata Plan 31026.**
- 2. That the documents and considerations in regard to this matter remain confidential to Council.**

**CARRIED**

The meeting closed at 6.09 pm.

.....  
CHAIRMAN



**DUBBO REGIONAL  
COUNCIL**

## **Report of the Audit, Risk and Improvement Committee - Meeting 1 June 2017**

**AUTHOR: Administrative Officer - Governance**  
**REPORT DATE: 8 June 2017**

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The Council has before it the report of the Audit, Risk and Improvement Committee meeting held 1 June 2017.

### **RECOMMENDATION**

**That the report of the Audit, Risk and Improvement Committee meeting held on 1 June 2017, be adopted.**

Appendices:

**1** [↓](#) Attachment - Audit, Risk and Improvement Committee - Agenda - 01/06/2017 -



**REPORT  
AUDIT, RISK AND IMPROVEMENT  
COMMITTEE  
1 JUNE 2017**

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**PRESENT:**

**Core Members (Voting):**

Mr M Kneipp (Administrator), Mr A Fletcher (Independent Member) and Mr J Walkom (Independent Member).

**Attendees (Non-Voting):**

The Interim General Manager, the Internal Auditor, the Director Organisational Services, the Manager Governance and Risk Services and the Transition Project Leader.

Mr J Walkom assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 11:02 am.

**ARIC17/9 LEAVE OF ABSENCE (ID17/751)**

A request for leave of absence was received from Mr S Bassett and Mr M Monaco (Audit Office) who were absent from the meeting due to personal reasons and Ms R Meimaroglou (Audit Office) and the Director Corporate Development who were absent from the meeting due to work commitments.

**RECOMMENDATION**

**The Committee recommends that such requests for leave of absence be accepted and Mr S Bassett, Mr M Monaco, Ms R Meimaroglou and the Director Corporate Development be granted leave of absence from this meeting.**

**CARRIED**

**ARIC17/10 DECLARATIONS OF INTERESTS (ID17/752)**

No conflicts of interest were declared.



**ARIC17/11 REPORT OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE - MEETING 17 MARCH 2017 (ID17/753)**

The Committee had before it the report of the Audit, Risk and Improvement Committee meeting held 17 March 2017.

**RECOMMENDATION**

**The Committee recommends that the report of the Audit, Risk and Improvement Committee meeting held on 17 March 2017, be adopted.**

**ARIC17/12 RISK MANAGEMENT FOR THE COUNCIL MERGER ACTIVITIES (ID17/826)**

The Committee had before it the report dated 23 May 2017 from the Transition Project Leader regarding Risk Management for the Council Merger Activities.

**RECOMMENDATION**

**The Committee recommends that the information contained within the report of the Transition Project Leader dated 23 May 2017 be noted.**

**ARIC17/13 PROPOSED INTERNAL AUDIT PROGRAMME 2017 - 2019 (ID17/794)**

The Committee had before it the report dated 15 May 2017 from the Internal Auditor regarding Proposed Internal Audit Programme 2017 - 2019.

**RECOMMENDATION**

**The Committee recommends:**

- 1. That the Interim General Manager and the Audit, Risk and Improvement Committee approve the Internal Audit Programme 2017-2019 noting some identified actions are outside the requirements of existing legislation and will not be pursued until the related legislation comes in effect.**
- 2. That the Interim General Manager be requested to prepare a report to the September 2017 meeting of the Audit, Risk and Improvements Committee regarding a review of the Committee's charter.**
- 3. That the Interim General Manager be requested to prepare a report to the March 2018 meeting of the Audit, Risk and Improvements Committee regarding the updated organisation risk registers.**

**ARIC17/14 ARIC ACTION LIST AS AT MAY 2017 (ID17/811)**

The Committee had before it the report dated 17 May 2017 from the Internal Auditor regarding ARIC Action List as at May 2017.

**RECOMMENDATION**

The Committee recommends:

1. That the information contained within the report of the Internal Auditor dated 17 May 2017 be noted with an amendment to item 2016-513/12/16 (2) to read *“That in addition to an Internal Audit programme, a regular management reporting timetable is established which ensures that the Committee considers information as necessary to accomplish its objectives as stated in the proposed section 428A of the amended legislation with no action to be taken until section 428(A) comes into effect.”*
2. That all items marked as completed be deleted from the list.

**ARIC17/15 RELATED PARTY DISCLOSURE POLICY (ID17/801)**

The Committee had before it the report dated 16 May 2017 from the Manager Governance and Risk Services regarding Related Party Disclosure Policy.

**RECOMMENDATION**

The Committee recommends:

1. That it be noted that the draft Related Party Disclosure Policy has been reviewed by the Audit, Risk and Improvement Committee.
2. That legal advice be sought regarding the content and implementation of this policy.
3. That following receipt of legal advice the reviewed draft policy be forwarded to Council’s Executive Staff Committee for consideration.
4. That following consideration by the Executive Staff Committee, the draft policy be forwarded to Council for consideration and adoption.
5. That members of the Audit, Risk and Improvement Committee be forwarded the Related Party Disclosure Policy following adoption of the policy by Council.

**ARIC17/16 CONTRACT PAYMENTS AND CONTRACT VARIATIONS 1 JULY 2016 TO 31 MARCH 2017 (ID17/805)**

The Committee had before it the report dated 17 May 2017 from the Manager Financial Accounting Services regarding Contract Payments and Contract Variations 1 July 2016 to 31 March 2017.

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**RECOMMENDATION**

1. The Committee recommends that the information contained within the report of the Manager Financial Accounting Services dated 17 May 2017 be noted.
2. That future reports to the Committee in respect of contracts where the original contract value has been exceeded contain advice as to whether the necessary variation payment process has been followed.

**ARIC17/17 OPERATION JAREK - UPDATE ON ACTIONS TO DATE (ID17/806)**

The Committee had before it the report dated 17 May 2017 from the Manager Financial Accounting Services regarding Operation Jarek - Update on Actions to Date.

**RECOMMENDATION**

The Committee recommends:

1. That the information contained within the report of the Manager Financial Accounting Services dated 17 May 2017 be noted.
2. That it be noted that Item 15 as contained in ARIC17/6 as considered at the February 2017 meeting of the Committee, was considered as part of the development of the Internal Audit Plan and is accordingly finalised.

The meeting closed at 12.42pm.

.....  
CHAIRMAN

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/11**



## Report of the Audit, Risk and Improvement Committee - Meeting 17 March 2017

**AUTHOR:** Administrative Officer - Governance  
**REPORT DATE:** 2 May 2017

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The Committee has before it the report of the Audit, Risk and Improvement Committee meeting held 17 March 2017.

### RECOMMENDATION

**That the report of the Audit, Risk and Improvement Committee meeting held on 17 March 2017, be adopted.**

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/11**



**REPORT  
AUDIT, RISK AND IMPROVEMENT  
COMMITTEE  
17 MARCH 2017**

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**PRESENT:**

**Core Members (Voting):**

Mr M Kneipp (Administrator), Mr A Fletcher (Independent Member) and Mr J Walkom (Independent Member).

**Attendees (Non-Voting):**

Mr S Bassett (Community Representative), the Interim General Manager, the Internal Auditor, the Director Organisational Services, the Director Corporate Development, the Manager Governance and Risk Services, Mr J Shanks (representative of the Audit Office), Ms R Meimaroglou (Audit Office by phone) and Mr M Monaco (Audit Office by phone).

Mr J Walkom assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 9:00 am.

**ARIC17/1 LEAVE OF ABSENCE (ID17/202)**

There were no requests for leave of absence recorded.

**ARIC17/2 DECLARATIONS OF INTERESTS (ID17/203)**

There were no declarations of interests recorded.

**ARIC17/3 REPORT OF THE AUDIT AND RISK MANAGEMENT COMMITTEE - MEETING 13  
DECEMBER 2016 (ID17/204)**

The Committee had before it the report of the Audit and Risk Management Committee meeting held 13 December 2016.

**RECOMMENDATION**

**The Committee recommends that the report of the Audit and Risk Management Committee meeting held on 13 December 2016, be adopted.**

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

## ARIC17/11

Clause ARIC17/8 was brought forward for consideration and was dealt with at this juncture.

**ARIC17/8 AUDITOR OFFICE - EXTERNAL AUDIT ENGAGEMENT LETTER (ID17/332)**

The Committee had before it the draft Client Services Plan dated 16 March 2017 and the standard Terms of Audit Engagement as provided by the Audit Office regarding the audit of Dubbo Regional Council for the year ended 30 June 2017.

**RECOMMENDATION**

The Committee recommends:

1. That the Interim General Manager be requested to review the draft Client Services Plan and provide comments to the Audit Office on Monday 20 March 2017.
2. That Council make representations to the Office of Local Government seeking an extension for the finalisation of its 2016/2017 financial statements audit process to 31 December 2017.

**ARIC17/4 INTERNAL AUDIT PROGRAMME STATUS REPORT (ID17/169)**

The Committee had before it the report dated 20 February 2017 from the Internal Auditor regarding Internal Audit Programme Status Report.

**RECOMMENDATION**

The Committee recommends:

1. That the information contained in this report be noted.
2. That the Transition Project Leader be requested to report to the next Audit, Risk and Improvement Committee detailing transition project risk management measures and treatments.
3. That a revised Internal Audit Program be developed by the Internal Auditor based on the risk registers of the former Dubbo City Council that also includes tasks relating to recommendation 15 of the report of the Financial Accountant in regard to the Operation Jarek report, for consideration at the next meeting of the Audit, Risk and Improvement Committee.
4. That a draft Related Parties Disclosure Policy be developed for consideration by the Committee, noting that the related parties Accounting Standard will apply to councils effective 1 July 2017.

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/11**

**ARIC17/5 ARIC ACTION LIST AS AT FEBRUARY 2017 (ID17/165)**

The Committee had before it the report dated 20 February 2017 from the Internal Auditor regarding ARIC Action List as at February 2017.

**RECOMMENDATION**

The Committee recommends:

1. That the information contained within this report be noted.
2. That all items marked as completed be deleted from the list.
3. That the Internal Auditor be requested to make contact with the Audit Office regarding the provision of assistance in respect of the utilisation of the ACL Audit Software.

**ARIC17/6 OPERATION JAREK - UPDATE ON ACTIONS TO DATE (ID17/314)**

The Committee had before it the report dated 6 March 2017 from the Financial Accountant regarding Operation Jarek - Update on Actions to Date.

**RECOMMENDATION**

The Committee recommends:

1. That the information contained within this report be noted.
2. That the target date for recommendation 10 (Inventory) be extended to 31 August 2017.

**ARIC17/7 CONTRACT PAYMENTS AND CONTRACT VARIATIONS 1 JULY 2016 TO 31 DECEMBER 2016 (ID17/313)**

The Committee had before it the report dated 6 March 2017 from the Financial Accountant regarding Contract Payments and Contract Variations 1 July 2016 to 31 December 2016.

**RECOMMENDATION**

The Committee recommends:

1. That the information contained in the report be noted.
2. That the Interim General Manager be requested to communicate to the relevant staff the Committee's request for attention to the issue of reducing the amount of purchase orders created after the invoice date, with the Committee seeking a figure of less than 10%.

The meeting closed at 10.26am.

.....  
CHAIRMAN

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/12**



## REPORT: Risk Management for the Council Merger Activities

**AUTHOR:** Transition Project Leader  
**REPORT DATE:** 23 May 2017  
**TRIM REFERENCE:** ID17/826

### EXECUTIVE SUMMARY

Dubbo Regional Council was created as part of a state-wide local government reform project overseen by the Department of Premier and Cabinet (DPC). As part of managing the risks from a NSW government perspective, Councils were required to deliver elements of integration and new elements required of a new Council. It is within this context that risk management has been addressed by Council. The major deliverables as specified by DPC and required by 30 June 2017 are:

- Visual identity, single website, customer interface channels decided and implemented
- Organisational structure in place and populated
- System integration decisions made and implementation progressed
- Service reviews completed, efficiencies identified and various scenarios developed
- Consistent, systemic engagement with community delivered and continued
- Developed values and made significant progress towards designing single culture
- Preparing for transition from administration to elected representation

Council has worked proactively with the Department of Premier and Cabinet in regards to meeting the requirement for delivery in a manner that suits the conditions of Dubbo Regional Council. This report details the top 10 risks under each deliverable defined by the NSW Government. Furthermore there are major projects which are critical for the successful establishment of a new organisation, risk profiles have been developed for such projects to enable staff to incorporate controls into relevant project plans.

An overarching risk management initiative in relation to the merger was the creation of a Transition Project Office that reported directly to the General Manager. The \$5 million New Council Implementation Fund was allocated to this function and all organisation-wide projects were required to be approved for expenditure by the Transition Project Leader. In regards to transparency Council reports through the standard quarterly budget review process on the budget of the Transition Project Office.

Feedback from the Department of Premier and Cabinet in regards to how Dubbo Regional Council is managing the merger process have been very positive to date which includes a progress review undertaken on 24 May 2017.



AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/12**

**ORGANISATIONAL VALUES**

Customer Focused: Whilst the merger projects take place, Council is focused on providing services to the community as it would be prior to the merger. It should be noted that this is taking place whilst very complex tasks such as integrating budgets/ revenue policies, information technology systems and asset information collation/ collection is being undertaken.

Integrity: For the significant expenditure items, Council is ensuring it is abiding by relevant purchasing procedures. This ensures Council is seeking best value for money and is able to acquit its expenditure against the New Council Implementation Fund in line with NSW Government guidelines.

One Team: A large number of projects require differing branches of Council to work together efficiently in order for the project milestones to be met. Harmonisation of the Corporate Business Systems is a very relevant example requiring cooperation across the organisation to enable project delivery by 3 July 2017.

**FINANCIAL IMPLICATIONS**

It should be noted that the Implementation costs are funded by the NSW Government New Council Implementation Fund (\$5 million).

**POLICY IMPLICATIONS**

There are no policy implications arising from this report.

**RECOMMENDATION**

**That the information contained within the report of the Transition Project Leader dated 23 May 2017 be noted.**

*Murray Wood*  
Transition Project Leader

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
 1 JUNE 2017

**ARIC17/12**

**REPORT**

An overarching strategy employed by the organisation to manage risks associated with merger projects was the creation of the Transition Project Office. This office was staffed with a senior staff member as Lead, a communications officer, a HR advisor and another manager level employee.

The Transition Project Office reported directly to the General Manager and was the main liaison between Council and the Department of Premier and Cabinet. This meant a focus was brought to the role of overseeing and facilitation of merger projects as well as the capability to work through blockages on projects.

The Transition Project Office was created as a formal stand-alone function within Council which included an operational budget and to ensure costs were controlled, the \$5 million New Council Implementation Fund and the \$10 million Stronger Communities Fund were allocated to this function.

The Department of Premier and Cabinet provided a very structured framework for councils which illustrates the level of detail and assistance provided at the initial merger and throughout the Administration period. These documents are attached as **Appendices 1 and 2** to this report.

In regard to a broad overview of substantial risks of the merger process the top ten risks are detailed below:

RISK	CONTROL (measures)
Cost of merger projects and processes exceed NSW Government grants and Dubbo Regional Council's capacity to fund.	<ul style="list-style-type: none"> <li>Allocation of budget responsibility to Transition Project Office.</li> <li>Incorporation of the major merger projects costs within Transition Project function.</li> </ul>
Reduction in service provision that community previously experienced in the former Dubbo City and Wellington councils.	<ul style="list-style-type: none"> <li>Interim General Manager communicating regularly with staff in regards to the importance of services as usual.</li> <li>Use of contractors, consultants and temporary staff to enable service delivery whilst key staff are focused on merger or improvement projects.</li> <li>Transition Project Office available to provide assistance when blockages threaten either standard service delivery or merger projects success.</li> <li>Development of reports to provide information from two separate financial systems as one unified budget.</li> </ul>

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
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**ARIC17/12**

<p>Loss of trust by community in the new Council.</p>	<ul style="list-style-type: none"> <li>• Allocation of a communication expert to Transition Project Office to focus on messaging for merger projects internally and externally.</li> <li>• Hiring of contract staff to backfill communication roles to continue to provide multi-channel information to the community.</li> <li>• Focus on messaging in ways that enables the community to choose a preferred method e.g. Youtube channel linked to social media, community consultation sessions for projects of interest.</li> </ul>
<p>Failure to meet requirements of the Department of Premier and Cabinet (DPC) leading to change in GM and/or Administrator.</p>	<ul style="list-style-type: none"> <li>• Creation of Transition Project Office as direct report to Interim General Manager.</li> <li>• Appointment of senior staff member to head Transition Project Office.</li> <li>• Transition Project Office is main liaison with relevant staff of DPC.</li> <li>• Monthly reports to Council on progress on major merger projects.</li> <li>• Seek additional staff resources where required to enable staff to provide services as usual as well as work on critical merger projects.</li> </ul>
<p>Consultants and contractors inflating prices due to the sector wide requirement for services.</p>	<ul style="list-style-type: none"> <li>• Engaging suitable assistance to oversee and review submissions from potential suppliers.</li> <li>• Reduce exposure to purchasing software 'ecology' type products that commits Council to long term use of one proprietor.</li> <li>• Council was able to use the procurement panel established by the Department of Premier and Cabinet.</li> <li>• Detailed project planning that enabled sufficient lead times before the need for purchase</li> </ul>
<p>The two workforces of the former councils maintain separate cultures and practices leading to poor coordination of resources and a loss of productivity.</p>	<ul style="list-style-type: none"> <li>• Undertake values and culture focused workshops mixing staff from each location.</li> <li>• Adopt new Vision Purpose and Values early in the merger process.</li> </ul>

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/12**

	<ul style="list-style-type: none"> <li>• Engagement strategies for bodies of work that require cross location input.</li> <li>• Honesty to staff about elements of the merger that are in practice a takeover of the smaller Council.</li> <li>• Adoption of a forward focused program to embed Vision, Purpose and Values.</li> <li>• Basing of Transition Project Office staff in Wellington and Dubbo administration offices.</li> </ul>
<p>Political decision making that threatens merger progress.</p>	<ul style="list-style-type: none"> <li>• Clear understanding of costs and progress of merger projects – enabling accurate information to be provided to government and community on request.</li> <li>• Regular meetings with Interim General Manager, Administrator and State Member for Dubbo.</li> <li>• Role for former Councillors on the Local Representation Committee with equal representation from former Dubbo City and Wellington councils.</li> <li>• Attendance by Administrator, Interim General Manager and Transition Project Leader at regular meetings with DPC.</li> <li>• Onboarding information for new Councillors that create an understanding of the work to date and integration/ improvement works to continue post-election.</li> </ul>
<p>Industrial relations conflict between relevant unions, Council and NSW Government.</p>	<ul style="list-style-type: none"> <li>• Ensure legislated processes are adhered to and the default position being to do more than minimum required where possible.</li> <li>• Regular and proactive communication with Unions and their staff representatives.</li> <li>• Establishing of a joint Consultative Committee and embedding the Committee in staff consultation processes.</li> <li>• Proactive investigation of potential risks prior to formal raising of issues by Unions or staff.</li> <li>• Cooperative relationship with DPC and the Office for Local Government to</li> </ul>

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
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**ARIC17/12**

<p>Failure to establish in the community the concept of a new Council being formed.</p>	<p>ensure Council receives accurate advice.</p> <ul style="list-style-type: none"> <li>• The accelerated roll out of the new branding well in advance of DPC requirements.</li> <li>• Incorporating communities from across the LGA in Council projects and processes.</li> <li>• Maintaining separate destination branding for Dubbo and Wellington – note the non-DRC logos at entrances to urban areas. This helps break the nexus between local identity and the brand of the Council as an organisation.</li> <li>• Education and on-boarding processes developed for Councillors pre and post election. This is particularly important due to the new concept of ‘wards’ in local Council elections.</li> <li>• Changing methods of communicating with the community.</li> <li>• Rolling out the better management practices for assets across the LGA.</li> </ul>
<p>Loss of key staff due to uncertainty and change process.</p>	<ul style="list-style-type: none"> <li>• Communication strategy that focuses on creating opportunities for people to receive and provide information.</li> <li>• Project timelines established that provide a level of certainty.</li> <li>• Establishing the Transition Project Office and Human Resources team as confidential and safe spaces to provide feedback to organisation projects.</li> <li>• Explaining the benefits for the community that have and will arise from the merger process.</li> <li>• Interim General Manager available for information sessions and to explain important decisions that may impact on staff.</li> </ul>

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/12**

Some of the major projects required to amalgamate two councils include:

- Visual Identity,
- New Organisational Structure
- Systems Integration
- Service Reviews
- New Organisational Values
- Transition from Administration to elected Council

In regards to the above bodies of work there are a number of projects large and small that have to be undertaken. All have individual risk profiles. To provide the Audit, Risk and Improvement Committee with a broad understanding of these risks a table is provided below that describes risks and associated controls for each work project area.

**Visual identity, single website, customer interface channels decided and implemented**

RISK	CONTROL (overview)
Maintaining Dubbo City and Wellington brands on uniforms or high profile locations perpetuates division within staff and the community.	<ul style="list-style-type: none"> <li>• Triage approach to brand change over that focuses on the identification of high profile brand locations and establishing an agreed priority listing</li> </ul>
The expenditure on logo, branding and website exceeds allocated budget.	<ul style="list-style-type: none"> <li>• Oversight and budget control allocated to the Transition Project Office.</li> <li>• Transition Project reports direct to the General Manager.</li> </ul>
Ensuring the new branding is accepted by the community and employees.	<ul style="list-style-type: none"> <li>• Council undertook targeted stakeholder testing and consultation prior to the potential target date for the proclamation of the new Council name change.</li> <li>• The logo was launched with staff across the LGA prior to the public launch.</li> <li>• The city and town entrance signs with logos remained in place as they referred to the urban centres not the Council.</li> </ul>
The new website includes information relating to both of the former councils.	<ul style="list-style-type: none"> <li>• The Transition Project Office was able to provide a coordination role to ensure cooperation across all work groups.</li> </ul>
Project management by staff not familiar with coordinating cross organisational wide change oriented project.	<ul style="list-style-type: none"> <li>• Transition Project Office through resources provided by Dept of Premier and Cabinet (DPC) provided templates for project management structures for areas within Council not used to a formal project management methodology.</li> </ul>

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/12**

Organisational structure in place and populated

RISK	CONTROL (overview)
Failure to meet DPC requirements – Interim General Manager and or Administrator replaced.	<ul style="list-style-type: none"> <li>Undertake risk assessment and present this to Interim General Manager for consideration, identifying issues and control measures</li> <li>Regular meetings between Human Resources and Transition Project Office advising Interim General Manager and receiving advice/updates from Interim General Manager.</li> </ul>
Reduction in customer service standards.	<ul style="list-style-type: none"> <li>Oversight and budget control allocated to the Transition Project Office.</li> <li>Transition Project reports direct to the General Manager.</li> </ul>
Staff disengagement and increased stress, decreased productivity.	<ul style="list-style-type: none"> <li>Regular communication with staff and the use of clear messaging as to why timelines may have changed</li> </ul>
Detrimental impact on/delay to other amalgamation projects and business as usual processes.	<ul style="list-style-type: none"> <li>Review Human Resources resourcing levels, bring in additional resources where required</li> <li>Human Resources to assess tasks required to complete recruitment and salary projects and allocate to individual staff. Where gaps emerge consider use of other Councils' Human Resources staff to assist, particularly with Manager recruitment</li> <li>Allocate Human Resources and Transition Project Office staff to roster to support staff managing the change</li> </ul>
Industrial dispute requiring resource/s to manage, delays process by lengthening consultation period.	<ul style="list-style-type: none"> <li>Grievance Management Policy approved by Executive Staff Committee and Vacancy Management Procedure endorsed by Consultative Committee before being approved by Executive Staff Committee</li> <li>Consultative Committee endorsement of communication timeline, linking changes back to the service review and associated consultation already undertaken</li> <li>Keep all staff informed prior to information being made public</li> </ul>

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
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**ARIC17/12**

	<ul style="list-style-type: none"> <li>• Consultation with unions</li> <li>• Change Management training provided to staff</li> <li>• Warn Employee Assistance Program providers of potential increase in workload</li> <li>• Promote the Employee Assistance Program and for staff to look out for one another</li> <li>• Human Resources/Transition Project Office staff being available for staff to meet with – utilising roster which is communicated out</li> <li>• One on one meetings with directly impacted staff</li> </ul>
Insufficient HR resources.	<ul style="list-style-type: none"> <li>• University Technology Sydney engaged to assist in the development of the structure and provide independent advice</li> <li>• Use of contract staff and consultants for specialist work</li> </ul>
No new salary structure in place delaying commencement of all non-senior staff recruitment.	<ul style="list-style-type: none"> <li>• Engagement of Mastertek (salary structure consultant) early in merger timeline focused on delivering when other projects are complete such as service reviews and draft organisational structure developed.</li> </ul>

**System integration decisions made and implementation progressed**

RISK	CONTROL (overview)
Price gouging by system provider who had a presence in Wellington and Dubbo City operating environment.	<ul style="list-style-type: none"> <li>• Council engaged a specialist consultant to oversee the implementation of the Corporate Business System Merger. This role also includes assessing quotations and project plans.</li> <li>• Human Resources to assess tasks required to complete recruitment and salary projects and allocate to individual staff. Where gaps emerge consider use of other councils' Human Resources staff to assist, particularly with Manager recruitment</li> </ul>



AUDIT, RISK AND IMPROVEMENT COMMITTEE  
 1 JUNE 2017

**ARIC17/12**

<p>Detrimental impact on/delay to other amalgamation projects and business as usual processes.</p>	<ul style="list-style-type: none"> <li>• Organisation recognition that this project affects all areas and is the major priority for the Information Management branch.</li> <li>• Individual business unit improvements as they relate to Information Management systems are agreed by the Executive Staff Committee to be secondary in terms of resource allocation.</li> <li>• Review Information Management and Finance resourcing levels, bring in additional resources where required.</li> </ul>
<p>Delay in launching an integrated system by 3 July 2017 target date.</p>	<ul style="list-style-type: none"> <li>• Monthly reports from Information Management to Transition Project team and Council.</li> <li>• Tracking of project against project milestones and issuing revised work schedules with associated document control.</li> <li>• Allocation of work packages to specialised areas to ensure dedicated work groups were able to focus on delivery of their element.</li> <li>• Detailed project plan that also scheduled significant allocation of time for testing processes and data uploads prior to 3 July 2017 deadline.</li> </ul>

**SUMMARY**

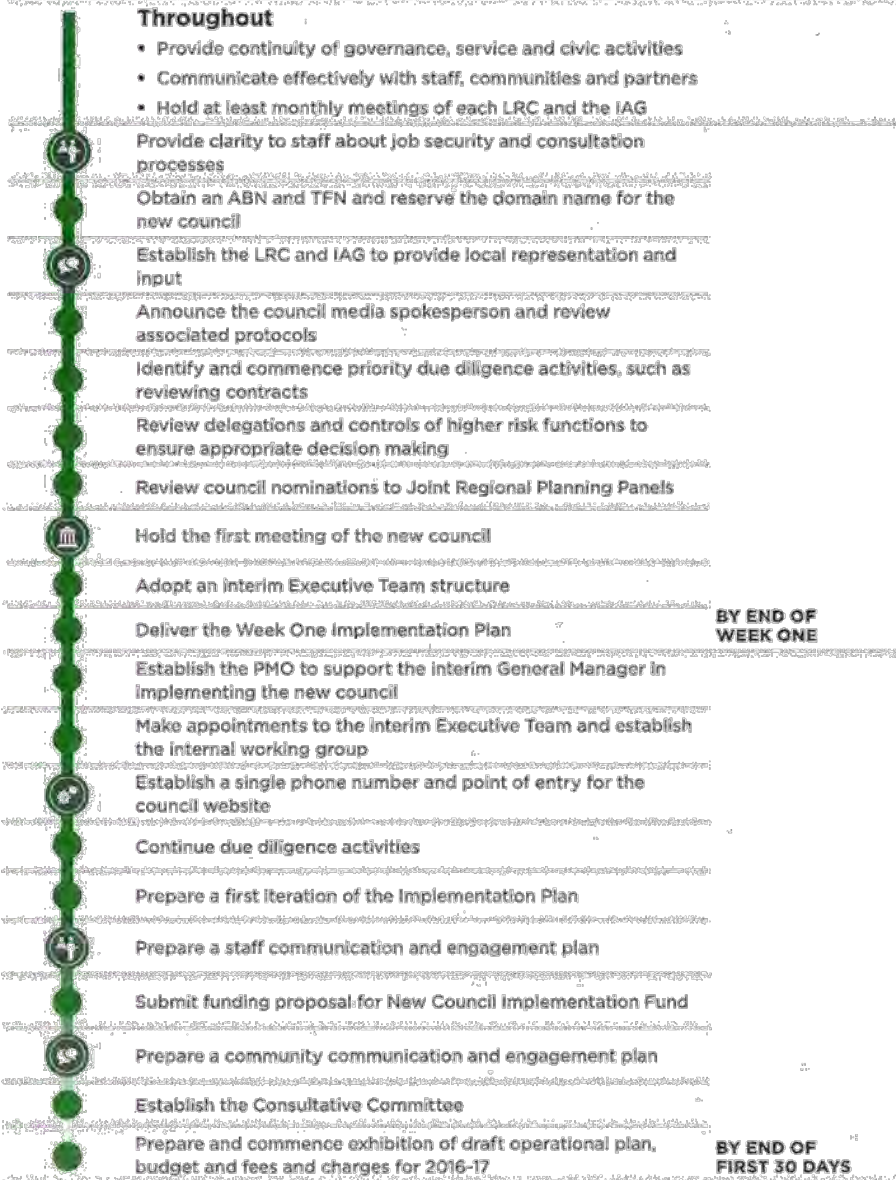
Council has worked proactively with the Department of Premier and Cabinet in regards to meeting the requirement for delivery of the merger in a manner that suits the conditions of Dubbo Regional Council. This report details the top 10 risks under each deliverable defined by the NSW Government. Furthermore there are major projects which are critical for the successful establishment of a new organisation risk profiles have been developed for such projects to enable staff to incorporate controls into relevant project plans.

Appendices:

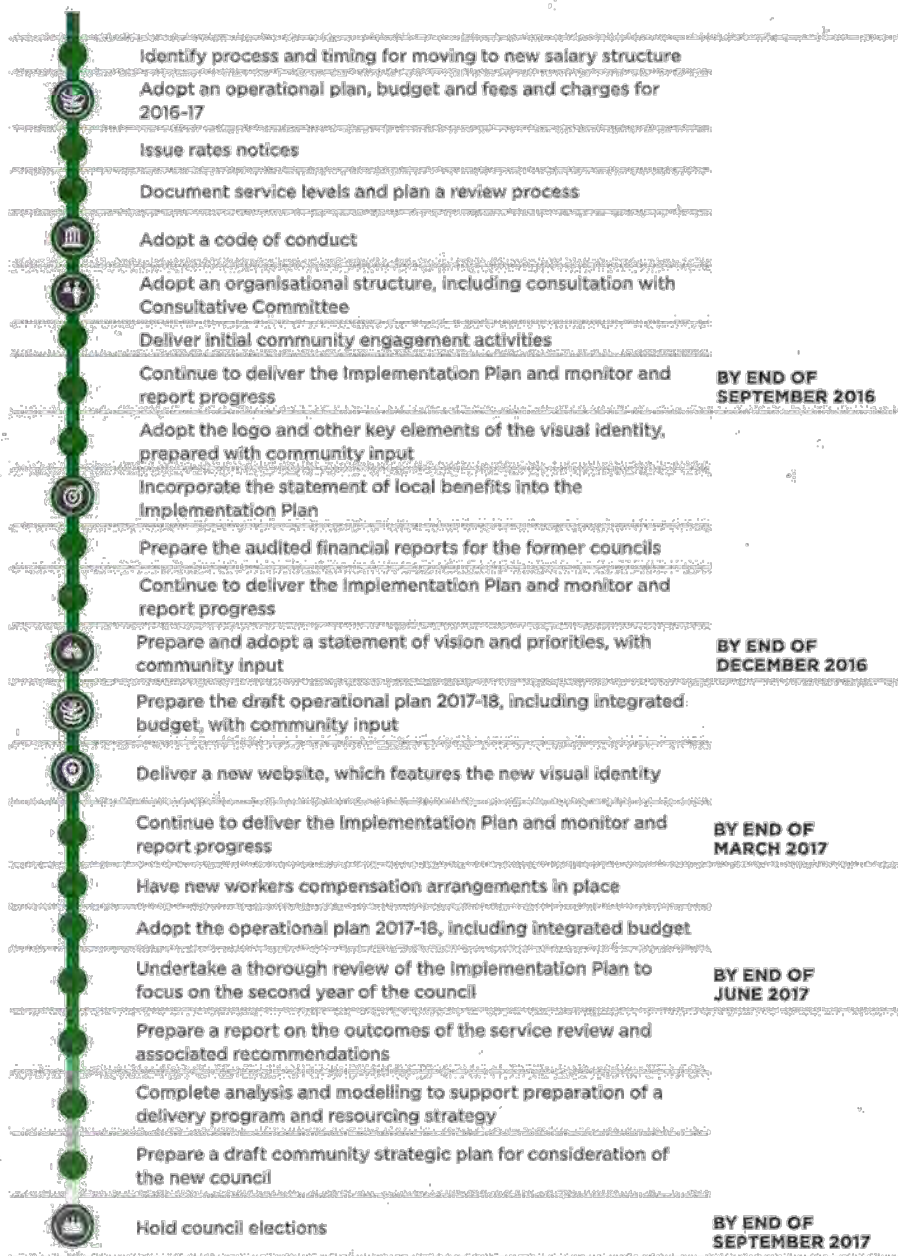
1. [Road map issued 12 May 2016](#)
2. [Implementation Meeting April 2017 Projects April to June](#)

## 1.4 ROADMAP FOR PHASE 1

A Roadmap for Phase 1 of the implementation process is provided below. It shows important actions required at different stages of the implementation process, aligned to the 10 key results.



14 GOVERNING DURING CHANGE: GUIDANCE FOR ADMINISTRATORS



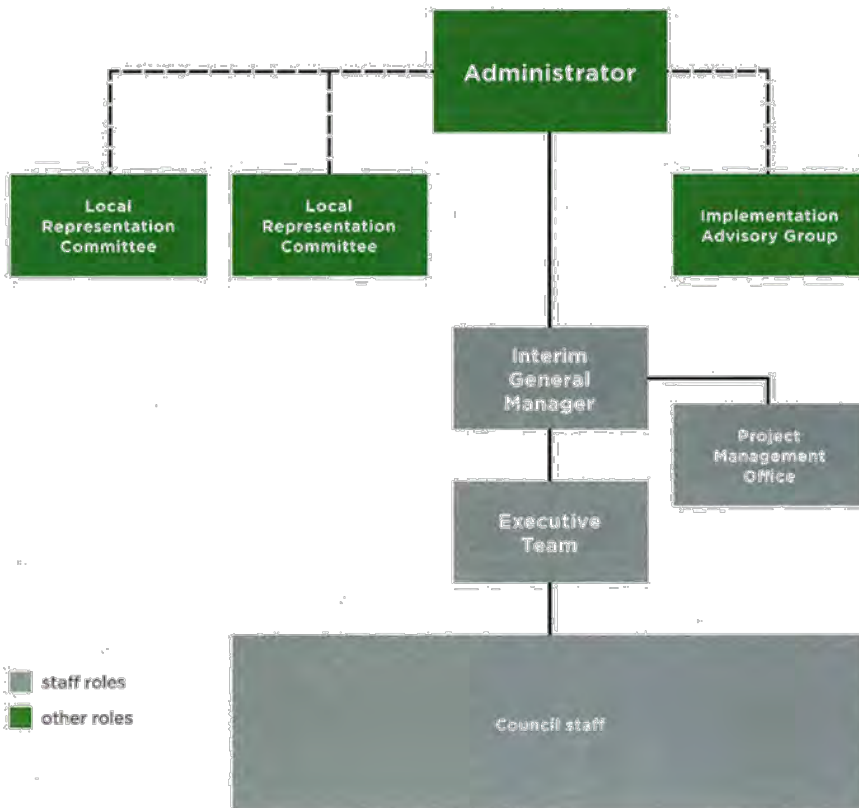
## 1.5 ROLES AND RESPONSIBILITIES

Table 1 on the following pages summarises the responsibilities of key individuals and groups in Phase 1 of the implementation process, including Administrators, interim General Managers, LRCs, IAGs, PMOs and key staff.

Figure 2 below shows the relationships between these individuals and groups.

Further information on the role of LRCs and IAGs, along with model terms of reference for the two groups, is provided later in this document.

**Figure 2 Relationship between key roles and responsibilities**



IMPLEMENTATION MEETING

# LOOKING FORWARD... NEXT 3 MONTHS

10 April  
2017

30 June  
2017

Next 12 weeks

- Visual identity, single website, customer interface channels decided and implemented
- Organisational structure in place and populated
- System integration decisions made and implementation progressed
- Service reviews completed, efficiencies identified and various scenarios developed
- Consistent, systemic engagement with community delivered and continued
- Developed values and made significant progress towards designing single culture
- Delivering Stronger Councils Framework Measures
- Preparing for transition from administration to elected representation



AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/13**



## **REPORT: Proposed Internal Audit Programme 2017 - 2019**

**AUTHOR:** Internal Auditor  
**REPORT DATE:** 15 May 2017  
**TRIM REFERENCE:** ID17/794

### **EXECUTIVE SUMMARY**

The strategic objective of the Council's internal audit function is to provide a consultancy service for management which focuses on providing insight on key risk issues and generating effective solutions to enhance the risk management framework.

The attached internal audit programme was prepared based on the former Dubbo City Council risk registers. The programme was also presented to Executive Staff for further input and feedback from Executive Staff was considered. Executive Staff noted that the list of presentations included in the proposed internal audit programme is based on the recent amendments to the Local Government Act (1993) NSW which are not yet in force. During the period under review, a review of the cash receipting processes was initiated and at the time of preparing this report it was expected that the review was going to be completed by the end of the financial year. The review focuses on remote sites.

### **ORGANISATIONAL VALUES**

Customer Focused: The strategic objective of the Council's internal audit function is to provide a consultancy service to management which focuses on providing insight on key risk issues and generating effective solutions to enhance the risk management framework. Enriched risk management processes improve efficiency and effectiveness in the attainment of service delivery promises to the Council's customers.

Integrity: A robust internal audit function supports the integrity of Council within the community.

One Team: The internal audit function supports cohesion and cooperation to minimise risk and improve the delivery of services to the community.

### **FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report.

### **POLICY IMPLICATIONS**

There are no policy implications arising from this report.

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
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**RECOMMENDATION**

**That the Interim General Manager and the Audit, Risk and Improvement Committee approve the internal audit programme.**

*Shephard Shambira*  
Internal Auditor

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

## ARIC17/13

### BACKGROUND

The BOD (Bathurst Regional Council, Orange City Council and Dubbo Regional Council) Alliance share an internal auditor. The General Managers of the 3 councils indicated that as much as is possible, it is desirable to carry out common audit assignments across the 3 councils in order to facilitate the exchange of best practice. However, it is also acknowledged that in some cases the 3 councils have differing requirements. As such it is not possible to always have a common internal audit programme.

The previous Dubbo City Council had a comprehensive suite of operational risks registers and a corporate risks register which were actively monitored by management and utilised by the Internal Auditor to inform the development of a rolling 3 year internal audit programme. The corporate risks and operational risks registers for the Dubbo Regional Council have not yet been prepared. This internal audit programme was partly informed with the operational risks registers for the former Dubbo City Council as it was considered that while the amalgamation with Wellington Shire Council has changed some aspects of the Council's risk profile, the generic risks for most areas remains broadly the same. Consultations with management were carried out to ensure that any knowledge of current issues arising from the amalgamation are incorporated into formulating this internal audit programme.

The strategic objective of the Council's internal audit function is to provide a consultancy service to management which focuses on providing insight on key risk issues and generating effective solutions to enhance the risk management framework.

### REPORT

#### How the current internal audit programme was established

The 3 year internal audit programme was established through the following process:

1. The corporate risks register was reviewed to identify high risk areas.
2. The Internal Auditor reviewed the Operational Plan Performance Review reports for the quarter ended September 2016 and related Quarterly Budget Review Statements. Gaining an understanding of the Council's strategic objectives and progress towards attainment of such objectives ensures that the internal audit programme is aligned with the council's strategic objectives. Gaining an understanding of the Council budget and related movements helps to give insight on the significance of various auditable areas to the organisation.
3. Reviewed the Interim General Manager's 6 Monthly review of the Dubbo Regional Council Delivery Program, incorporating the former Dubbo 2036 (2013-2017) and Wellington 2025 (2014-2018) Delivery Programs, as at 31 December 2016.
4. The External Auditor's scope of work as presented to the Audit, Risk and Improvement Committee meeting of March 2017 was also evaluated to determine areas which required no additional detailed coverage. This includes the Internal Auditor's own understanding of typical issues addressed through an external audit as required by the Auditing Standards.



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5. The internal auditor considered internal audit programmes for other councils and identified common topics.
6. The internal auditor considered the topics included in the internal audit programmes for the other BOD Alliance member councils and included some of these topics in the Bathurst Regional Council internal audit programme.
7. Requirements of the General Manager. For an example, update to the Internal Auditor position description to include identification of joint process improvement initiatives across BOD Alliance member Councils.
8. Consulted with the Manager Governance and Risk Services, Manager Financial Services and the Manager Management Accounting and obtained commentary on proposed internal audit areas of focus.
9. The internal audit programme was also presented to Executive Staff for further input. Executive Staff were requested to suggest specific areas on which they require internal audit input in addition to what has been suggested in this draft programme. Where other substantial process improvement work is planned for some areas, it may not be prudent to commit limited internal audit resources in duplicating effort.
10. The internal audit programme is now submitted to the General Manager and the Audit, Risk and Improvement Committee for approval.

**The internal audit process**

The internal audit process follows one of 3 routes as described below.

1. Carry out preliminary research and prepare a review plan, obtain approval for the plan and carry out relevant enquiries and produce a report of findings.
2. Carry out preliminary research and formulate an opinion and conclude the review on the basis of initial findings. There are various reasons for choosing this option. For an example, issues known at the time of including the topic on the programme have since been resolved and audit evidence to this effect is sighted during the preliminary planning stage. For audits which are included on the programme every year, the key risk indicators may be reviewed and an opinion formulated at the preliminary planning stage that the process is working well and that no further benefit may be derived from investing limited internal audit resources into evaluating more transactions.
3. Some audit reviews are included in the programme as a follow up to previous reports. Audit objectives might already be specified on the ARIC Action List. Preliminary enquiries at the start of the review can highlight audit evidence which clearly shows that the issue is now resolved. In such scenarios, it is desirable to conclude the review on this basis, and apply internal audit resources to other areas.
4. The internal audit programme is designed to ensure that the Internal Auditor is able to provide input and insight on various matters not included in the approved internal audit programme as and when required to do so by management. The process is that where such requests do not take up a significant proportion of internal audit time they are resolved as they arise. However, where it is likely that a request not included in the approved internal audit programme is likely to take up a significant proportion of time with an adverse impact on the delivery of the approved programme, the General Manager's approval is formally required before the task is added to the internal audit programme.

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Where management is aware of specific concerns with a process being audited, a request is made to the internal auditor to provide assurance and/or advice as required if the matter is not adequately covered in the internal audit plan/report. The opportunity for management to request for specific internal audit input occurs at the commencement of each audit when the review plan is prepared and at the end of each audit when the review results are discussed with management.

In the same way, at the commencement of every review, all internal audit review plans are submitted to the Audit, Risk and Improvement Committee for consideration. Internal audit review reports are also submitted to the ARIC for their input and consideration. The ARIC utilises these opportunities to highlight specific issues of concern on which they require additional assurance and/or information.

The proposed internal audit programme shows an estimated time allocation to each of the tasks identified. It should be noted that this time estimation is only a guide and that as noted above, depending on the circumstances around each and every audit task, some tasks will be completed in a very short space of time while others may take long to complete. For an example, where an initial test sample indicates an exception, it may be necessary to increase the sample size in order to establish whether the exception is a sign of a general process weakness or just a once off error which may not be recurring.

**Assurance Framework**

In order for the ARIC to effectively discharge its duty as defined in the ARIC Charter, appropriate information should be provided on a regular basis. The ARIC gets information through a number of ways. Members of the ARIC receive reports and presentations from management including visits to various Council projects and sites. The Internal Auditor prepares reports which give insight and/or assurance on various matters. In some cases, internal audit reports focus on providing advice aimed at enhancing performance and attainment of organisational objectives. The ARIC also considers the external auditor's management letter and a presentation on the process and outcome of the annual audit of the council's financial statements.

**REGULAR MANAGEMENT REPORTS AND PRESENTATIONS TO THE ARIC**

Report Topic	Responsibility	Target Completion Date
<p><b>1) Compliance</b></p> <ul style="list-style-type: none"> <li>▪ Submit an annual management report to the Committee which gives assurance that the Council framework for compliance with major legislative requirements is in place and operating effectively.</li> </ul> <p>For example, a management report that all items listed on the Office of Local Government Calendar of Compliance were</p>	<p>Manager                      Governance &amp; Risk                      Services</p>	<ul style="list-style-type: none"> <li>• ARIC Meeting -                      September                      Annually</li> </ul>

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
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Report Topic	Responsibility	Target Completion Date
<p>resolved as appropriate.</p> <ul style="list-style-type: none"> <li>▪ A bi-annual exceptions report on any areas of major non-compliance with legislation or policy requirements binding the Council.</li> </ul>		<ul style="list-style-type: none"> <li>• By date required as specified within the Local Government Act.</li> </ul>
<p><b>2) Risk management,</b></p> <ul style="list-style-type: none"> <li>▪ Corporate risks register. This can be a standing item on the agenda for all meetings. Highlight key changes as and when there are significant changes to the corporate risks.</li> <li>▪ Presentations by divisional directors on key risks and related risk mitigation strategies for their divisions. The presentations can be spread throughout the year such that only one director will make a presentation at each meeting.</li> <li>▪ Ad hoc management reports on risk management framework for selected processes based on feedback from the Committee arising from consideration of other information provided to the Committee.</li> </ul>	<p>Manager Governance &amp; Risk Services</p>	<ul style="list-style-type: none"> <li>• Corporate risk register to be presented to all ARIC meetings from 2018 including highlights of any changes to corporate risks.</li> <li>• One annual presentation from each Divisional Director highlighting key risks and risk management framework.</li> </ul>
<p><b>3) Fraud control,</b></p> <ul style="list-style-type: none"> <li>▪ Annual review of the fraud management policy</li> <li>▪ Bi-annual review of management feedback on fraud risk management framework.</li> <li>▪ Management feedback should highlight any significant incidences.</li> <li>▪ Major changes in risk profile</li> </ul>	<p>Manager Financial Services/ Manager Governance &amp; Risk Services</p>	<ul style="list-style-type: none"> <li>• ARIC Meeting – November annually</li> </ul>
<p><b>4) Financial management,</b></p> <ul style="list-style-type: none"> <li>▪ Consider quarterly budget review reports</li> <li>▪ Consider quarterly investment reports</li> </ul>	<p>Director Organisational Services</p>	<ul style="list-style-type: none"> <li>• By date required as specified within the Local Government Act.</li> </ul>
<p><b>5) Governance,</b></p> <ul style="list-style-type: none"> <li>▪ Review relevant risk registers and consider risk mitigation strategies in place</li> </ul>	<p>Manager Governance &amp; Risk Services</p>	<ul style="list-style-type: none"> <li>• Once every 3 years</li> <li>• Ad hoc as the governance framework</li> </ul>

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Report Topic	Responsibility	Target Completion Date
		changes.
<b>6) Implementation of strategic plan,</b> <ul style="list-style-type: none"> <li>▪ Quarterly reporting on performance management and key performance indicators.</li> </ul>	Director Planning and Environmental Services	<ul style="list-style-type: none"> <li>• By date required as specified within the Local Government Act.</li> </ul>
<b>7) Delivery program and strategies,</b> <ul style="list-style-type: none"> <li>▪ Quarterly reporting on performance management and key performance indicators.</li> </ul>	Director Planning and Environmental Services	<ul style="list-style-type: none"> <li>• By date required as specified within the Local Government Act.</li> </ul>
<b>8) Service reviews,</b> <ul style="list-style-type: none"> <li>▪ ad hoc reports on service delivery reviews and related risk mitigation or performance improvement strategies</li> </ul>	Transition Project Leader	<ul style="list-style-type: none"> <li>• Ad hoc</li> </ul>
<b>9) Collection of performance measurement data by the council,</b> <ul style="list-style-type: none"> <li>▪ Consider performance measurement reports on a bi-annual basis and recommend opportunities for improvement to the framework where necessary.</li> </ul>	Director Organisational Services	<ul style="list-style-type: none"> <li>• By date required as specified within the Local Government Act.</li> </ul>
<b>10) Any other matters prescribed by the regulations.</b>	Ad hoc	On-going

**SUMMARY**

The proposed internal audit programme highlights a list of tasks which have been identified based on the council risk profile. The proposed internal audit programme was also considered by the Executive Committee.

The programme also includes a schedule of other information which will be provided to the Audit, Risk and Improvement Committee by management as a part of the broad assurance framework.

At the time of preparing this report, work was in progress to review cash receipting processes and to implement a specialised internal audit software system (ACL).

The internal audit programme is now submitted for approval by the General Manager and The Audit, Risk and Improvement Committee.

Appendices:

1. Internal Audit Programme Status July 2016 - July 2019 - Status as at May 2017



**Dubbo Regional Council**  
**List of audit topics universe considered in preparing the (2017-2019) 2 Year Internal Audit Programme**

AUDIT UNIVERSE TOPICS
Grants
Governance health check
GST Compliance/ FB Tax
Land purchases, development, sales
Leisure/aquatic centres & Museum/ Art Gallery /Cultural Centre
Library Systems (accounting)
Human resources, Payroll Management, including data integrity, Time Recording, Leave Management, Termination payments
Petty Cash
Procurement/ Purchasing/ contract management
Project Management incl variation authorisations, documentation, recording & reporting
Rates
Regulation / Compliance / Fines/ Parking fines
Risk register including validation of controls
S94 Contributions
Tender Processes / System
Trust account management
Accounts payable data analytics and EFT Payments review
Fixed Assets
Fraud control health check
Fee for service transactions (Local Government Act 1993 Section 608)
Waste Management
Child care centres, cash handling, gifts, follow up on outcomes from statutory audits
Events management
Accounts receivable
General ledger control processes
Investments
Budgetary control process
Performance management process
Development applications process
Section 64 contributions
IT processes & business continuity planning
Occupation and building certificates
Revenue receipting and cash handling processes

Name of Risk	EMERGENCY BANK		FINANCIAL SVCS			ENTERPRISE RISK	
	RCS	Rating	Current Rating	Average	RCS	Current Rating	
Public Safety	15/25	Extreme	22/25	High	23/25	Extreme	
Information Technology	20/25	High	20/25	High	20/25	High	
Business Activities	20/25	Extreme	21/25	High	23/25	High	
Internal Controls	22/25	Extreme	22/25	High	20/25	High	
Public Safety	20/25	Extreme	21/25	High	23/25	High	
Business Activities	23/25	Extreme	23/25	High	23/25	High	
Business Activities	21/25	High	21/25	High	21/25	High	
IFRB	25/24	Extreme	25/25	High	24/25	High	
IFRB	25/24	Extreme	25/25	High	24/25	High	
Financial Administration	23/25	Extreme	23/25	High	23/25	High	
Business	24/25	High	24/25	High	24/25	High	
Public Safety	21/25	Extreme	24/25	High	23/25	High	
IFRB	25/25	Extreme	25/25	High	25/25	High	
IFRB	24/25	High	24/25	High	24/25	High	
IFRB	24/25	High	24/25	High	24/25	High	
IFRB	24/25	High	24/25	High	24/25	High	
IFRB	23/25	High	23/25	High	23/25	High	
IFRB	23/25	High	23/25	High	23/25	High	
IFRB	23/25	High	23/25	High	23/25	High	
IFRB	23/25	High	23/25	High	23/25	High	

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/14**



## REPORT: ARIC Action List as at May 2017

**AUTHOR:** Internal Auditor  
**REPORT DATE:** 17 May 2017  
**TRIM REFERENCE:** ID17/811

### EXECUTIVE SUMMARY

The Audit, Risk and Improvement Committee (ARIC) of Dubbo Regional Council requires monitoring implementation of its resolutions and agreed action plans. The Committee is required to be updated with details of implementation of recommendations and action plans arising from internal audit reviews and other activities initiated or considered by the Committee. Where action is deferred to a future date, the item is listed on the ARIC Action List until it has been resolved.

The ARIC Action List is in three parts. The first part shows a list of regular reports to the Committee. These are reports which the Committee required on an on-going basis. This can be once a year or once every quarter. There is no fixed completion date for such items. The second class of action items relate to action items which arise from Committee requests which have a set completion date. The third class of items relates to actions arising from internal audit review reports. Agreed management action plans in response to internal audit recommendations and findings are included on the ARIC Action List and deleted once the Committee has been provided with assurance that the issue has been resolved.

### ORGANISATIONAL VALUES

Customer Focused: The strategic objective of the Council's internal audit function is to provide a consultancy service to management which focuses on providing insight on key risk issues and generating effective solutions to enhance the risk management framework. Enriched risk management processes improve efficiency and effectiveness in the attainment of service delivery promises to the Council's customers.

Integrity: A robust internal audit function supports the integrity of Council within the community.

One Team: The internal audit function supports cohesion and cooperation to minimise risk and improve the delivery of services to the community.

### FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

### POLICY IMPLICATIONS

There are no policy implications arising from this report.



AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/14**

**RECOMMENDATION**

1. That the information contained within this report be noted.
2. That all items marked as completed be deleted from the list.

*Shephard Shambira*  
Internal Auditor

**BACKGROUND**

Where an issue has been raised by the Committee or through findings of the Internal Auditor or other assurance service providers providing information to the ARIC, it is important for the Committee to be advised of the action taken to resolve such matters. The ARIC Action List is a tool which enables the Committee to monitor the progress of implementation of the recommendations and in ensuring that outstanding matters are resolved satisfactorily.

**REPORT**

The detailed ARIC Action List as at May 2017 is attached (**Appendix 1**) to this report.

**SUMMARY**

Refer to **Appendix 1** for a summary of the action plans and related progress reports.

Appendices:

1. ARIC Action List as at May 2017

**REPORT****Audit, Risk and Improvement Committee (ARIC) Action List as at May 2017.****1. Action/Information/Reports requested by the ARIC - REGULAR REPORTS**

Action item reference number and date initiated	Nature of outstanding action/information/report	Responsibility	Target Completion Date	Comment/Status report as at May 2017
<i>Action item 2014-317/10/14</i>	That the General Manager be requested liaise with the Chairman Audit, Risk and Improvement Committee in respect of dates for meetings of the Committee in March/ June/ August/ October 2015.	General Manager/ ARIC Chairperson	Correspondence close off 6 March 2017 17 May 2017 22 August 2017	Meeting scheduled for 2016.  Proposed schedule: 17 March 2017 – 11am 1 June 2017 – 11am 5 September 2017 – 11am 4 December 2017 – 11am
<i>Action item 2014-056/6/14</i>	That the Institute of Internal Auditors of Australia Audit Committee members training course be offered to all members of the BOD Alliance Audit, Risk and Improvement Committees.	General Manager	Ongoing	Opportunities will be identified and advertised to members.
<i>Action item 2016-</i>	1. That the committee	ARIC Chair	On-going	Key result areas for the

Action item reference number and date initiated	Nature of outstanding action/information/report	Responsibility	Target Completion Date	Comment/Status report as at May 2017
513/12/16	<p>amend the standing Agenda template for the ARIC to align with the list of key results areas identified in the new legislation.</p> <p>2. That in addition to an Internal Audit programme, a regular management reporting timetable is established which ensures that the Committee considers information as necessary to accomplish its objectives as stated in section 428A of the new legislation.</p>			ARIC are listed below for the Committee's reference. Related agenda items and expected delivery dates are also listed below. A status report is shown against each agenda item.
<p><b>ARIC Purpose (As stated in the ARIC Charter)</b></p> <p><i>The Audit Risk and Improvement Committee (ARIC) is an independent advisory Committee assisting the Council to fulfil its risk management, governance, process improvement and oversight responsibilities. The primary duties and responsibilities of the ARIC are to assist the Council to discharge its responsibilities relating to:</i></p>				

Action item reference number and date initiated	Nature of outstanding action/information/report	Responsibility	Target Completion Date	Comment/Status report as at May 2017
	<ol style="list-style-type: none"> <li>1.1. <i>Financial reporting process</i></li> <li>1.2. <i>Business ethics, policies and practices</i></li> <li>1.3. <i>Management and internal controls</i></li> <li>1.4. <i>Monitoring the integrity of the Council's financial reporting practices and finance and accounting compliance</i></li> <li>1.5. <i>Reviewing internal controls, key corporate risks and all audit related matters</i></li> <li>1.6. <i>Encouraging continuous improvement of Council's systems and practices</i></li> <li>1.7. <i>Service reviews</i></li> <li>1.8. <i>Adoption of the Internal Audit Plan</i></li> <li>1.9. <i>The Council's process for monitoring compliance with policies, laws and regulations and the Council code of conduct.</i></li> </ol> <p>The Committee will achieve the above purpose by reviewing regular reports from internal audit and external auditors. In addition, the Committee will also consider various reports and presentations from management as stated below.</p>			
	<p><b>1) Compliance</b></p> <ul style="list-style-type: none"> <li>▪ Submit an annual management report to the Committee which gives assurance that the Council framework for compliance with major legislative requirements is in place and operating effectively.</li> <li>▪ For an example, a management report that all items listed on the Office of Local Government Calendar of Compliance were resolved as appropriate.</li> <li>▪ A bi-annual exceptions report on any areas of major</li> </ul>	<p>Manager Governance &amp; Risk Services</p>	<ul style="list-style-type: none"> <li>• ARIC Meeting - September Annually</li> <li>• ARIC Meeting – March annually</li> </ul>	<p>Initial report scheduled for September 2017.</p>

Action item reference number and date initiated	Nature of outstanding action/information/report	Responsibility	Target Completion Date	Comment/Status report as at May 2017
	non-compliance with legislation or policy requirements binding the Council.			
<b>2) Risk management,</b>	<ul style="list-style-type: none"> <li>▪ Corporate risks register. This can be a standing item on the agenda for all meetings. Highlight key changes as and when there are significant changes to the corporate risks.</li> <li>▪ Presentations by divisional directors on key risks and related risk mitigation strategies for their divisions. The presentations can be spread throughout the year such that only one director will make a presentation at each meeting.</li> <li>▪ Ad hoc management reports on risk management framework for selected processes based on feedback from the Committee arising from consideration of other information provided to the Committee.</li> </ul>	Manager Governance & Risk Services	<ul style="list-style-type: none"> <li>• Corporate risk register to be presented to all ARIC meetings including highlights of any changes to corporate risks.</li> <li>• One annual presentation from each Divisional Director highlighting key risks and risk management framework.</li> </ul>	Council's corporate risk register shall be reviewed following the introduction of Council's revised organisational structure.
<b>3) Fraud control,</b>	<ul style="list-style-type: none"> <li>▪ Annual review of the fraud management policy</li> <li>▪ Bi-annual review of management feedback on fraud risk management framework.</li> <li>▪ Management feedback should highlight any significant incidences.</li> <li>▪ Major changes in risk profile</li> </ul>	Manager Financial Services/ Manager Governance & Risk Services	<ul style="list-style-type: none"> <li>• ARIC Meeting – June annually</li> <li>• ARIC Meeting – November annually</li> </ul>	Fraud Management Policy yet to be developed. Scheduled for submission to the November 2017 ARIC meeting.

## APPENDIX NO: 1 - ARIC ACTION LIST AS AT MAY 2017

ITEM NO: ARIC17/14

Action item reference number and date initiated	Nature of outstanding action/information/report	Responsibility	Target Completion Date	Comment/Status report as at May 2017
<b>4) Financial management,</b> ▪ Consider quarterly budget review reports ▪ Consider quarterly investment reports		Director Organisational Services	Quarterly at each ARIC meeting	Meeting schedules to be redefined as new legislation is enacted.
<b>5) Governance,</b> ▪ Review relevant risk registers and consider risk mitigation strategies in place		Manager Governance & Risk Services	<ul style="list-style-type: none"> <li>Once every 3 years</li> <li>Ad hoc as the governance framework changes.</li> </ul>	Fraud Management Policy yet to be developed. Scheduled for submission to the November 2017 ARIC meeting.
<b>6) Implementation of strategic plan,</b> ▪ Quarterly reporting on performance management and key performance indicators.		Director Organisational Services/ Director Corporate Development	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>	Meeting schedules to be redefined as new legislation is enacted.
<b>7) Delivery program and strategies,</b> ▪ Quarterly reporting on performance management and key performance indicators.		Director Organisational Services/ Director Corporate Development	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>	Meeting schedules to be redefined as new legislation is enacted.
<b>8) Service reviews,</b> ▪ ad hoc reports on service delivery reviews and related risk mitigation or performance improvement strategies		Director Transition Project	<ul style="list-style-type: none"> <li>Ad hoc</li> </ul>	The report is forming part of an overall services review framework and the information has been supplied to the University of Technology Sydney: Centre of Excellence for Local Government.
<b>9) Collection of performance measurement data by the council,</b>		Director Organisational Services	<ul style="list-style-type: none"> <li>Half yearly – March and September</li> </ul>	Meeting schedules to be redefined as new

## APPENDIX NO: 1 - ARIC ACTION LIST AS AT MAY 2017

ITEM NO: ARIC17/14

Action item reference number and date initiated	Nature of outstanding action/information/report	Responsibility	Target Completion Date	Comment/Status report as at May 2017
	<ul style="list-style-type: none"> <li>▪ Consider performance measurement reports on a bi-annual basis and recommend opportunities for improvement to the framework where necessary.</li> </ul>			legislation is enacted.
<b>10) Any other matters prescribed by the regulations.</b>		Ad hoc	On-going	

<b>2. Action/Information/Reports requested by the ARIC - FIXED COMPLETION DATE</b>				
Action item reference number and date initiated	Nature of outstanding action/information/report	Responsibility	Target Completion Date	Comment/Status report as at May 2017
<i>Action item 2013-52 2/03/13</i>	That a quarterly report on Council Payments and Contract Variations be provided to subsequent meetings of the Audit, Risk and Improvement Committee	Manager Financial Accounting Services	Quarterly	Report submitted to the June 2017 meeting.
<i>Action Item 2014-1 17/03/14</i>	1. That a status report on The progress of implementation of recommendations of the ICAC's Operation Jarek be submitted to the next	Manager Financial Accounting Services	On-going	Report submitted to the June 2017 meeting.

2. Action/Information/Reports requested by the ARIC - FIXED COMPLETION DATE				
Action item reference number and date initiated	Nature of outstanding action/information/report	Responsibility	Target Completion Date	Comment/Status report as at May 2017
	<p>meeting of the Audit, Risk and Improvement Committee.</p> <p>2. That recommendations marked as completed be deleted from future reports and a narrative provided for only those items being updated.</p> <p>3. Resolved on 13/12/16, that Action Items 3,4,5,6,12 13 and 14 as contained in the report, have been completed and can be removed from future reports.</p>			
<i>Action Item 2014-6 17/10/14</i>	<p><b>Council payments and contracts variations:</b></p> <p>1. That future reports with regard to Council payments and contract variations include a breakup by Division of:</p>	Manager Financial Accounting Services	June 2015	Report submitted to June 2017 meeting.



2. Action/Information/Reports requested by the ARIC - FIXED COMPLETION DATE				
Action item reference number and date initiated	Nature of outstanding action/information/report	Responsibility	Target Completion Date	Comment/Status report as at May 2017
	<p>Number of creditors paid \$150,000 or more for materials.</p> <p>Number of contracts where original contact value was exceeded.</p> <p>2. That a further report be presented to the Audit, Risk and Improvement Committee including outcomes to address those creditors identified as exceeding \$150,000 in a financial year</p>			
<i>Action item 2016-313/12/16</i>	<p><b>Council payments and contract variations:</b> That following the acquisition of Data Analytics Software and training, the Internal Auditor be requested to review invoices raised before purchase orders with a view to identifying suppliers who regularly supply</p>	Internal Auditor	30 June 2017	Software system acquisition process initiated. Data analytics to be carried out by the target completion date.

2. Action/Information/Reports requested by the ARIC - FIXED COMPLETION DATE				
Action item reference number and date initiated	Nature of outstanding action/information/report	Responsibility	Target Completion Date	Comment/Status report as at May 2017
	without an order for corrective action.			
<i>Action Item 2017-117/03/2017</i>	That the Transition Project Leader be requested to report to the next Audit, Risk and Improvement Committee detailing transition project risk management measures and treatments.	Transition Project Leader	May 2017	Presentation to be made at the June 2017 meeting.
<i>Action Item 2017-217/03/2017</i>	That a revised Internal Audit Program be developed by the Internal Auditor based on the risk registers of the former Dubbo City Council that also includes tasks relating to recommendation 15 of the report of the Financial Accountant in regard to the Operation Jarek report, for consideration at the next meeting of the Audit, Risk and Improvement Committee.	Internal Auditor	April 2017	<b>Completed.</b> Inventory management and procurement risks included in the proposed internal audit programme.

2. Action/Information/Reports requested by the ARIC - FIXED COMPLETION DATE				
Action item reference number and date initiated	Nature of outstanding action/information/report	Responsibility	Target Completion Date	Comment/Status report as at May 2017
<i>Action Item 2017-317/03/2017</i>	That a draft Related Parties Disclosure Policy be developed for consideration by the Committee, noting that the related parties Accounting Standard will apply to councils effective 1 July 2017.	Manager Governance and Risk Services	May 2017	Draft Policy developed and to be considered by the Audit, Risk and Improvement Committee in June 2017.
<i>Action Item 2017-417/03/2017</i>	That the Internal Auditor be requested to make contact with the Audit Office regarding the provision of assistance in respect of the utilisation of the ACL Audit Software.	Internal Auditor	April 2017	<b>Completed.</b> Contacted the Audit Office of NSW IS Manager and established an information sharing arrangement. The Audit Office will provide support in developing ACL scripts for data analytics as required and Council will share notes on analytics carried out on various transactions as may be of interest to the Audit Office for financial audit purposes. TRIM file

2. Action/Information/Reports requested by the ARIC - FIXED COMPLETION DATE				
Action item reference number and date initiated	Nature of outstanding action/information/report	Responsibility	Target Completion Date	Comment/Status report as at May 2017
				reference # ED17/38329.
<i>Action Item 2017-517/03/2017</i>	That the Interim General Manager be requested to review the draft Client Services Plan and provide comments to the Audit Office on Monday 20 March 2017.	General Manager	20 March 2017	<b>Completed.</b>
<i>Action Item 2017-617/03/2017</i>	That Council make representations to the Office of Local Government seeking an extension for the finalisation of its 2016/2017 financial statements audit process to 31 December 2017.	General Manager	June 2017	<b>Completed.</b>
<i>Action Item 2017-717/03/2017</i>	Operation Jarek – Update on Action to date: That the target date for recommendation 10 (Inventory) be extended to 31 August 2017.	Manager Financial Accounting Services	September 2017	Report submitted to the June 2017 meeting.
<i>Action Item 2017-817/03/2017</i>	<b>Contract payments and contract variations from 1</b>	General Manager	June 2017	The following action has been undertaken as

2. Action/Information/Reports requested by the ARIC - FIXED COMPLETION DATE				
Action item reference number and date initiated	Nature of outstanding action/information/report	Responsibility	Target Completion Date	Comment/Status report as at May 2017
	<p><b>July 2016 to 31 December 2016:</b> That the Interim General Manager be requested to communicate to the relevant staff the Committee's request for attention to the issue of reducing the amount of purchase orders created after the invoice date, with the Committee seeking a figure of less than 10%.</p>			<p>resolved by the Executive Staff Committee of 4 April that</p> <ol style="list-style-type: none"> <li>1. All Directors advise all staff of the requirement to ensure that a purchase order is provided at the time that goods or services are purchased.</li> <li>2. That the Director Organisational Services email Directors a detailed report on the number of orders and percentage of total orders where the creation date was later than the invoice date for the March quarter, by name and Division.</li> </ol>

Internal Audit Recommendations Pending Implementation					
Action item reference number and date initiated	Issue	Agreed Action	Target Completion Date	Responsibility	Comment/Status report as at May 2017
<b>s.94 Contributions process review</b>					
<i>Action Item</i> 2011-02 5/4/2011	Some developer contribution plans are overdue for a review. PRIORITY: HIGH	Update developer contributions plans.	December 2014 Original target date: June 2012	Director Environmental Services	<p>Preliminary report adopted by Council at the September 2015 meeting. Legislation not yet resolved. A further report was tabled to Council in September 2016.</p> <p>Section 94 Plan for Urban Roads and Carparking reviewed however development of the new Plan and capital works schedule delayed pending outcome of the RMS consideration of options for a third bridge over the Macquarie River.</p> <p>Revised Section 94 Plan for Open Space and Recreation Facilities adopted by Council on 22 June 2016 and commenced operation on 1 July 2016.</p>

Internal Audit Recommendations Pending Implementation					
Action item reference number and date initiated	Issue	Agreed Action	Target Completion Date	Responsibility	Comment/Status report as at May 2017
					Operational Review of Section 64 Policy for Water and Sewer underway. New Policy will not be commenced until 2018/2019.

**SUMMARY**

The ARIC Action List is as shown in the table above. It is recommended that the information in the report be noted and that the Committee acknowledges that all items marked as completed be deleted from the list.

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/15**



## REPORT: Related Party Disclosure Policy

**AUTHOR:** Manager Governance and Risk Services  
**REPORT DATE:** 16 May 2017  
**TRIM REFERENCE:** ID17/801

### EXECUTIVE SUMMARY

At Council's Audit, Risk and Improvement Committee meeting held 17 March 2017 with respect to item ARIC17/4 - Internal Audit Programme Status Report, the Committee recommended to Council, in part:

4. *That a draft Related Parties Disclosure Policy be developed for consideration by the Committee, noting that the related parties Accounting Standard will apply to councils effective 1 July 2017.*

This recommendation was subsequently adopted by Council.

Accordingly, a draft policy is now attached to this report for the consideration of members of the Audit, Risk and Improvement Committee.

### ORGANISATIONAL VALUES

Customer Focused: The adoption of this policy ensures transparency surrounding transactions between Key Management Personnel and their related parties.

Integrity: This policy ensures Council's compliance with AASB124 and reporting requirements of Council's annual financial statements.

One Team: This policy has been developed to apply throughout the organisation to the respective key management personnel.

### FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

### POLICY IMPLICATIONS

Upon adoption of this policy by Council, the Related Party Disclosure Policy will become a policy of Council.



AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/15**

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**RECOMMENDATION**

1. That the draft Related Party Disclosure Policy be reviewed by the Audit, Risk and Improvement Committee.
2. That legal advice be sought regarding the content and implementation of this policy.
3. That following receipt of legal advice the reviewed draft policy be forwarded to Council's Executive Staff Committee for consideration.
4. That following consideration by the Executive Staff Committee, the draft policy be forwarded to Council for consideration and adoption.
5. That members of the Audit, Risk and Improvement Committee be forwarded the Related Party Disclosure Policy following adoption of the policy by Council.

*Michael Ferguson*  
Manager Governance and Risk Services

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/15**

**REPORT**

At Council's Audit, Risk and Improvement Committee meeting held 17 March 2017 with respect to item ARIC17/4 - Internal Audit Programme Status Report, the Committee recommended to Council, in part:

4. *That a draft Related Parties Disclosure Policy be developed for consideration by the Committee, noting that the related parties Accounting Standard will apply to councils effective 1 July 2017.*

This recommendation was subsequently adopted by Council.

In accordance with Council's resolution, councils throughout NSW were contacted to review documentation already in place at these councils relating to the Related Party Disclosures Policy and its implementation. A number of Council provided copies of forms and policies for review which were all very similar in their content.

Upon review of these policies, a policy of one Council which had been approved by the Audit Office, was used as a basis for Council's policy. This policy was amended to meet the needs of Council with amendments also being made to the related documents and forms.

This draft policy is now provided to the Audit, Risk and Improvement Committee for comment and review. Upon review of the draft policy by the Audit, Risk and Improvement Committee, Council will obtain legal advice as to the contents and appropriateness of the draft policy. The draft policy will then be forwarded to the Executive Staff Committee for consideration. Upon adoption of the draft policy by the Executive Staff Committee, the draft policy will be forwarded to Council for consideration. Members of the Audit, Risk and Improvement Committee will be provided a copy of the adopted policy once Council has formally adopted the policy.

Appendices:

- 1 [↓](#) Related Party Disclosures Policy
- 2 [↓](#) Related Party Declaration Form
- 3 [↓](#) Related Party Transactions Form



**DUBBO  
REGIONAL  
COUNCIL**

# COUNCIL POLICY

## Related Party Disclosure Policy

**Date** 16 May 2017

**Council Resolution Date**

**Clause Number**

**Responsible Position** Manager Governance and Risk Services

**Branch** Governance and Risk Services

**Division** Corporate Services

**Version** 0.1

**TRIM Reference Number**

**Review Period** 2 years

**Review Date** July 2019

**Consultation** Audit, Risk and Improvement Committee June 2017

Document Revision History	
Description	Date
Draft version 0.1 for consideration of ARIC	June 2017
Notes	

## POLICY

### PURPOSE

The objective of this policy is to define the parameters for Related Party Transactions and the level of disclosure and reporting required for Council to achieve compliance with the *Australian Accounting Standard AASB 124 - Related Party Disclosures*.

### BACKGROUND AND RELATED LEGISLATION

- Australian Accounting Standard AASB 124 - Related Party Disclosures.
- Code of Accounting Practice and Financial Reporting (Update 25) General Purpose Financial Statements – Note 28

### SCOPE

This policy applies to related parties of Council and related party transactions with Council, as defined within this policy.

### DEFINITIONS

To assist in interpretation, the following definitions apply:

Term	Definition
<b>AASB 124</b>	The Australian Accounting Standards Board, Related Party Disclosures Standard.
<b>Arm's length transaction</b>	A transaction between two related parties that is conducted as if they were unrelated, so that there is no question of conflict of interest. That is, the transaction is consistent with what would result from: <ul style="list-style-type: none"> <li>• neither party bearing the other any special duty or obligation;</li> <li>• the parties being unrelated and uninfluenced by the other; and</li> <li>• each party having acted in its own interest.</li> </ul>
<b>Close members of the family of a person</b>	In relation to a key management person, those family members who may be expected to influence, or be influenced by, that person in their dealings with the Council, including: <ul style="list-style-type: none"> <li>• that person's children and spouse or domestic partner;</li> <li>• children of that person's spouse or domestic partner; and</li> <li>• dependants of that person or that person's spouse or domestic partner.</li> </ul> For the purpose of AASB124, close family members could include extended members of a family (such as, without limitation, parents, siblings, grandparents, uncles/aunts or cousins) if they could be expected to influence, or be influenced by, the key management person in their dealings with Council.
<b>Control</b>	The power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. Control of an entity is present when there is: <ul style="list-style-type: none"> <li>• power over the entity;</li> </ul>

	<ul style="list-style-type: none"> <li>• exposure or rights to variable returns from involvement with the entity; and</li> <li>• the ability to use power over the entity to affect the amount of returns received.</li> </ul>
<b>Entity</b>	Can include a body corporate, a partnership or a trust, incorporated association, or unincorporated group or body.
<b>Joint control</b>	The contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.
<b>Key management personnel</b>	Those persons having authority and responsibility for planning, directing and controlling the activities of Council, either directly or indirectly. Specifically, key management personnel of Council are: <ul style="list-style-type: none"> <li>• Councillors (including the Mayor and Deputy Mayor);</li> <li>• General Manager;</li> <li>• Directors</li> <li>• Relevant Managers</li> </ul>
<b>Key management personnel compensation</b>	All forms of consideration paid, payable, or provided in exchange for services provided, and including: <ul style="list-style-type: none"> <li>• short-term employee benefits, such as wages, salaries and social security contributions, paid annual leave and paid sick leave, profit sharing and bonuses (if payable within twelve months of the end of the period) and non-monetary benefits (such as medical care, housing, cars and free and subsidised goods or services) for current employees;</li> <li>• post-employment benefits such as pensions, other retirement benefits, postemployment life insurance and post-employment medical care;</li> <li>• other long-term employee benefits, including long-service leave or sabbatical leave, jubilee or other long-service benefits, long-term disability benefits and, if they are not payable wholly within twelve months after the end of the period, profit sharing, bonuses and deferred compensation; and</li> <li>• termination benefits.</li> </ul>
<b>Material (materiality)</b>	The assessment of whether omitting or misstating the transaction, either individually or in aggregate with other transactions, could influence decisions that users make on the basis of Council's financial statements. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances. The size or nature of the item, or a combination of both, could be the determining factor.
<b>Ordinary citizen transaction</b>	A transaction that an ordinary citizen would undertake with Council, which is undertaken on an arm's length basis and in the ordinary course of carrying out Council's functions and activities. For the purpose of this policy, any ordinary citizen transaction where the aggregate amount involved will be expected to exceed \$10,000 in any financial year is considered to be material and will be disclosed in the annual financial statements.

<p><b>Ordinary citizen transaction (continued)</b></p>	<p>With regard to key management personnel and their close family members, examples of ordinary citizen transactions assessed as unlikely to be material in nature (unless the aggregate amount exceeds \$10,000 in a financial year) include:</p> <ul style="list-style-type: none"> <li>• paying rates and utility charges;</li> <li>• parking fees at rates available to the general public;</li> <li>• paying fines on normal terms and conditions;</li> <li>• pet registration fees; and</li> <li>• using Council's public facilities after paying the corresponding fees or where those facilities are available to members of the public for free.</li> </ul> <p>Transactions which are not to be considered ordinary citizen transactions include:</p> <ul style="list-style-type: none"> <li>• infrastructure charges;</li> <li>• lease agreements;</li> <li>• awarding of contracts; and</li> <li>• the purchase of goods, regardless of conditions.</li> </ul>
<p><b>Related party</b></p>	<p>Defined in the Policy below.</p>
<p><b>Related party transaction</b></p>	<p>A transfer of resources, services or obligations between a Council and a related party, regardless of whether a price is charged. For the purpose of AASB 124, transactions with related parties of Council which are non-material ordinary citizen transactions will not be captured or reported on.</p>

**POLICY**

Council is committed to responsible corporate governance, including compliance with laws and regulations governing related party transactions.

Related party relationships are a normal feature of commerce and business. For example, entities frequently carry on parts of their activities through subsidiaries, joint ventures and associates. In those circumstances, there is the possibility of the entity having the ability to affect the financial and operating policies of Council through the presence of control, joint control or significant influence.

A related party relationship could influence the normal business operations of Council even if related party transactions do not occur. The mere existence of the relationship may be sufficient to affect the transactions of the Council with other parties. Alternatively, one party may refrain from trading with Council because of the significant influence of another – for example, a local supplier may be instructed by its parent not to engage in supplying goods to Council.

For these reasons, knowledge of Council's transactions and outstanding balances (including commitments and relationships with related parties) may affect assessments of Council's operations.

AASB 124 provides that Council must disclose all material and significant related party transactions and outstanding balances, including commitments, in its annual financial statements. Generally, disclosure will only be made where a transaction has occurred between Council and a related party of Council. In addition, the transaction must be material in nature or size when considered individually or collectively. These disclosures will be reported in the annual statements in an aggregate amount without disclosing any details of the actual transactions.

To enable Council to comply with AASB 124, Council's key management personnel are required to declare full details of any related party transactions, other than those defined in this policy as a non-material ordinary citizen transaction. Such information will be retained and reported, where necessary, in Council's annual financial statements.

### Related Parties

For the purpose of this policy, related parties of Council are:

- entities related to Council;
- key management personnel of Council;
- close family members of key management personnel; and
- entities or persons that are controlled or jointly controlled by key management personnel, or their close family members.

Also, a person or entity is a related party of Council if any of the following apply:

- they are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
- they are an associate or belong to a joint venture of which Council is part of;
- they and Council are joint ventures of the same third party;
- they are part of a joint venture of a third party and Council is an associate of the third party;
- they are a post-employment benefit plan for the benefit of employees of either Council or an entity related to Council;
- they are controlled or jointly controlled by close members of the family of a person;
- they are identified as a close member of the family of a person with significant influence over Council or a close member of the family of a person who is a key management person of Council; or
- they or any member of a group of which they are a part, provide key management personnel services to Council.

### Entities related to Council

Entities controlled by Council, jointly controlled by Council or over which Council has significant influence are related parties. If an entity holds, directly or indirectly (for example, through subsidiaries), 20% or more of the voting power, it is presumed that the entity has significant influence, unless it can be clearly demonstrated that this is not the case.

The existence of significant influence by Council is usually evidenced in one or more of the following ways:

- representation on the board of directors or equivalent governing body of the investee;
- participation in policy-making processes, including participation in decisions about dividends or other distributions;
- material transactions between the entity and its investee;
- interchange of managerial personnel; or
- provision of essential technical information.

Council will identify transactions with these entities and may need to make extra disclosure about them in Council's annual financial statements.

#### **Related Party Transactions**

Related party transactions (excluding non-material ordinary citizen transactions) are required to be disclosed, regardless of whether a price is charged. Such transactions may include:

- purchase or sale of goods (finished or unfinished);
- purchase or sale of property and other assets;
- rendering or receiving services;
- leases;
- transfers of research and development;
- transfers under licence agreements;
- transfers under finance arrangements (including loans and equity contributions in cash or in kind);
- provision of guarantees or collateral;
- commitments to do something if a particular event occurs or does not occur in the future, including executory contracts (recognised and unrecognised);
- quotations and/or tenders;
- commitments; and
- settlements of liabilities on behalf of Council or by Council on behalf of the related party.

Key management personnel compensation is also required to be disclosed, on an aggregate basis only.

Transactions with related parties will be identified through self-assessment to be notified to Council by key management personnel.

#### **Disclosure Requirements**

AASB 124 provides that Council must disclose all material and significant related party transactions in its annual financial statements by aggregate or general description and include the following detail:



- the nature of the related party relationship; and
- relevant information about the transactions including:
  - the amount of the transaction;
  - the amount of outstanding balances, including commitments, and
    - their terms and conditions, including whether they are secured, and the nature of the consideration to be provided in the settlement; and
    - details of any guarantee given or received;
  - provision for doubtful debts related to the amount of outstanding balances; and
  - the expense recognised during the period in respect of bad or doubtful debts due from related parties.

When assessing whether such transactions are significant, the closeness of the related party relationship shall be considered as will other factors relevant in establishing the level of significance of the transaction such as whether it is:

- significant in terms of size;
- carried out on non-market terms;
- outside normal day-to-day Council operations;
- disclosed to regulatory or supervisory authorities;
- reported to senior management;
- subject to Council approval.

Regard must also be given to transactions that are collectively but not individually significant.

Disclosures that related party transactions were made on terms equivalent to an arm's length transaction can only be made if such terms can be substantiated.

Prior to preparing the disclosure in the council's annual financial statements all related party transactions should be assessed for materiality. Transactions that are not considered material will not need to be disclosed.

#### **Identifying Related Party Transactions with Key Management Personnel and their Close Family Members**

The method for identifying the close family members and associated entities of key management personnel will be by self-assessment. All key management personnel are responsible for self-assessing their own related parties on at least an annual basis. Key management personnel are responsible for informing the General Manager when any changes to those related parties occur outside of those times. The self-assessment will be recorded on the prescribed Related Party Declaration Form (RPD Form).

The completed RPD Form must be provided to the General Manager by no later than the following periods during a financial year (the specified notification period):

- 30 days after the commencement of the application of this policy;
- 30 days after a key management person commences their term of employment with Council;

- 30 days after there is a change to the close family members and associated entities of key management personnel;
- 30 June.

If it is brought to Council's attention that any related party of a key management person has not been declared, an immediate review will be triggered, and the effected key management person will be required to review their existing declaration.

Key management personnel must also complete a Related Party Transactions Notification (RPT Notification) using the prescribed form, notifying any related party transactions between Council and either themselves, their close family members or entities controlled or jointly controlled by them or any of their close family members. This notification requirement does not apply to ordinary citizen transactions which are not material, or to key management personnel compensation which will be captured separately by Finance staff (eg Councillor X uses Council's public swimming pool throughout the summer and pays the standard entry fee to access the facility is an ordinary citizen transaction).

The completed RPT Notification must be provided to the General Manager by no later than 30 June, for related party transactions during that financial year.

At least 30 days before a specified notification period, the Manager Governance and Risk Services will provide key management personnel with a RPD Form and/or RPT Notification, as applicable. These forms will also be provided at the end of each month throughout the year to allow the KMP to cumulatively complete the annual return.

#### **Registers of Related Parties and Related Party Transactions**

The Manager Governance and Risk Services will maintain a register of existing key management personnel related party declarations.

The Manager Governance and Risk Services will also maintain and keep up-to-date a register of related party transactions that captures and records the specified information for each existing or potential related party transaction during a financial year.

The contents of the register of related party transactions must detail for each related party transaction:

- the description of the related party transaction;
- the name of the related party;
- the nature of the related party's relationship with Council;
- whether the notified related party transaction is existing or potential;
- a description of the transactional documents the subject of the related party transaction; and
- the information specified in this policy under the heading *Disclosure Requirements*.

### Privacy

Information provided by key management personnel and other related parties shall be held by Council for the purpose of compliance with Council's legal obligations under AASB 124 and shall be otherwise disclosed only where required by the *Government Information (Public Access) Act 2009* and *Privacy and Personal Information Protection Act 1998*.

Affected parties are entitled to access their personal information held by Council. They can also request that Council amends their personal information to ensure that it is accurate and, with regard to the purpose for which the information was collected, is relevant, up-to-date, complete and not misleading.

### Review

This policy will be reviewed periodically every two years from the date of adoption and whenever any of the following events occur:

- a corporate restructure occurs impacting key management personnel;
- relevant legislation or policy is amended or replaced;
- other circumstances as determined from time to time by a resolution of Council; or
- changes to the Local Government Code of Accounting Practice and Financial Reporting.

### RESPONSIBILITIES

Responsibilities for implementing this policy are shared between Councillors, Executive and relevant staff as follows:

#### Councillors, Executive and Relevant Managers

- Comply with this policy by identifying and self-reporting details of related parties and related party transactions to the Manager Governance and Risk Services.

#### Manager Governance and Risk Services

- Provide advice and assistance to Councillors, Executive and Relevant Managers in relation to this policy. It should be noted that holders of Key Management Positions as defined in this policy, may consider obtaining independent legal advice in the completion of the required disclosures
- Maintain a register for each of related party declarations and related party transactions.

#### Manager Financial Operations

- Disclose all material and significant related party transactions in Council's annual financial statements as stipulated by AASB 124.

**RELATED DOCUMENTS**

- Information Sheet For Key Management Personnel *(Under development)*
- Related Party Declaration Form
- Related Party Transactions Notification by Key Management Personnel

DRAFT

**KEY MANAGEMENT PERSONNEL**  
**Related Party Declaration**  
**2016/2017**



Private and Confidential	
Related Party Declaration by Key Management Personnel (KMP)	
Name of Key Management Person:	
Position of Key Management Person:	
List details of close family member, entities that are controlled/jointly controlled by you and entities that are controlled/jointly controlled by close family members <i>(Please refer to definitions in Related Party Disclosures Policy and consider the additional guidance provided in the Related Party Disclosures Information Sheet for KMP)</i>	
Name of person or entity	Relationship
I ..... (insert full name), ..... (insert position) declare that that the above list includes all my close family members and the entities controlled, or jointly controlled, by myself or my close family members. I make this declaration after reading the Council's Related Party Disclosures Policy which details the meaning of the words 'close family members' and 'entities controlled, or jointly controlled, by myself or my close family members'.	
Declared at:	(insert place)
on the	(insert date)
Signature of KMP:	

**RELATED PARTY TRANSACTIONS**

**NOTIFICATION BY**

**KEY MANAGEMENT PERSONNEL**



Name of Key Management Person: \_\_\_\_\_

Position of Key Management Person: \_\_\_\_\_

*Please read the Related Party Disclosure Policy which explains what a related party transaction is and the purposes for which Council is collecting, and will use and disclose, the related party information provided by you in this notification.*

*Please Complete either Section 1 or Section 2*

**Section 1 (Please tick if applicable)**

No related party transactions have been carried out in the past 6 month period and I am not aware of any related party transactions anticipated in the future.

**Section 2**

Please complete the table attached for each related party transaction with Council that you, or a close member of your family, or an entity related to you or a close member of your family:

- a) has previously entered into and which will continue in the future, or
- b) has entered into, or is reasonably likely to enter into, in the future.

**Notification**

I, (Name) \_\_\_\_\_, (Position) \_\_\_\_\_ notify that,

to the best of my knowledge, information and belief, as at the date of this notification, the above list and attachments, if any, includes all existing and potential related party transactions with Council involving myself, close members of my family, or entities controlled or jointly controlled by me or close members of my family, relevant to the reporting period.

I make this notification after reading the Related Party Disclosure Policy provided by Dubbo Regional Council, which details the meaning of the words "related party", "related party transaction", "close members of the family of a person" and, in relation to an entity, "control" or "joint control" and the purposes for which this information will be used and disclosed.

I permit access to this information for the purpose of compliance with Council's legal obligations and disclosure.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Description of Related Party Transaction	Is transaction existing or potential?	Tick box if transaction is financial in nature	Related Party's Name (Individual or Entity) Include ABN if known	Relationship with Related Party	Description of Transaction Documents or Changes to the Related Party Relationship
		<input type="checkbox"/>			
		<input type="checkbox"/>			
		<input type="checkbox"/>			
		<input type="checkbox"/>			
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Note:- Please attach additional pages if not enough room supplied above as well as any supporting information that would be useful in the assessment of these related party transactions.

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/16**



## **REPORT: Contract Payments and Contract Variations 1 July 2016 to 31 March 2017**

**AUTHOR:** Manager Financial Accounting Services  
**REPORT DATE:** 17 May 2017  
**TRIM REFERENCE:** ID17/805

### **EXECUTIVE SUMMARY**

Included in this report is information regarding the number of creditors paid more than \$150,000 in the 2017 Financial Year 1 July 2016 to 31 December 2016, with no written contract, statistics on the number and value of invoices where the invoice date was before the order creation date and also the number of contracts where the original contract value was exceeded.

As resolved at the former Dubbo City Council's Audit and Risk Management Committee meeting held on 16 March 2015, this report includes a breakup by Division of:

- Number of creditors paid \$150,000 or more for materials with no contract.
- Number of contracts where original contact value was exceeded.

### **ORGANISATIONAL VALUES**

Customer Focused: The report highlights where orders are not being issued to Council's suppliers, which can delay payment to the supplier.

Integrity: This report directly addresses internal controls over purchasing, and potentially highlights deficiencies in Council's processes.

One Team: Not addressed in this report.

### **FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report.

### **POLICY IMPLICATIONS**

There are no policy implications arising from this report.



AUDIT, RISK AND IMPROVEMENT COMMITTEE  
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**ARIC17/16**

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**RECOMMENDATION**

That the information contained within the report of the Manager Financial Accounting Services dated 17 May 2017 be noted.

*Wayne Sonneman*  
Manager Financial Accounting Services

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/16**

**BACKGROUND**

At the former Dubbo City Council's Audit and Risk Management Committee Meeting of 22 March 2013, it was resolved that a report be provided to the Committee on a quarterly basis setting out:

- (a) The number of creditors who are paid \$150,000 or more for materials year to date (excluding payments for loan funding, superannuation and other statutory payments) reported by Division.
- (b) The number of orders and percentage of total orders where creation date was later than the invoice date for the last financial year reported by Division.
- (c) The number of contracts where the original contract value was exceeded for the last financial year by Division.

It was further resolved at the former Dubbo City Council's Audit and Risk Management Committee Meeting of 16 March 2015, that information be provided to the Committee relating to breakup by Division of:

- Number of creditors paid \$150,000 or more for materials with no written contract.
- Number of contracts where original contact value was exceeded.

The information requested is provided below for the 2017 financial year to 31 December 2016.

**REPORT**

The following report details the statistics to 31 December 2016.

- (a) **Number of creditors who are paid \$150,000 or more for materials and services in the financial year to 31 December 2016 with no written contract:**

There were 7 suppliers paid a total of over \$150,000 for materials and services in the 2017 financial year to date that had no contract in place.

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
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**ARIC17/16**

(b) The number of orders and percentage of total orders where the creation date was later than the invoice date for the 2017 financial year, by Division was:

	Number of Orders Raised After Invoice Date	Total Number of Orders Raised by Division	% of Orders After Invoice to Total Orders - By Division
Division	YTD 31 March 2017	YTD 31 March 2017	YTD 31 March 2017
Community Services	163	1,065	15%
Corporate Development	318	1,551	21%
Environmental Services	29	167	17%
Organisational Services	280	1,329	21%
Parks & Landcare	219	1,963	11%
Technical Services	435	4,479	10%
<b>Total</b>	<b>1,444</b>	<b>10,558</b>	<b>14%</b>

These figures show a significant improvement in terms of the percentage of orders written after the invoice date. In this regard, the 2012/2013 figure was 35.3%, 2013/2014 the figure was 29%, the 2014/2015 figure was 20% and the 2015/2016 figure was 11%. This issue continues to be a work in progress.

It should be noted that there is no Wellington Branch detail included in the above report. It has been discovered that the processing methods used in Wellington do not facilitate extraction of the required information. Procedures are being changed to ensure that all Wellington orders and invoices will be included in future.

(c) The number of contracts where the original contract value was exceeded for the current financial year, by Division.

For the 2017 financial year to date (31 March 2017) there were 8 contracts that have been finalised. There were 6 contracts where the original contract value was exceeded.

A breakup by Division for the 2017 financial year to date is as follows:

Division	Number of Contracts with Variation
Community Services	1
Technical Services	5
<b>Total</b>	<b>6</b>

Submitted for the information of the Audit, Risk and Improvement Committee.

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/17**



## **REPORT: Operation Jarek - Update on Actions to Date**

**AUTHOR:** Manager Financial Accounting Services  
**REPORT DATE:** 17 May 2017  
**TRIM REFERENCE:** ID17/806

### **EXECUTIVE SUMMARY**

This report provides an update to the Audit and Risk Management Committee on items that have been addressed from the initial Operation Jarek report that was adopted at the former Dubbo City Council Audit and Risk Management Committee meeting, held on 17 March 2014.

### **ORGANISATIONAL VALUES**

Customer Focused: This report addresses risks identified by Operation Jarek that potentially could cost Council in the form of perpetration of fraud.

Integrity: This report covers actions to improve the integrity of the procurement systems, processes and alert staff to situations that can place Council in a compromised position due to relational selling techniques employed by suppliers.

One Team: The implications of the operation Jarek require a united response across the entire 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 information contained within the report of the Manager Financial Accounting Services dated 17 May 2017 be noted.**

*Wayne Sonneman*  
Manager Financial Accounting Services

AUDIT, RISK AND IMPROVEMENT COMMITTEE  
1 JUNE 2017

**ARIC17/17**

**BACKGROUND**

Following the Independent Commission Against Corruption's (ICAC) investigation into Local Government procurement processes, a report was produced on the review, named Operation Jarek. This report included 15 recommendations on how councils could improve their operations to reduce the risk of fraud and corruption in the area of purchasing and procurement. A report was presented to the former Dubbo City Council's Audit and Risk Management Committee held on 17 March 2014 on Council's proposed response to the ICAC recommendations.

This report omits previously completed action items, and only reports on actions taken since last report and outstanding items.

**REPORT**

Set out below are the recommendations in relation to the ICAC Report and recommended actions in response to the issues raised.

**ICAC Recommendation 2 – That Council develop a proactive and comprehensive supplier engagement framework.**

Actions still to be completed – Online registration of potential suppliers. This is identified in the Procurement Roadmap as part of Item 18 (6 – 12 months) Development of a Procurement Intranet site.

Actions still to be completed – Strategy and timeframe for the implementation of the Risk Treatment Plans for identified risks. Part of the risk management strategy around procurement is identified as Item 10 on the Procurement Roadmap – Define System Requirements to Support Procurement Process, which will involve development of the Online Requisitioning system and Accounts Payable workflows. Implementation of Online Requisitioning has commenced as part of the Civica Authority Enterprise Reporting System merger of the Dubbo and Wellington systems project and will go live on 9 June 2017.

**Recommendation 7 – That Council analyse their procurement processes to identify points of corruption risk and take steps to improve the design of their procurement processes.**

Actions Completed: A review of risks has been completed by the Manager Governance and Risk as part of the Enterprise Risk Management Review.

Actions still to be completed – Strategy and timeframe for the implementation of the Risk Treatment Plans for identified risks. Part of the risk management strategy around procurement is identified as Item 10 on the Procurement Roadmap – Define System Requirements to Support Procurement Process, which will involve development of the Online Requisitioning system and Accounts Payable workflows. Implementation of Online

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Requisitioning has commenced as part of Civica Authority Enterprise Reporting System merger of the Dubbo and Wellington systems project and will go live on 9 June 2017.

Target date: 9 June 2017

**Recommendation 8 – That Council consider introducing e-procurement as an efficient method of controlling possible vulnerabilities in their system.**

Actions still to be completed – Implement Online Requisitioning System, see comments in Recommendation 7, and implement Procedure to Pay within the Authority purchasing Accounts Payable system to streamline payment processing.

Implement automatic email of Purchase Order to supplier. This is on track to be delivered in conjunction with the Authority merger.

Target Date: 1 July 2017

**Recommendation 9 – That Council review which reports are available to the managers of stores and ensure they can generate a report showing the orders placed by any individual across all cost centres.**

Actions still to be completed – A report containing this information will be developed in conjunction with the implementation of the Online Requisitioning system.

Target Date: 1 July 2017

**Recommendation 10 – That Council analyse inventory management systems with a view to improving controls and reducing waste.**

Actions still to be completed – Implementation of management of stock through reports on stock usage and minimum and maximum order levels.

Target Date: 30 August 2017

**SUMMARY**

Outlined above are the actions completed to date in response to the Operation Jarek recommendations by ICAC, and actions outstanding with proposed timeframes to address the issue. A further report will be submitted to the next meeting of the Audit and Risk Management Committee detailing further actions which have been completed.



## REPORT: Progress on Merger Projects

**AUTHOR:** Interim General Manager  
**REPORT DATE:** 20 June 2017  
**TRIM REFERENCE:** ID17/1017

### EXECUTIVE SUMMARY

Each month a report is submitted to Council providing an update on the significant number of projects related to the merger. It should be recalled that projects can be grouped into the following dominant streams:

- Financial and Operating Systems
- Information Technology
- Organisational Design (includes Human Resources)
- Service Review
- Communication
- Customer Service

The progress of major projects within those streams are:

#### **Corporate Business System Merger – Authority**

The project is on track with two rounds of user acceptance testing conducted in April/May 2017. User acceptance testing involves the testing of daily, monthly and yearly business processes to ensure they function as expected with the data migrated from the Dubbo and Wellington environments. Property, Water Billing, Rates, Accounts Receivable, Plant, Inventory, Accounts Payable and Application processes have been tested with no significant issues noted.

Payroll user acceptance testing will be undertaken in the form of two parallel payroll cycles. Timesheet data is keyed into both the existing Dubbo City and Wellington Council systems as well as the consolidated Dubbo Regional Council test system. At the time of writing this report, Payroll staff have completed the first parallel payroll run with no significant issues noted. Payroll will now undertake a second parallel run noting that the pay cycle for Dubbo employee's will be changing to a fortnightly cycle early July 2017.

Online Requisitions are scheduled to go live in late June 2017 in the existing Dubbo system. End user training was undertaken in both Dubbo and Wellington in the week of 22 May 2017.

Several "Go Live" planning sessions have been held in relation to the development of a detailed migration plan for the cutover to the consolidated system. At the time of writing this report, it is proposed the Authority and Content Manager systems will be unavailable between 5pm Tuesday 27 June 2017 until 9am Monday 3 July 2017.

The project team is currently developing a number of manual processes to ensure that the impact to services is as minimal as possible during this period.

A brief snapshot of the migration timeline can be seen below.

Tuesday 27 May 2017 5pm	End of year processes
Wednesday 28 May 2017	Data Migration (Civica/Information Pro/IT)
Thursday 29 May 2017	Data Migration (Civica/Information Pro/IT)
Friday 30 May 2017	Data Migration Testing (Project Staff)
Saturday 1 July 2017	User Acceptance Testing (Project Staff)
Sunday 2 July 2017 AM	End of year processing (Rates/Water Billing)
Sunday 2 July 2017 PM	Catch up – Receipting/Application Processing etc
Monday 3 July 2017	Go Live

### **Corporate Electronic Document Management Merger (HP TRIM)**

Information Management have engaged The Proficiency Group Pty Ltd to assist with the amalgamation of the former Dubbo City and Wellington councils document management systems.

Both the Records Manager 8 at Dubbo and the TRIM 7 environment at Wellington were upgraded to Content Manager 9 in April 2017. Upgrading to the newer version prior to July was considered advantageous as it minimises the amount of change to occur on 3 July 2017. The systems will continue to operate independently until 3 July 2017.

The amalgamation of the EDMS is similar to that of Authority, detailed data migration and user acceptance testing is currently being performed by Corporate Information staff and key users throughout the organisation. No significant issues have been identified to date.

### **Unified Communications System/Telecommunications**

Council has engaged Outcomex Pty Ltd to supply and install a Unified Communications solution from Cisco Systems.

Information Management staff are currently working through the design phase of the project and are preparing a detailed project plan. Due to the merger of Authority and TRIM it is proposed the rollout of this platform will be undertaken in September 2017.

### **Geographical Information System**

Council engaged AAM Pty Ltd to supply aerial photography for the amalgamated local government area. Council has received the 5cm imagery covering the Dubbo and Wellington area however is still awaiting the 20cm imagery of the entire LGA. It is expected AAM will finish processing the data and then supply it to Council during June 2017. Subsequently, the data will be loaded into the GIS and made available to staff in early July 2017.

### **Standard Operating Environment**

Council's fleet of approximately 450 desktop and laptop computers is due to be replaced. Information Management called for quotations for the supply and installation of a virtual desktop infrastructure in late 2016, subsequently appropriate server, storage and desktop infrastructure has been procured for the first round of replacements.



Information Management intends to offer additional hardware options to cater for the increased number of mobile field workers and those regularly working between offices (i.e. Dubbo and Wellington). Managers will be able to select between virtual desktops, traditional laptops and hybrid tablet/laptop computers (Microsoft Surface).

The deployment of the first batch of computers is progressing. Due to the impending go live of a consolidated Authority and TRIM system, the focus has been the deployment of new computers in the Wellington environment to ensure all staff can easily access the consolidated business systems.

Approximately 50 computers have been replaced to date.

### Stronger Communities – Community Projects Round 1

Round 1 community grants allocated under the Stronger Communities Fund which resulted in \$349,580 being allocated to 23 projects across the local government area from 106 applications received.

The current status of the projects, as at 1 June, 2017, is:

	<b>Applicant</b>	<b>Amount</b>	<b>Project</b>	<b>Status</b>
1	Geurie Memorial Hall	\$12,250	Installation reverse cycle air-conditioning	Completed/Acquittal received
2	Dubbo City Croquet Club	\$2,002	Purchase 6 new croquet mallets	Completed
3	Dubbo Running Festival Inc	\$16,400	Erect 12 lighting poles along Tracker Riley Cycleway	Completed/Acquittal received
4	Orana Broadcasters	\$10,000	Funding equipment for Radio Station DC-FM88.9	Completed/Acquittal received
5	Wellington Westhaven Contact Group Inc	\$29,105	Replacement Westhaven bus	Completed
6	Wellington Junior Soccer Club Inc	\$16,200	Upgrade toilet facilities at Pioneer Park & purchase portable goal posts	Goal posts purchased, waiting on council raise PO for toilet upgrade
7	Emmanuel Care Inc	\$7,500	Buninyong Conversational English Playgroup	Completed/Acquittal received
8	Wellington Amateur Theatrical Society Inc	\$10,580	Upgrade wireless equipment & purchase 6 metal clothing racks	Completed/Acquittal received
9	Stuart Town Advancement Association Inc	\$22,328	Construction open air stage at Moxon Park	Completed/Acquittal received
10	Dubbo Rescue	\$6,500	Replace tools & equipment	Completed

	Squad Inc			
11	Wellington Amateur Swimming Club	\$15,293	Purchase timing system	Completed/Acquittal received
12	Dubbo Show Society	\$25,000	Purchase transportable ablution blocks	Partial completion
13	Euchareena Village Progress Association Inc	\$38,400	Replacement water pipes for village water supply	Completed/Acquittal received
14	Mount Arthur Reserve Trust	\$3,586	Upgrade Trig/Waterloo trails	Completed/Acquittal received
15	Uniting NSW	\$29,392	Learner driver programme	Completed
16	South Dubbo Cricket Club	\$21,000	Additional 2 cricket nets at Lady Cutler East Park	99% completed
17	Dubbo & District Parent Support Group for Deaf/Hearing Impaired Inc	\$4,000	Purchase audiology equipment	Completed/Acquittal received
18	Orana Support Service Inc	\$23,500	West Dubbo Project expansion to operate 5 nights per week	Commenced, looking to secure alternate location to expand service asap
19	Eumungerie & District Recreation Association Inc	\$22,735	Upgrade canteen facilities, extend storage facilities, purchase rainwater tanks & construction cricket nets	Commenced
20	Binjang Community Radio	\$10,050	Replacement studio computer network equipment	Completed/Acquittal received
21	Dubbo Westside Rugby League Football Club	\$7,700	Free training/learning opportunities in sports trainer & league safe courses	No Response
22	Wongarbon Branch CWA NSW	\$10,215	Upgrade fence & painting building	Completed/Acquittal received
23	Talbragar Branch CWA NSW	\$5,844	Maintenance to hall and surrounds	Completed/Acquittal received

In acquitting the funds for the above projects, recipients are required to complete an acquittal form and supply supporting documentations such as invoices/receipts and photographs.

### Stronger Communities – Community Projects Round 2

Round 2 closed on 26 May 2017 and 44 applications were received. The assessment panel as defined by the Stronger Communities Fund guidelines being the Regional Coordinator of the Department of Premier and Cabinet, the Administrator, a representative of the local State MP and Council's independent auditor have been scheduled to review applications and determine projects that will receive funding in coming weeks.

### **Organisational Redesign**

The external recruitment for senior staff positions was completed by LG Management Solutions (LGNSW) for four of the five senior staff positions. Council is readvertising in respect of the Director Infrastructure and Operations.

The draft Organisational structure four week staff consultation period closed on 29 May 2017. Various submissions were received and the General Manager, Directors and Human Resources team have reviewed such submissions and assessed potential changes to draft structure.

In July 2017 the populating of the organisational structure below Director level will commence.

It should be remembered that it is legislated that there shall be no forced redundancies until 12 May 2019.

### **Salary Structure**

A new salary structure has been adopted for staff below manager level. The salary structure for the managerial level is on track for completion to enable managers' positions to be filled during July 2017.

It should be noted that under the Award that relates to local government employees, staff who are direct or laterally transferred to a position within the new structure will maintain existing terms and conditions. Staff who obtain a new position through an internal merit based recruitment process shall accept the terms and conditions of the new position including remuneration based on the new salary structure.

### **Fuel Management system**

From 3 July 2017 the former Dubbo City and Wellington councils' fuel systems will be merged. The merging of the systems will allow a user to fill at either depot with a single key. As well as the fuel system merger, Council will be standardising the fuel cards to a Caltex Star card, and these will be issued with the new fuel key.

This represents another relatively small but essential element of truly integrating the former Wellington and Dubbo City operations. It will create efficiencies in terms of administration and for staff who are required to travel across the LGA.

### **ORGANISATIONAL VALUES**

Customer Focused: Whilst the merger projects take place, Council is focused on providing services to the community as it would be doing prior to the merger. It should be noted that this is taking place whilst very complex tasks such as integrating budgets/revenue policies, information technology systems and asset management information collation/collection is being undertaken.

Integrity: For the significant expenditure items, Council is ensuring it is abiding by relevant and purchasing procedures. This ensures Council is seeking best value for money and is able to acquit its expenditure against the New Council Implementation Fund in line with NSW Government guidelines.

One Team: A large number of projects require differing branches of Council to work together efficiently in order for the project milestones to be met. The Corporate Business System is a very relevant example requiring cooperation across the organisation to enable project delivery by 3 July 2017.

#### **FINANCIAL IMPLICATIONS**

It should be noted the Implementation costs are funded by the NSW Government New Council Implementation Fund (\$5 million). The Stronger Communities projects are funded by the NSW Government under the Stronger Communities Fund (\$10 million).

#### **POLICY IMPLICATIONS**

There are no policy implications arising from this report.

#### **RECOMMENDATION**

**That the information contained within the report of the Interim General Manager dated 20 June 2017 be noted.**

*Mark Riley*  
Interim General Manager



DUBBO REGIONAL  
COUNCIL

## REPORT: The Making of the Rates and Charges for 2017/2018

AUTHOR: Revenue Accountant  
REPORT DATE: 12 June 2017  
TRIM REFERENCE: ID17/948

### EXECUTIVE SUMMARY

I advise that in accordance with the requirements of Section 405 of the Local Government Act 1993, Council's 2017/2018 draft Operational Plan was placed on public exhibition from 5 May 2017 until 2 June 2017 where the public was invited to make submissions. The draft 2017/2018 Operational Plan and Budget included statements with respect to Council's revenue policy for the next year and in particular:

- *a statement with respect to each ordinary rate proposed to be levied*
- *a statement with respect to each charge proposed to be levied*

The above has enabled Council to comply with the provisions of Section 532 of the Local Government Act 1993 which provides that a Council must not make a rate or charge until it has given public notice of its draft Operational Plan for the year for which the rate or charge is to be made and has considered any matters concerning the draft Operational Plan (in accordance with Section 405).

Section 534 of the Local Government Act 1993 provides that each rate or charge is to be made for a specific year, being the year in which the rate or charge is made or the next year and Section 535 provides that a rate or charge is made by resolution of Council.

The four year Rate Path Freeze, as previously announced by the NSW Government as part of the council merger process, is to maintain the rate path last applied to rateable land by the relevant former council. A determination applies to the levying of rates by the new council for the three rating years immediately following the rating year for which the relevant proclamation makes provision for the levying of rates. The Local Government Amendment (Rates-Merged Council Areas) Bill 2017 [NSW] Schedule 1 Amendment of Local Government Act 1993 No 30, Section 218CB, provides for this. This amendment to the act prevents the harmonisation of rates across the new merged council areas until 2020.

Given that it is necessary for Council to specifically resolve to make a rate and charge, this report provides the necessary draft resolutions to be adopted in order to comply with the requirements of the Local Government Act 1993.

### ORGANISATIONAL VALUES

Customer Focused: The determination of Rates and Charges provides the required income for Council to deliver services to the community.

Integrity: This report ensures the Council is transparent in determining rates and charges payable each year.

One Team: The development of the Rates and Charges Structure represents a significant level of team work across all Divisions of Council.

### FINANCIAL IMPLICATIONS

Financial implications arising from this report are detailed in Council's 2017/2018 Operational Plan and Budget.

### POLICY IMPLICATIONS

There are no policy implications arising from this report.

### RECOMMENDATION

**That the draft attached resolutions as outlined in the report of the Revenue Accountant dated 12 June 2017 be adopted.**

*Bronwyn Maxwell*  
Revenue Accountant

REPORT

**Resolution 1:**

That WHEREAS the 2017/2018 Draft Operational Plan was adopted by the Council on 1 May 2017, and WHEREAS public notice of the 2017/2018 Draft Operational Plan was given as per Section 405 of the Local Government Act 1993 in the form of a proactive media plan supported by an advertising campaign and online communications and WHEREAS a period of twenty eight (28) days has lapsed since the commencement of advertising on 5 May 2017 and Council has taken into consideration submissions made concerning the Draft Operational Plan and Budget, IT IS HEREBY RESOLVED that Council make the following Rates and Annual Charges for the year 2017/2018, and that such Rates and Annual Charges be the amount specified hereunder subject to the minimum and base amount per assessment specified in the Ordinary Rates table below:

Ordinary Rates (Section 494)	Ad Valorem (or Rate in \$) Amount	Minimum Amount	Base Amount
<b>Residential</b>			
<b>Residential - Ordinary</b> Applies to all residential properties within former Dubbo City Council outside the defined "Residential Urban Dubbo", "Village", "Firgrove" and "Richmond Estate" areas (as defined in Schedule A hereunder)	.5569	\$494.90	N/A
<b>Residential – Dubbo Urban</b> Applies all residential properties within the defined "Urban" area (as defined in Schedule A hereunder)	.8007	\$651.10	N/A
<b>Residential – Firgrove Estate</b> Applies to residential properties within the defined "Firgrove" development (as defined in Schedule A hereunder)	.6500	\$636.40	N/A
<b>Residential - Richmond Estate</b> Applies to residential properties within the defined "Richmond Estate" development (as defined in Schedule A hereunder)	.6500	\$636.40	N/A

<b>Residential - Village</b> <b>Applies to all residential properties within the defined "Village" areas of Ballimore, Brocklehurst, Eumungerie &amp; Wongarbon (as defined in Schedule A hereunder)</b>	.6137	\$513.15	N/A
<b>Residential - Ordinary Wellington</b> <b>Applies to all residential properties in the former Wellington Council area outside the defined Wellington Urban area or Village of Geurie (as defined in Schedule A hereunder)</b>	0.7766	N/A	\$314.00
<b>Residential - Wellington</b> <b>Applies to all residential properties within the Defined Wellington Urban area (as defined in Schedule A hereunder)</b>	1.1820	N/A	\$317.00
<b>Residential - Geurie</b> <b>Applies to all residential properties within the Village of Geurie (as defined in Schedule A hereunder)</b>	0.7787	N/A	\$213.00
<b>Business</b>			
<b>Business - Ordinary</b> <b>Applies to all business properties within former Dubbo City Council area except those within the defined "CBD" "East Dubbo", "Cobra Street" and "Wellington Road" areas</b>	1.1343	\$651.10	N/A
<b>Business - Central Business District</b> <b>Applies to all business properties within the defined "CBD" area</b>	3.1278	\$651.10	N/A
<b>Business - East Dubbo area</b> <b>Applies to all business properties within the defined "East Dubbo" area</b>	3.6670	\$651.10	N/A
<b>Business – Cobra Street</b> <b>Applies to all business properties within the defined "Cobra Street" bulky goods precinct</b>	3.6670	\$651.10	N/A



<b>Business - Wellington Road</b> Applies to all business properties within the defined "Wellington Road" area	3.6670	\$651.10	N/A
<b>Business – Ordinary Wellington</b> Applies to all business properties within the former Wellington Council outside town of Wellington	.9577	N/A	\$340.00
<b>Business – Wellington</b> Applies to all business properties within the town of Wellington	2.2884	N/A	\$208.00
<b>Farmland</b>			
<b>Farmland - Ordinary</b> Applies to all land which has been declared "Farmland" within the former Dubbo City Council area	.5275	\$346.10	N/A
<b>Farmland – Wellington</b> Applies to all land which has been declared "Farmland" within the former Wellington Council area	.6665	N/A	\$190.00
<b>Mining</b>			
<b>Mining – Ordinary</b> Applies to all land which has been declared "Mining" within the former Dubbo City Council area	6.0	\$505.60	N/A
<b>Mining - Wellington</b> Applies to all land which has been declared "Mining" within the former Wellington Council area	23.1498	\$597.20	N/A

Schedule A

Ordinary Rates Land to which rate applies

a. **Residential Ordinary**

All residential properties within the former Dubbo City Council area outside the defined "Residential Dubbo Urban", Village", "Firgrove" and "Richmond Estate" areas.

b. **Residential Dubbo Urban**

All residential properties declared "Residential Dubbo Urban" being in the area generally described as that part of the City of Dubbo which lies within an area bounded by Talbragar River, Old Gilgandra Road, Boothenba Road, Yarrandale Road, Cobbora Road, Bushland Drive, Buninyong Road, South Buninyong Road, Wellington Road, the western boundary of Lot 51 DP 612578, the eastern and southern boundary of Lot 2508 DP 1093568, eastern and southern boundary of Lot 2492 DP 623366, Sheraton Road, eastern & southern boundary of Lot 399 DP 1199356, Hennessy Drive inclusive of parcels south of Hennessy Drive described as Lots 7000, 7001 and 7002 DP 1139564, Old Dubbo Road, area on southern side of Macquarie Street zoned R2 to the Water Treatment Plant boundary, Macquarie River, southern boundary of Lot 16 DP 753233, Newell Highway, Blackbutt Road, Joira Road, Minore Road, Western Railway Line, area zoned IN2 on the western side of railway line bounded by Lot 7 DP 223428 Lot 52 DP 1028071 Lot 2 DP 1183095, Narromine Road, Dubbo Aerodrome, Blizzardfield Road, Bunglegumbie Road, northern and eastern boundary Lot 7 DP 250606, eastern boundary Lot 6 DP 250606, northern boundary Lot 5 DP 250606, Macquarie River, southern boundary Lot 261 DP 575016, Brisbane Street North Dubbo and Newell Highway.

c. **Residential - Firgrove**

All residential properties within the "Firgrove" development.

d. **Residential - Richmond**

All residential properties within the "Richmond Estate" development.

e. **Residential – Village**

All residential properties within the villages of Ballimore, Eumungerie and Wongarbone zoned RU5 (Village) under the Dubbo Local Environmental Plan 2011 and all residential properties declared Residential Village being in the area generally described as that part of Brocklehurst which lies within an area bounded by Wambianna Street, western boundary of Lots 147 & 148 DP 754328, northern boundary of Lot 1 DP 1001551 and the Newell Highway.

f. **Residential - Ordinary Wellington**

All residential properties within the former Wellington Council area outside the defined Residential Wellington area or Village of Geurie.

**g. Residential - Wellington**

All residential properties declared “Residential Wellington” being in the area generally described as that part of the town of Wellington which lies within an area bounded by Mitchell Highway, Goolma Road, western boundary of Lot 2 DP 806578, Macquarie River, McLeod Street, Warne Street, Marsh Street, Maughan Street, McLeod Street, southern boundary of Lots 3 & 4 DP 711299, western boundary of Lot 147 DP 756920, Western boundary of Lot 337 DP 728783, Charles Street, Pierce Street, Samuel Street, the western boundary of lots 68 and 69 DP 756920, Pierce Street, northern boundary of Lot 7002 DP 1020770, Barton Street, Belle Street, Curtis Street, Zouch Street, boundary of Lots 7 & 10 DP 783257, Maxwell Street, Bell River, southern and eastern boundary of Lot 31 DP 1099008, southern, eastern and northern boundary of Lot 289 DP 756920, Gobolion Street, Bell River, Macquarie River, Lay Street, Tollemache Street, eastern boundary of Lot 10 DP 1122385, southern and eastern boundary of Part Lot 2 DP 334986, Mitchell Highway.

**h. Residential - Geurie**

All residential properties declared “Residential Geurie” being in the area generally described as that the village of Geurie which lies within an area bounded Geurie Street, Greenbank Street, Lot 154 DP 754313, Fitzroy Street, Comobella Road, western boundary of Lots 195 & 196 DP 184019, Morley Street, Whitely Street, Cass Street, Old Dubbo Road and Mitchell Highway.

**i. Business Ordinary**

All “business” properties within the former Dubbo City Council area except those within the defined “Central Business District”, “East Dubbo”, “Cobra Street” and “Wellington Road” areas.

**j. Business - Central Business District**

All “business” properties within the area described as that part of the City of Dubbo which lies within the area bounded by Erskine Street, Darling Street, Cobra Street and the Macquarie River.

**k. Business - East Dubbo Area**

All “business” properties within the area bounded by Wheelers Lane, Birch Avenue, Windsor Parade and the Mitchell Highway.

**l. Business - Cobra Street Area**

All “business” properties zoned Business Development B5 fronting Cobra Street within the area bounded by the Molong Railway line to the west and the eastern boundary of Lot 121 DP1074142 and the eastern boundaries of Lot 21 DP 238576 and Lot 304 DP 754308 fronting Hawthorn Street.

- m. **Business - Wellington Road Area**  
All "business" properties zoned Business Development B5 in the area fronting Wellington Road known as "Blue Ridge Estate" within the area bounded by Sheraton Road to the west, Wellington Road (Mitchell Highway) to the north, the eastern boundary of Lot 4 DP 1144575 and Capital Drive to the east and Blueridge Drive and the Northern Boundary of Lot 2506 DP 1082413 as the southern boundary. Those properties to the south of Blueridge Drive will be re-categorised as Business Ordinary.
- n. **Business – Ordinary Wellington**  
All "business" properties within the former Wellington Council area outside the township of Wellington.
- o. **Business - Wellington**  
All "business" properties within the township of Wellington (as defined in the Residential Wellington sub-category).
- p. **Farmland Ordinary**  
All land which has been declared "farmland" within the former Dubbo City Council area.
- q. **Farmland - Wellington**  
All land which has been declared "farmland" within the former Wellington Council area.
- r. **Mining Ordinary**  
All land which has been declared "mining" within the former Dubbo Council area.
- s. **Mining - Wellington**  
All land which has been declared "mining" within the former Wellington Council area.

**ANNUAL CHARGES STATEMENT (Section 405(2))**

**DOMESTIC WASTE MANAGEMENT SERVICE CHARGE (SECTION 496)**

**Domestic Waste Management Service Charge – Dubbo Rateable properties Section 496(1)**

The annual Domestic Waste Management Service Charge for 2017/2018 is \$294.96 which is to apply to all residential properties in the area defined as Residential Dubbo Urban for rating purposes and the villages of Ballimore, Brocklehurst, Eumungerie and Wongarbon and those areas adjoining the Residential Dubbo Urban rating category which have been defined on a map marked for this purpose. The Domestic Waste Management Service Charge provides for a once weekly kerbside collection service of one 240 litre bin and a fortnightly kerbside collection and processing service for one 240 litre bin of mixed recycling. The charge also covers the costs of the provision and servicing of recycling facilities (in the form of a drop-off centre) at the JR Richards location within the City and specific waste and green waste bulk clean-up services.

Multiple unit dwellings situated on a single title property will be levied a Domestic Waste Management Service Charge for each unit for dwellings comprising up to and including eight (8) units. Multiple unit dwellings comprising more than eight (8) units will be levied (8) times the Domestic Waste Management Service Charge (\$2,359.68) plus one (1) Domestic Waste Management Service Charge for every two (2) unit dwellings in excess of eight (8) (rounded up to the next whole number in the case of an odd number of units).

**Domestic Waste Management Service Charge – Non Rateable properties – Dubbo  
Section 496(2)**

Under section 496(2) of the Local Government Act 1993 Council may make an annual charge for the provision of a domestic waste management service for a parcel of land that is exempt from rating if the service is available for that land and the owner of that land requests or agrees to the provision of the service to that land. The Domestic Waste Management Service charge – Non Rateable, is only applicable where the service is provided to domestic premises.

The annual charge for 2017/2018 is \$294.96 (GST Exempt) and this charge provides for a once weekly kerbside collection service of one 240 litre bin and a fortnightly kerbside collection and processing service for one 240 litre bin of mixed recycling.

**Domestic Waste Management Service Charge – Wellington**

A domestic waste management service is to be available to all residential properties in the defined Wellington kerbside collection area. The annual charge for 2017/2018 is \$347.00 and provides for a once weekly kerbside collection service of one 240 litre bin.

**Domestic Waste Charge - Vacant – Wellington**

A waste charge for 2017/2018 of \$140.00 is applicable to all vacant parcels of land within the defined Wellington kerbside collection area.

**ANNUAL CHARGES (SECTION 501)**

**Waste Management Service Charge – Dubbo**

A kerbside garbage collection service is available to all non-residential properties in the designated kerbside collection area. The annual charge will only be applied to those properties for which the service is provided.

The annual charge for 2017/2018 is \$310.00 (GST Exempt) which is applicable to all non residential properties to which the kerbside garbage collection service is provided. The Waste Management Service Charge provides for a once weekly kerbside collection service of one 240 litre bin and a fortnightly kerbside collection and processing service for one 240 litre bin of mixed recycling.

**Non-Domestic Waste Collection Service Charge - Dubbo**

The annual charge for 2017/2018 is \$195.00 (GST Exempt) per bin which is applicable to all non residential properties to which the Waste Management Service Charge is levied and which wish to receive an additional Non Domestic Waste Collection Service. The Non-Domestic Waste Collection service provides for a once weekly kerbside collection service of one 240 litre bin of waste.

**Non-Domestic Recycling Service Charge - Dubbo**

Additional Fortnightly Non-Domestic Recycling collections will be provided to all non-residential properties in the designated kerbside collection area that require the service. The annual charge for 2017/2018 is \$115.00 per bin which is applicable to all non residential properties to which the Waste Management Service Charge is levied and which wish to receive an additional Non Domestic Recycling service. The Non Domestic Recycling Service Charge provides for a once fortnightly kerbside collection service of one 240 litre bin of mixed recycling.

**Non-Domestic Waste Charge – Wellington**

A kerbside garbage collection is available to all non-residential properties in the designated kerbside collection area.

The annual charge for 2017/2018 is \$347.00. This charge provides for a once weekly kerbside collection service of one 240 litre bin of mixed waste.

**Non-Domestic Waste Charge Vacant – Wellington**

The annual charge for 2017/2018 is \$140.00. The charge is applicable to all vacant parcels of non-residential land in the designated kerbside collection area.

**Waste Management Service (Rural) Charge - Dubbo**

The annual Waste Management Service Charge for 2017/2018 is \$129.50 (including GST) which is to apply to all rural parcels of rateable land with households located thereon for the purpose of disposal of household waste at Council's waste transfer and disposal facilities. Rural parcels of land are all those parcels outside the area identified as the Dubbo City Garbage Collection Area to which the Domestic Waste Management Service Charge is applied.

**Waste Management Service (Rural) Charge - Wellington**

The annual Waste Management Service (Rural) charge for 2017/2018 is \$96.00 (including GST) which is to apply to all rural parcels of land within the former Wellington Council area with households located thereon for the purpose of disposal of household waste at Council's waste transfer and disposal facilities located in the villages of Stuart Town, Elong Elong and Euchareena

#### Drainage Service Charge - Dubbo

An annual Drainage Service Charge will apply to all parcels of rateable land in the defined "Urban" area. The defined "Urban" area is the same area to which the Residential Dubbo Urban Ordinary Rate is applied. The amount of the Annual Charge for 2017/2018 will be \$91.62 per rateable parcel.

#### Stormwater Management Service Charge – Wellington

An annual Stormwater Management Service Charge will apply to all parcels of land within the defined Wellington "Urban" area. The amount of the Annual Charge for 2017/2018 will be \$15.22.

#### Water Supply Service Access Charge

The Pricing Policy for 2017/2018 will comprise:

1. An access charge (annual charge under Section 501)
2. A usage charge (charge for the actual use of the service under Section 502).

Council will be maintaining separate charging structures for the former Dubbo City Council and Wellington Council.

An annual Water Supply Service Access Charge will apply to all parcels of land where a water supply is available. The amount of the access charge applicable to each property will be in accordance with the size of the water service provided to that property. The access charge for each size of water service for 2017/2018 is as follows:

#### Former Dubbo City Council

Meter Size	Annual Charge
20mm	\$258.32
25mm	\$402.98
30/32mm	\$661.29
40mm	\$1,033.27
50mm	\$1,614.49
65mm	\$2,727.83
80mm	\$4,133.08
100mm	\$6,457.94
150mm	\$14,538.11

A minimum charge being the amount equivalent to a 20mm water service charge will apply to each rateable parcel of land which has been created under a Strata Title subdivision, Community or Neighbourhood Plan.

A minimum charge being the amount equivalent to a 20mm water service charge will apply to each parcel of rateable land which does not have a water service connected but to which a water service is available in accordance with the provision of Section 552 (1) (b) of the Local Government Act 1993.

**Former Wellington Council**

Tariff Description	Annual Availability Charge
From KL	
To KL	
Domestic	\$396.46
Commercial 20MM	\$480.23
Commercial 25MM	\$743.01
Commercial 31MM	\$1,147.48
Commercial 32MM	\$1,223.12
Commercial 38MM	\$1,733.27
Commercial 40MM	\$1,910.68
Commercial 50MM	\$2,982.21
Commercial 80MM	\$7,642.34
Commercial 100MM	\$11,943.62
Commercial 150MM	\$26,864.24
UnConnected Services	\$396.46
Connected Service No Meter	\$480.23
Dedicated Fire Service	\$480.23
Commercial (Non Profit) Commercial 50MM	\$743.01
Churches	
Connected Wellington – Non Residential	\$384.16
Connected Wellington Domestic	\$317.17

A minimum charge being the amount equivalent to a 20mm water service charge will apply to each rateable parcel of land which has been created under a Strata Title subdivision, Community or Neighbourhood Plan.

A minimum charge being the amount equivalent to a 20mm water service charge will apply to each parcel of rateable land which does not have a water service connected but to which a water service is available in accordance with the provision of Section 552 (1) (b) of the Local Government Act 1993.



### **Sewerage Service Charge – Residential**

#### **Dubbo Residential Sewer Charge**

An annual Sewerage Service Charge will apply to all residential properties within the former Dubbo City Council area.

The annual Sewerage Service charge to apply to all single dwellings, and each rateable parcel of land which has been created under a Strata Title subdivision, Community or Neighbourhood Plan and vacant land where a sewerage service is available will be \$735.58 for 2017/2018.

The annual sewerage service charge to apply to all residential multiple residence properties where individual separate occupancies are situated on a single parcel of land (includes non strata flats, units, villas and dwellings within retirement villages) will be the number of occupancies x the residential single dwelling annual charge x .5.

#### **Wellington Residential Sewer Charge**

An annual Sewerage Service Charge will apply to all residential properties within Wellington.

The annual sewerage service charge to apply to all single dwellings, and each rateable parcel of land which has been created under a Strata Title subdivision, Community or Neighbourhood Plan where a sewerage service is available will be \$644.53 for 2017/2018.

#### **Wellington Sewer Charge - Unoccupied**

The annual sewerage service charge to apply to all vacant parcels of land within the township of Wellington where a sewerage service is available will be \$570.43 for 2017/2018.

#### **Mumbil Sewer Charges**

The annual sewerage service charge for 2017/2018 to apply to all Residential properties within Mumbil where a sewerage service is available will be \$603.93.

#### **Mumbil Sewer Charge – Unoccupied**

The annual sewerage service charge for 2017/2018 to apply to all each unoccupied rateable parcel of land within Mumbil where a sewerage service is available will be \$570.43.

#### **Geurie Sewer Charge**

The annual sewerage service charge for 2017/2018 to apply to all Residential properties within Geurie where a sewerage service is available will be \$644.53.

**Geurie Sewer Charge – Unoccupied**

The annual sewerage service charge for 2017/2018 to apply to each unoccupied rateable parcel of land within Geurie where a sewerage service is available will be \$570.43.

**Religious Property Sewer Charge - Wellington**

The annual sewerage service charge for 2017/2018 to apply to all religious properties where a sewerage service is available will be \$516.61 for Churches and \$444.27 for Church residences.

**Resolution 2:**

That WHEREAS the 2017/2018 Draft Operational Plan was adopted by the Council on 1 May 2017, and WHEREAS public notice of the 2017/2018 Draft Operational Plan was given as per Section 405 of the Local Government Act 1993 in the form of a proactive media plan supported by an advertising campaign and online communications and WHEREAS a period of twenty eight (28) days has lapsed since the commencement of advertising on 5 May 2017 and Council has taken into consideration submissions made concerning the Draft Operational Plan and Budget, IT IS HEREBY RESOLVED that Council make the following User Charges for the year 2017/2018.

**USER PAY CHARGES (SECTION 502)**

**Water Supply Service Usage Charge**

A charge will be raised for the use of the Water Supply Service on a consumption year basis recorded by the meter or meters servicing each property.

The Usage Charge applicable to properties in the former Dubbo City Council for 2017/2018 will apply as follows:

**Residential Properties**

All Consumption - per kilolitre **\$1.97**

**Non Residential Properties**

All Consumption - per kilolitre **\$1.97**

The Usage Charges applicable to properties in the former Wellington Council for 2017/2018 will apply as follows:

Tariff Description	Consumption Charge	Consumption Charge	Consumption Charge	Consumption Charge
From KL	0	301	501	10,001
To KL	300	500	10,000	-
Domestic	2.13	2.17	2.35	2.51
Commercial	1.48	1.59	1.94	2.41
Connected Service No Meter	20KL Per Quarter			
Dedicated Fire Service	1.48	1.59	1.94	2.41
Commercial (Non Profit) Commercial 50MM	1.48	1.59	1.94	2.41
<b>Churches</b>				
Connected Wellington – Non Residential	1.48	1.59	1.94	2.41
Connected Wellington Domestic	2.13	2.17	2.35	2.51
Connected Village – Non Residential	1.48	1.59	1.94	2.41
Connected Village – Domestic	2.13	2.17	2.35	2.51

**Sewerage Service Charges - Non Residential**

**Sewerage Service Charge Non Residential - Dubbo**

The use of the Sewerage Service by all non-residential properties will be charged on a quarterly basis in accordance with the following pricing structure for 2017/2018:

$$\begin{aligned}
 B &= SDF \times (AC + C \times UC) \\
 B &= \text{Quarterly Sewerage Charge - Non Residential} \\
 SDF &= \text{Sewerage Discharge Factor} \\
 AC &= \frac{(AC_{20} \times D^2)}{400}
 \end{aligned}$$

This equates to the following Access Charge (AC) for the various water connection sizes:

	Quarterly Amount	Annual Equivalent
20mm	\$96.98	\$387.92
25mm	\$151.53	\$606.13
32mm	\$248.27	\$993.08
40mm	\$387.92	\$1,551.68
50mm	\$606.13	\$2,424.50
65mm	\$1,024.35	\$4,097.41
80mm	\$1,551.68	\$6,206.72
100mm	\$2,424.50	\$9,698.00
150mm	\$5,455.13	\$21,820.50

The Access Charge (AC) is applicable to each water service connected to a property in accordance with the size of the meter fitted to the service.

$$\begin{aligned}
 D &= \text{Water Supply Service Connection Size} \\
 C &= \text{Annual Water Consumption} \\
 UC &= \text{Usage Charge} \quad \quad \quad \$2.11/Kl \\
 &\text{Minimum Quarterly Sewerage Charge - Non Residential} \quad \quad \quad \$183.90
 \end{aligned}$$

**Non Residential Sewer Charges - Wellington**

The use of the Sewerage Service by all non-residential properties will be charged on a quarterly basis in accordance with the following pricing structure for 2017/2018:

$$\begin{aligned}
 B &= SDF \times (AC + C \times UC) \\
 B &= \text{Quarterly Sewerage Charge - Non Residential} \\
 SDF &= \text{Sewerage Discharge Factor} \\
 AC &= \frac{(AC_{20} \times D^2)}{400}
 \end{aligned}$$

This equates to the following Access Charge (AC) for the various water connection sizes:

Meter Size	Quarterly Amount	Annual Equivalent
20mm	\$88.55	\$354.20
25mm	\$138.36	\$553.44
31mm	\$212.74	\$850.97
32mm	\$226.69	\$906.75
38mm	\$319.67	\$1,278.66
40mm	\$354.20	\$1,416.80
50mm	\$553.44	\$2,213.75
80mm	\$1,416.80	\$5,667.20
100mm	\$2,213.75	\$8,855.00
150mm	\$4,980.94	\$19,923.75
Unconnected Service	\$137.30	\$549.20
Connected Service No Meter	\$155.86	\$623.43
Commercial (Non-Profit) – 50mm	\$138.24	\$552.94
Churches		
Connected - Villages		N/A
Connected - Wellington		\$444.27

The Access Charge (AC) is applicable to each water service connected to a property in accordance with the size of the meter fitted to the service.

D	=	Water Supply Service Connection Size	
C	=	Annual Water Consumption	
UC	=	Usage Charge	\$0.91/Kl
		Minimum Quarterly Sewerage Charge - Non Residential	\$161.20

**Resolution 3:**

That WHEREAS the 2017/2018 Draft Operational Plan was adopted by the Council on 1 May 2017, and WHEREAS Council has complied with the provisions of Section 610F of the Local Government Act, 1993 and given public notice (in accordance with Section 405) of its 2017/2018 draft Operational Plan and has considered submissions duly made to it concerning the draft Operational Plan and Budget, IT IS HEREBY RESOLVED that the fees, contributions and user charges detailed in the Statement of Revenue Policy Document of the 2017/2018 Draft Operational Plan and Budget be applied for the year 2017/2018.



DUBBO REGIONAL  
COUNCIL

## REPORT: Playmates Cottage Child Care Centre Rental Valuation

**AUTHOR:** Director Community Services  
**REPORT DATE:** 13 June 2017  
**TRIM REFERENCE:** ID17/758

### EXECUTIVE SUMMARY

The Playmates Cottage Child Care Centre is currently located on the grounds of Dubbo Hospital and managed by a community based not for profit incorporated body (Playmates Childcare Centre Dubbo Inc.). The Centre is leased by Playmates Childcare Centre Dubbo Inc. (Playmates) from Dubbo Hospital. The Centre needs to be demolished to accommodate the planned stages 3 and 4 upgrades to the Dubbo Hospital. Dubbo Regional Council in partnership with NSW Health Infrastructure (NSW HI) will construct a new Playmates Cottage Child Care Centre on Council owned land on the corner of River Street and Moran Drive, North Dubbo to replace the Centre to be demolished.

In this partnership, Council is providing the land and project management and NSW HI the funds to construct the Centre. At the completion of the construction phase, the Centre becomes the ownership of Dubbo Regional Council. A tender for construction has been adopted and the successful tenderer has started construction. The Centre is scheduled to be operational by the end of September 2017. Under an agreement with NSW HI, the Centre is to be leased by Council to Playmates for at least twenty five (25) years.

Council commissioned Preston Rowe Paterson, International Property Consultants, to provide a rental valuation for the lease of the Playmates Child Care Centre. Preston Rowe Paterson has provided a rental valuation of \$105,000 ex GST per annum. A discounted rent of \$37,000 inclusive of GST per annum is recommended for reasons detailed in the body of the report.

### ORGANISATIONAL VALUES

Customer Focused: The provision of child care is a significant factor in the economic development of Dubbo as it allows those parents wishing to be in the workforce to do so. It is also a significant factor in the social, cognitive and educational development of young children. Any efforts by Council to provide child care places is a benefit to the community.

Integrity: In determining the rent payable for Playmates Cottage Child Care Centre Council needs to be transparent in setting a realistic valuation which is competitive with the rent for private centres or Council details the specific reasons for not setting a market based rental.

One Team: The partnership of Council providing the land for the Centre, NSW HI the funds for construction of the Centre and Playmates becoming the operator of the Child Care Service is a successful partnership which will provide benefits to the Dubbo community beyond which any party could achieve separately.

**FINANCIAL IMPLICATIONS**

The financial implications are detailed in the body of the report.

**POLICY IMPLICATIONS**

There are no policy implications arising from this report.

**RECOMMENDATION**

- 1. That a lease agreement be entered into with Playmates Childcare Centre Dubbo Inc. for the Playmates Child Care Centre, to be constructed on the corner of River Street and Moran Drive, Dubbo, on the basis of the terms and conditions detailed in the body of the report of the Director Community Services dated 13 June 2017.**
- 2. That the rent for Playmates Cottage Child Care Centre be set at \$37,000 GST inclusive per annum with an effective commencement date from the date of occupation of the Centre by Playmates Childcare Centre Dubbo Inc. with annual rent increments to be effective from 1 July each year and based on the Sydney All Groups CPI for the preceding 12 month period.**

*David Dwyer*  
Director Community Services

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**BACKGROUND**

The Playmates Cottage Child Care Centre is currently located on the grounds of Dubbo Hospital and managed by a community based not for profit incorporated body (Playmates Childcare Centre Dubbo Inc.). The Centre is leased by Playmates from the Dubbo Hospital. The Centre needs to be demolished to accommodate the planned stages 3 and 4 upgrades to Dubbo Hospital.

Dubbo Regional Council in partnership with NSW HI will construct a new Playmates Cottage Child Care Centre on Council owned land on the corner of River Street and Moran Drive, North Dubbo to replace the Centre to be demolished. In this partnership, Council is providing the land and project management and NSW HI the funds to construct the Centre. At the completion of the construction phase, the Centre becomes the ownership of Dubbo Regional Council. A tender for construction has been adopted and the successful tenderer has started construction. The Centre is scheduled to be operational by the end of September 2017. Under an agreement with NSW HI, the Centre is to be leased by Council to Playmates for at least twenty five (25) years.

**REPORT**

A Heads of Agreement partnership arrangement between Council and NSW HI for the construction of a new Playmates Child Care Centre was executed on 7 December 2015. The Heads of Agreement included that a new lease to Playmates to operate the new facility include provisions of at least a twenty five (25) year term with rental option periods to be negotiated; the rental payable by Playmates; termination rights; and priority of access to child care places.

Council has held discussions with Playmates on the new lease and the terms and conditions considered to be reasonable and in accordance with the Heads of Agreement. The following terms and conditions have been negotiated :-

- A twenty five (25) year lease period with an option to renew for another twenty five (25) years
- The lessee to maintain and repair grounds, gardens, irrigation systems, car parks, playgrounds, signage, fences, internal and external lighting, drainage and buildings/equipment including air conditioning and hot water heaters in accordance with an asset maintenance schedule prepared by Council in consultation with the lessee
- The lessee to pay for gas, electricity, phone, internet, security, pest control, fire equipment inspection and replacement and waste removal
- The lessee to insure the contents of the premises
- The lessee to clean grounds and buildings, keep tidy and free of vermin / pests
- The lessee to maintain a public liability policy indemnifying Council for \$20M
- The lessor (Council) to undertake structural repairs unless caused by the negligence of the lessee.
- The lessor to pay council rates, water and sewerage charges
- The lessor to insure the buildings and fixtures /fittings



Council commissioned Preston Rowe Paterson, International Property Consultants, to provide a rental valuation for the lease of the Playmates Child Care Centre. Preston Rowe Paterson has provided a rental valuation of \$105,000 ex GST per annum based on the lease terms and conditions indicated above. Rental valuations are calculated on a return of investment, however, in this particular case, the owner of the premises, Dubbo Regional Council, only provided the land and NSW HI provided the funding for construction. Council should therefore consider whether it is an imperative or not to gain a commercial return on investment on the capital cost of the Centre. It is recommended in this circumstance that Council should not endeavour to profit from the investment from NSW HI and that a lower rental return should be considered. In addition, the Playmates Cottage Child Care Centre is managed by a not for profit community based board and child care fees have been set at an affordable level for low income families/parents. Playmates have submitted financial statements for 2015 and 2016 evidencing their incapacity to pay \$105,000 rent per annum but the capacity to pay a lower rental figure.

Council has prepared a cost schedule of its costs under a lease based on the terms and conditions indicated above and it is estimated that a rental of \$37,000 GST inclusive for the initial year and then annual increments based on CPI thereafter would generate sufficient funds to cover its obligations under the lease. It is therefore recommended that an initial discounted rent of \$37,000 GST inclusive per annum, based on the lease terms and conditions indicated above with a commencement date of the occupation of the Centre by Playmates, be adopted. It is further recommended that the annual rent increments be effective 1 July each year and based on the Sydney All Groups CPI for the preceding 12 month period.



DUBBO REGIONAL  
COUNCIL

## REPORT: Economic Development Action Plan - Quarter Three Report

AUTHOR: Director Corporate Development  
REPORT DATE: 9 June 2017  
TRIM REFERENCE: ID17/994

### EXECUTIVE SUMMARY

Attached as **Appendix 1** is the third quarterly report for the 2016/2017 Economic Development Action Plan. This Action Plan reflects specific, relevant activities from the Wellington and Dubbo Chapters of Council's adopted Delivery Plan. The Plan also identifies broader work programs and services that will be developed, maintained and in some examples expanded to support economic development across the Local Government Area.

### ORGANISATIONAL VALUES

Customer Focused: The Economic Development Action Plan is primarily focused on current and prospective customers.

Integrity: There are no conflicts of interest arising from any actions in the Economic Development Action Plan or this report.

One Team: This reports includes contributions from all Divisions on the performance and progression of activities that collectively contribute to the Economic Development of the LGA.

### FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

### POLICY IMPLICATIONS

There are no policy implications arising from this report.

### RECOMMENDATION

**That information contained within this report of the Director Corporate Development dated 9 June 2017, be noted.**

*Natasha Comber*  
Director Corporate Development

## BACKGROUND

As resolved by Council at its meeting on 22 June 2016, the structure of the Action Plan has been based on the 10 step framework and outcome areas of former Dubbo City Council Economic Development Strategy. This 12 month Action Plan will act as a bridging plan until a new, longer term Economic Development Strategy is identified for the amalgamated Council.

The 2016/2017 Economic Development Action Plan reflects committed activities in Council's adopted delivery plans. The Plan reflects specific projects that support the identified outcome areas. The Plan identifies the work programs that be will delivered to support, maintain and further develop related services and activities for the new LGA footprint. Progress of the Action Plan will be reported to Council quarterly in December 2016, March 2017, June 2017 and September 2017.

## REPORT

Highlights for the quarter March 2017 – May 2017 include:

- Worked with private investor looking to establish new child care business in Wellington. Facilitated meetings with Council, Wellington Correctional Centre CEO, and Childcare investors to provide high level advice and assistance with business plans, best practice and operational procedures and child care infrastructure design. Advice and assistance provided to high probity project to expedite process.
- Cattle facility upgrade in progress with new feeder pens, new drafting and second weighbridge in operation, completion expected June 2017.
- Funding obtained for regional 'Freedom Camper' economic study. Study currently underway including stakeholder interviews and consumer surveys being undertaken.
- Regional Platters Guides have been distributed to 17 coach companies and related associates at the Adelaide meeting of Coach Company Managers. Extension of industry development through the Regional Platters project likely as a result of an external funding application submitted by Vanguard Business Services to extend training opportunities for future trail participants.
- Hosted four group familiarisations for 35 international travel agents and group tour coordinators in conjunction with Destination NSW and Australian Tourism Exchange. Presented group and independent itinerary development opportunities along with free independent travellers to the LGA in the future, parties involved RFDS, First Lesson Cultural Tours, Dubbo Regional Botanical Gardens, WPCC and TWPZ.
- 62 Business Investment/ Support enquires managed for the quarter (54 Dubbo 8 Wellington), 239 enquires managed since July 2016.
- 67 enquiries have been facilitated through the Ignite our CBD program for the quarter.
- Development and roll out of the Great Business Program involving 130 businesses from across the LGA. Over 650 staff from across the LGA attended the two development workshops. Consumer research and shop local marketing component of the program underway.
- Visitwellington.com website redesigned, #Scene in Wellington campaign targeting local engagement to support attracting new residents underway, including a series of local case studies to support attraction of new residents to Wellington.

- Established an enquiry management system to ensure all Wellington new resident leads are captured, services and monitored for conversion.
- Four Expressions of interest submitted to the AusIndustry's Building Better Regions Fund to improve visitor experiences and related infrastructure. Awaiting outcome.

**SUMMARY**

The third quarterly progress report on the 2016/2017 LGA Economic Development Action Plan is presented for notation.

Appendices:

- 1 [↓](#) Economic Development Action Plan Quarter Three Report

# Economic Development Action Plan 2016-2017

## Quarter Three Report

### 1. Infrastructure Development

<b>1.1. Monitor the infrastructure needs of local industry and business sectors and encourage the private sector and all other levels of government to prioritise and align infrastructure implementation programs and funding to key economic development and employment projects for the region</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Implement the detailed long-term Infrastructure Strategy for the LGA.	Council was part of a Value Management Workshop regarding the location of the new high level bridge on the 22nd September. Regular 6 monthly meetings continue to be held with the RMS to discuss a broad range of road infrastructure issues. The most recent one was held 24 November and the next on 31 May 2017. The RMS's preferred option for the third high level bridge has been announced by the Premier as the River Street option with \$140M committed by the NSW Government. The NSW Government has also committed to the conversion of the Newell Highway/ Mitchell Highway roundabout to a traffic light controlled intersection.	Technical Services	Q1, Q2, Q3
Implement the detailed long-term Infrastructure Strategy for the LGA.	Council was part of a Value Management Workshop regarding the location of the new high level bridge on the 22nd September. Regular 6 monthly meetings continue to be held with the RMS to discuss a broad range of road infrastructure issues. The most recent one was held 24 November and the next on 31 May 2017. The RMS's preferred option for the third high level bridge has been announced by the Premier as the River Street option with \$140M committed by the NSW Government. The NSW Government has also committed to the conversion of the Newell Highway/ Mitchell Highway roundabout to a traffic light controlled intersection.	Technical Services	Q1, Q2, Q3
Undertake forums and initiate discussions with government infrastructure providers to pursue future infrastructure needs and funding requirements.	Council was part of a key Value Management Workshop regarding the location of the new high level bridge on the 22nd September. Regular 6 monthly meetings continue to be held with the RMS to discuss a broad range of road infrastructure issues. The most recent one was held 24 November. The RMS's preferred option for the third high level bridge has been announced by the Premier as the River Street option with \$140M committed by the NSW Government. The NSW Government has also committed to the conversion of the Newell Highway/ Mitchell Highway roundabout to a traffic light controlled intersection.	Technical Services	Q1, Q2, Q3

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Undertake forums and initiate discussions with government infrastructure providers to pursue future infrastructure needs and funding requirements.	Ongoing discussions being held with State agencies and local members regarding opportunities. Briefing of key projects provided to local member. Building Better Regions Fund applications submitted.	Corporate Development	Q1, Q2, Q3
Undertake forums and initiate discussions with government infrastructure providers to pursue future infrastructure needs and funding requirements.	Council was part of a Value Management Workshop regarding the location of the new high level bridge on the 22nd September. Regular 6 monthly meetings continue to be held with the RMS to discuss a broad range of road infrastructure issues. The most recent one was held 24 November. The RMS's preferred option for the third high level bridge has been announced by the Premier as the River Street option with \$140M committed by the NSW Government. The NSW Government has also committed to the conversion of the Newell Highway/ Mitchell Highway roundabout to a traffic light controlled intersection. Funding applications for Boundary Road, Purvis Lane have been pursued.	Technical Services	Q1, Q2, Q3
Actively monitor the Local Land Service's Built and Natural environment initiatives and provide input as appropriate. (2.1.2.7)	Local Land Services and Department of Industry have released a public consultation paper regarding the future management and operation of travelling stock routes. DRC will be making a submission, with these being due by 22 June 2017.	Parks & Landcare Services	Q1, Q2, Q3
<b>1.2. Foster opportunities for joint infrastructure projects in cooperation with business and industry groups, government agencies and other local government</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Gain support from the NSW and Australian Governments for the ongoing staged development of the second city bridge development	Council was part of a Value Management Workshop regarding the location of the new high level bridge on the 22nd September. Regular 6 monthly meetings continue to be held with the RMS to discuss a broad range of road infrastructure issues. The most recent one was held 24 November. The RMS's preferred option for the third high level bridge has been announced by the Premier as the River Street option with \$140M committed by the NSW Government. The NSW Government has also committed to the conversion of the Newell Highway/ Mitchell Highway roundabout to a traffic light controlled intersection.	Technical Services	Q1, Q2, Q3
Promote infrastructure advantages and opportunities available for further growth of the LGA.	In conjunction with Business Development Manager, Orana Region NSW Department of Industry, provided Neoen Solar Hub Development with local contacts for construction phase of development scheduled to commence in December this year. Attended and promoted invitation to local suppliers to attend John Holland tender briefing for the Dubbo Hospital Redevelopment. Stage 1 and 2 of the hospital redevelopment totalling \$91M has been completed. Stage 3 and 4 totalling \$150M is currently under construction and the Premier has	Corporate Development	Q1, Q2, Q3

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	<p>announced funding of \$10M towards a Cancer Centre alongside the Federal Government's \$25M contribution.</p> <p>Infrastructure development opportunities being explored and supported included solar farm developments, correctional centre expansion and transport and accommodation development.</p> <p>Promotion of infrastructure advantages and opportunities is available via monthly City Development newsletters, regular media releases, Chamber of Commerce events, social media and meetings in LGA, quarterly destination management meetings. Facilitation and presentation to accommodation and event network meetings that are open in operators across the LGA. Updates provided to industry and government partners of the Great Western Plains campaign.</p>		
Seek and support the development of joint infrastructure projects that support economic growth of the LGA.	Application made to AusIndustry's "Building a Better Region" fund for significant infrastructure projects.	Corporate Development	Q1, Q2, Q3
Complete Wellington CBD Beautification project within grant funding budget and timeline.	<p>Wellington beautification project has commenced and is on-going. The new works to be undertaken include;</p> <ul style="list-style-type: none"> <li>• replacement of kerb and gutter between Warne Street and Maughan Street</li> <li>• replacement of the footpath adjacent to Cameron Park with a patterned finish</li> <li>• planting of 10 ornamental trees on the Western side of Nanima Crescent</li> <li>• replacement of street furniture with 10 new park benches and stainless steel bin surrounds</li> <li>• line marking of traffic and bike lanes.</li> </ul> <p>The project is on track with the timelines developed by Dubbo Regional Council after many months of delay under the former Wellington Council. The portion of footpath at the southern end of Warne Street has been completed.</p>	Corporate Development	Q1, Q2, Q3
<b>1.3. Ensure adequate supply of available land for residential, commercial and industrial purposes that supports a diverse local and regional economy and promotes economic growth</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
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 LGA. (2.4.3.1)	Frequent liaison undertaken through the Administrator's Development Forum every three months. Frequent liaison undertaken through the Administrator's Development Forum every three months. Forum held 20 July 2016, March 2017.	Environmental Services	Q1, Q2, Q3

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Maintain a comprehensive database of property market statistics and indicators from which to monitor the Dubbo market for residential and industrial development. (4.4.2.1)	On-going as opportunity arises. Collaboration with commercial and residential Real Estate Agents across the board to gain information. Data maintained as provided by local real estate agents.	Corporate Development	Q1, Q2, Q3
Review and report on Council's property portfolio in respect of property development, acquisitions and disposals.(4.4.2.4)	On-going as opportunity arises.	Corporate Development	Q1, Q2, Q3
Monitor, review and adjust planning imperatives, where possible, to aim for an adequate 'supply versus demand' balance for residential, commercial and industrial land in the LGA.	Ongoing monitoring, adequate land available	Environmental Services	Q1, Q2, Q3
<b>1.4. Encourage sustainable development and environmentally friendly business practices which protect and maintain the local natural environment and existing infrastructure, facilities and amenity</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Undertake an annual review of the Economic Profile of the City. (2.4.1.2)	Economic profiles on overall LGA, Dubbo and Wellington developed. Population projections and online data centre maintained and promoted.	Corporate Development	Q1, Q2, Q3
Undertake an annual review of the Education for Sustainability Strategy. (2.1.3.1)	Review completed November 2016. Council Energy Strategy will require further review in due course as a result of the merger.	Environmental Services	Q1, Q2, Q3
Prepare and formulate the State of the Environment report in accordance with the requirements of the Local Government Act 1993. (2.1.2.5)	State of Environment Report completed November 2016.	Environmental Services	Q1, Q2, Q3
Review the implementation of and monitor the Dubbo Environmental Management Plan with respect to all identified environmental sectors. (2.1.1.1)	No update provided by November 2016 due to the plan being under review.	Environmental Services	Q1, Q2, Q3
Undertake an annual review of the Development Control Plan to ensure relevance and	Review to be carried out by September 2017 as a component of the Amalgamation Harmonising Project.	Environmental Services	Q1, Q2, Q3

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compatibility with changing needs and ecologically sustainable development principles. (2.2.3.5)			
Facilitate and / or coordinate information flows (including events) designed to educate the community regarding the benefits of sustainable development.	<p>Information and education is on-going.</p> <p>Exhibitors are currently being sought for the upcoming 2017 Dubbo Sustainable City Expo and Science Festival to be held on Saturday, 2 September 2017 from 10am to 2pm at the Western Plains Cultural Centre.</p> <p>The 12th annual Expo and Science Festival will aim to provide information to the Dubbo and Wellington communities about how to live and work more sustainably; promote the wonders of science; and highlight how science can help to achieve a sustainable future.</p>	Environmental Services	Q1, Q2, Q3
<b>1.5. Promote alternative energy sources and infrastructure</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Provide information and support for alternative energy / technology business opportunities in partnership with relevant industry sectors and State Government - to support initiatives that attract low carbon investment in LGA.	Information and support provided.	Environmental Services	Q1, Q2, Q3
<b>1.6. Monitor the availability of infrastructure and facilities which may influence the ability to attract and retain businesses and population across the region</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Develop and commence implementation of an action plan to maximise the economic benefits for the LGA as a result of the Wellington Correctional Centre expansion project.	<p>Facilitated and hosted four Industry workshops with over 60 Wellington government, community and business and service providers.</p> <p>Engaged Remplan economists to develop opportunities paper.</p> <p>Action plan due to Council in December.</p> <p>Presented and provided tailored new resident packs at Correctional Centre recruitment workshops in Parramatta, Dubbo, Wellington and Orange. Developed specific correctional Centre relocation case studies and dvd. Developed a Wellington lifestyle DVD which is being used to support the recruitment efforts.</p> <p>Exploring opportunities to address priority challenges identified in the White Paper including child care availability.</p> <p>On-going support of new business opportunities and new resident movements to</p>	Corporate Development	Q1, Q2, Q3

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	<p>the LGA in particular Wellington. Wellington website upgraded. Provided high level support for Childcare development. Worked with private investor looking to establish new child care business in Wellington. Facilitated meetings with Council, Wellington Correctional Centre CEO, and Child care investors to provide high level advice and assistance with business plans, best practice and operational procedures and child care infrastructure design. Advice and assistance provided to high probity project to expedite process.</p>		
<p>Liase with industry representative bodies to gain feedback regarding emerging threats and opportunities in respect of the availability of infrastructure and facilities.</p>	<p>Business and masterplan details provided to NSW Department of Industry, for the Regional Economic Opportunities and Infrastructure Priorities Project. Communications ongoing with representative bodies.</p>	Corporate Development	Q1, Q2, Q3
<p>Implement a master plan for the Showground. (4.4.5.4)</p>	<p>Two portable amenities blocks have been purchased. Dubbo Show Society contributed \$25,000 of grant funding towards the cost.  Plans for the redevelopment of the outdoor area are on hold pending funding from the Orana Equestrian Club.</p>	Corporate Development	Q1, Q2, Q3
<p><b>1.7. Research critical infrastructure needs for key growth industries in the region and identify and prioritise immediate infrastructure deficiencies</b></p>			
<p><b>Action</b></p>	<p><b>Progress</b></p>	<p><b>Accountable / Responsible</b></p>	<p><b>QTR</b></p>
<p>In collaboration with business and industry bodies provide input and lobby for critical infrastructure needs for key growth industries in the region, and identify and prioritise immediate infrastructure deficiencies.</p>	<p>Business and masterplan details provided to NSW Department of Industry, for the Regional Economic Opportunities and Infrastructure Priorities Project. Exploring opportunities to address priority challenges identified in the Correctional Centre White Paper including child care availability. Ongoing discussions with aged care provider looking to expand child care facilities and offering. Exploring medical and allied health establishment to assist with after-hours care for Wellington hospital and aged care.</p>	Corporate Development	Q1, Q2, Q3
<p>Identify Wellington capital works for inclusion in Council's Capital Work Prioritisation framework.</p>	<p>Identification and prioritization of Wellington capital works for inclusion in Councils Capital Work Prioritisation framework. Extensive capital works have commenced inclusive but not exclusive to the following: The new works to be undertaken include; • replacement of kerb and gutter between Warne Street and Maughan Street. • replacement of the footpath adjacent to Cameron Park with a patterned finish. • planting of 10 ornamental trees on the Western side of Nanima Crescent. • replacement of street furniture with 10 new park benches and stainless steel bin surrounds. • line marking of traffic and bike lanes.</p>	Corporate Development	Q1, Q2, Q3

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	<ul style="list-style-type: none"> <li>Council's Administrator Michael Kneipp instructed the works to commence following consultation with the Local Representation Committee. These works are 30% completed under the Cobbora Transition Fund.</li> </ul> <p>Survey and design work has commenced for the upgrade of the Cameron Park / Playground facilities upgrade under the Wellington CBD beautification master plan.</p>		
Identify Wellington capital works for inclusion in Council's Capital Work Prioritisation framework.	Capital Works integrated into Parks and Landcare Services forward budget. Future Capital Works will go through the Capital Works Prioritisation Framework assessment process.	Parks & Landcare Services	Q1, Q2, Q3
<b>1.8. Develop criteria for determining the priority projects for infrastructure spending in the region giving consideration to those which will boost economic activity (such as jobs growth, developing external markets and productivity improvements)</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Maintain a list of strategic priority projects for infrastructure within the LGA.	Business and masterplan details provided to NSW Department of Industry, for the Regional Economic Opportunities and Infrastructure Priorities Project.	Corporate Development	Q1, Q2, Q3
<b>1.9. Pursue improvements to, and application of communication technology in the region and encourage all new developments to have advanced communications/technological infrastructure available such as the National Broadband.</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Ensure that opportunities for economic growth of the LGA, associated with communication technology are realised.	<p>All opportunities, actions and digital communications are promoted through business events and topics within the training calendar.</p> <p>Ignite Skill Activation training will be delivered to CBD businesses from Dubbo and Wellington in March 2016, topics include digital marketing strategy and social media. Business Masterclasses similar to myDubbo programs in the past are earmarked for delivery in May.</p> <p>Development and roll out of the Great Business Program has been achieved. Based on the previous business program Your Dubbo the Great Business Program was developed to include the new LGA. This year's program includes educational workshops for business owners, promotion, customer feedback reports and grant funding opportunities to develop and grow business. Over 700 business owners and staff have attended development workshops.</p> <p>The Dubbo digital signage is offered to all events with a wide appeal or community not for profit focus.</p> <p>All social media channels of Council are presented as opportunities for economic growth of the LGA.</p>	Corporate Development	Q1, Q2, Q3
Investigate opportunities for the LGA to take advantage of technological opportunities	Continuing to promote NBN and Councils Keswick Estate is developed with NBN in the residential premises. Continuing to promote NBN, development of website for Ignite program, support of investigations of apps associated with business and community.	Corporate Development	Q1, Q2, Q3

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associated with business and community.	Coordinated regional NBN meeting at RDA office. IT Services and Economic Development representatives in attendance.  Promotion of workshops by Geomancia Pty Ltd focused on the power of place and google placement of businesses on the web. Ignite Skill Activation training delivered to CBD businesses from Dubbo and Wellington in March 2016, topics included digital marketing strategy and social media developing technological opportunities associated with business and community.		
Investigate opportunities for the LGA to take advantage of technological opportunities associated with business and community.	Currently Investigating options for vehicle charging stations in the city.  Investigation and researched carried out by Corporate Development (IGNITE Program) determined that the opportunity is currently unviable based on entry costs and the need for further stations to be developed along major corridors including highways to Sydney as 130km range is the default comfort mode.	Environmental Services	Q1, Q2, Q3
<b>1.10. Promote the development of airport infrastructure at the Dubbo LGA Regional Airport as an opportunity for business expansion in the aviation related industry and to support other business/industry expansion/investment</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Support the continuation of the Royal Flying Doctor expansion, training and development plans.	Provided high level assistance to General Manager Marketing & Fundraising, Royal Flying Doctor Service. Insight into tourism in Dubbo, visitation trends and behaviours, event facility market opportunities and gap analysis were discussed, Destination Management priorities highlighted, economic development contacts shared, research, statistics, data locations provided  Ongoing support provided for RFDS including advice regarding souvenir management and TASAC signage. Discussions held regarding support for the planned launch, City Development Partnership Program, future collaborative destination marketing and strategic program to increase the attraction of the school market to the LGA. RFDS included in international ATE (Australian Tourism Exchange) famil in cooperation with Destination NSW. Famil was coordinated with Destination NSW. Ongoing discussion with RFDS regarding expansion. RFDS General Manager to attend meeting with Tourism Minister Adam Marshall, DRC representatives and TWPZ to discuss future collaboration, opportunities and market needs.  Councils design team have provided the finished floor levels for the RFDS building construction to commence.	Corporate Development	Q1, Q2, Q3
Continue to develop and promote the Dubbo City Regional Airport as an	RFDS and Council to undertake \$34.4 million capital works program, five carriers now servicing from Dubbo.	Corporate Development	Q1, Q2, Q3

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opportunity for business expansion for aviation related industry.	Continuation of engagement with existing carriers to develop frequency and ensure continuance. Economic Develop captured enquiry and provided referral advice for aviation business looking to establish tourism operation in Dubbo or within LGA. An adventure flight operator flying a Nanchang Warbird Aircraft commenced operations in April 2017. Discuss held with solar plane regarding potential business venture.		
<b>1.11. Encourage and promote partnerships with State and Federal governments and agencies in respect of infrastructure needs of local businesses and for future investment in infrastructure (such as transport links, roads, broadband access and phone coverage)</b>			
Action	Progress	Accountable / Responsible	QTR
Review in collaboration with community, Council, business and industry bodies' critical infrastructure needs to be considered for funding under the Major Project Fund (as part of the Stronger Communities Fund)	Projects currently under construction provide the top 3 priorities for inclusion in Central West and Orana Regional Plan. Applications for AusIndustry's Building Better Regions Fund submitted.  The Stronger Communities Grant Assessment Panel made up of regional Coordinator DPC, Dubbo MP the Hon. Troy Grant and the Administrator awarded the Major Projects Fund to the following projects in December 2016: i. Wellington Caves Visitor Experience Centre \$2,500,000 ii. Cameron Park Regional Playground \$280,000 iii. Wellington \$3,000,000 iv. Moxon Park Improvements, Stuart Town \$85,000 v. Euchareena Local \$84,700 vi. Geurie Multi Court Facility and Playground Equipment \$245,000 vii. Dubbo Regional Botanic Garden Adventure Playground \$1,300,000 viii. Dubbo Regional Botanic Garden – Carpark \$240,000 ix. Installation of a new GPT – to be located at the West Dubbo Main Drain outfall into Macquarie River \$198,540 x. Dubbo Aquatic and Leisure Centre Aquatic Playground \$800,000	Corporate Development	Q1, Q2, Q3
Completion of the Dubbo Regional Livestock Markets facilities upgrade. (4.4.3.9)	Cattle facility upgrade in progress, completion expected by June 2017. Cattle facility upgrade in progress, new feeder pens, new drafting and second weigh bridge in operation, completion expected June 2017.	Corporate Development	Q1, Q2, Q3

## 2. Mining and Mining Services Expansion

<b>2.1. Provide support including networking on specific business development issues</b>			
Action	Progress	Accountable / Responsible	QTR
Promote business opportunities for, and provide support to, the	Maintained communication and feedback with METS NSW a supplier of innovative mining equipment, technology and services on potential follow up workshop in	Corporate Development	Q1, Q2, Q3

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mining industry, including implementation of the Mining Services Action Plan.	Dubbo. Maintained ongoing communication with General Manager of Alkane Resources and utilised opportunity to gain feedback on METS industry proposal.  Ongoing liaison with NSW Department of Industry regarding the Regional Connectivity Program and METS proposal.  Promoted and attended METS information session with other industry representatives and other mining service suppliers.		
Promote business opportunities for, and provide support to, the mining industry, including implementation of the Mining Services Action Plan.	Mining infrastructure and services impact model developed.	Environmental Services	Q1, Q2, Q3
<b>2.2. Ensure appropriate infrastructure investment and planning, including investment in both hard and soft infrastructure for business and the community</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Implement a Mining and Mining Services Strategy that identifies needs and opportunities likely to be associated with expansion in the region to ensure adequate land, services and facilities are available to support the industry.	Mining Services Action Plan being implemented. Mining land use development plan (City Strategy).	Corporate Development	Q1, Q2, Q3
Not applicable	Not applicable.	Corporate Development	Q1, Q2, Q3
<b>2.3. Promote Dubbo as the premier mining service centre</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Work closely with industry organisations to further highlight the LGA's key geographical positioning and to encourage mining sector business growth within the region.	Maintain regular meetings with Alkane and METS industry. Promoted and attended METS information session with other industry representatives and other mining service suppliers. Roadshow session were held in Dubbo and Parkes.	Corporate Development	Q1, Q2, Q3
<b>2.4. Ensure adequate land is available to support investment and to provide accommodation options</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>

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Work closely with industry organisations to further highlight the LGA's key geographical positioning and to encourage mining sector business growth within the region.	Work on-going as required. Promoted and attended METS information session with other industry representatives and other mining service suppliers.	Environmental Services	Q1, Q2, Q3
<b>2.5. Support micro-enterprise initiatives that support and service the mining sector and its employees</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Work closely with industry organisations and other stakeholders to further develop small business opportunities related to growth of the mining sector within the region.	Mining Services Action Plan being implemented.	Corporate Development	Q1, Q2, Q3

### 3. Tourism Destination Development

<b>3.1. Establish a tourism destination development strategy to enable market gaps and opportunities to be formally identified and provide relevant fact based information for future development/investment consideration</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Maintain audits and identify current gap and potential investment and development opportunities for the LGA.	Audits maintained through the Destination Management Working Group. Dubbo hosted 3 group (35 agents) familiarisations for international travel agents in May in conjunction with Destination NSW and ATE (Australian Tourism Exchange). International Travel buyers / agents presented group and independent travel opportunities to the LGA in the future. Development opportunities of Wellington Caves, Old Dubbo Gaol and Elizabeth Park submitted under AusIndustry's Building Better Regions Fund.	Corporate Development	Q1, Q2, Q3
Implement the Destination Management Plan (DMP) for the LGA.	Destination Management Working group meetings held. Regional 'Great Western Plains' website being maintained. Projects completed include Great Western Plains TV campaign, Regional Platters product, trail and guide development, 'Fly your way to a great adventure' in market promoting flight paths to Dubbo from Melbourne, Brisbane and Newcastle. 'Drive your way to a big adventure' campaign in development - due in market in April. Funding received for regional white paper on the freedom camper market. Inclusion in Great Big Adventures (Travel In) marketing campaign inclusive but not exclusive to magazine, interstate public transport signage, digital marketing, competition to win a Mars Campers Extremo Deluxe Hard Floor Camper Trailer valued at up to \$20,500.	Corporate Development	Q1, Q2, Q3

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	<p>4000 people entered competition and will be remarketed to with content and special offers.</p> <p>Significant coverage achieved through camping and adventure media.</p> <p>Collaborative Great Western Plains souvenirs developed and in market including tea towels and postcards.</p> <p>Freedom Camper economic study in market. Stakeholder surveys currently being undertaken.</p> <p>Research findings on the value of the free camper market due end of June.</p>		
Develop a visitor's economy strategy for the LGA aligned to the Great Western Plains Destination Management Plan and the draft Wellington Destination Management Plan.	LGA destination management plan to be developed in alignment with new LGA Economic strategy and following the community strategic plan. Both strategies to be developed post July 2017.	Corporate Development	Q1, Q2, Q3
<b>3.2. Encourage diversification through tourism product development based on the cultural, natural and built assets of the region</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Implement components of the Wirradjuri Park Masterplan including sourcing external funding opportunities. (1.3.3.4)	No further action. Watching brief for suitable funding opportunities being maintained.	Parks & Landcare Services	Q1, Q2, Q3
Develop food, wine and agritourism products, providing an opportunity to link with neighbouring LGA's and tourism hubs	<p>Agricultural Tour Development - 'Regional Platters' being funded via successful grant. Workshops held in early December in Gilgandra, Coonabarabran, Dubbo and Wellington. Workshops will equip famers and agribusiness with the skills and tools to present their unique story and tourism offering to a visitor market.</p> <p>Program will include production of a 'Regional Platters Guide'.</p> <p>Regional Platter Guide developed with 60 producers and 6 tour operators across 7 local government areas. Guide launched and supported by ongoing communications and digital promotions program.</p> <p>On-going support for Regional Platters project through a further funding application submitted by Vanguard business services to extend training opportunities for future trail participants.</p> <p>Regional Platters guides have also been distributed to 17 coach companies and related associates at the Adelaide meeting of Coach Company Managers.</p>	Corporate Development	Q1, Q2, Q3
Implementation of new website for Wellington Caves and booking system (W.DP)	<p>Under development and 'new book' is the adopted booking system</p> <p>Online booking went live in 16.01.17.</p> <p>NewBook - booking provider on taking tours bookings online.</p> <p>Accommodation bookings have been transitioned into an e-booking platform – Newbooks, with further development ongoing,</p> <ul style="list-style-type: none"> <li>• Phase 2 involves linking to the Caves Website for online bookings</li> <li>• Phase 3 involves transitions of ticket sales</li> </ul>	Corporate Development	Q1, Q2, Q3

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	<ul style="list-style-type: none"> <li>Phase 4 includes packaging of ticket sales and accommodation bundling.</li> </ul> <p>38 Online bookings taken from implementation on the 16.01.17 to 23.02.17</p>		
Explore the develop an Aboriginal Cultural Strategy (W.DP)	No action to date.	Community Services	Q1
Liaise with Minokamo for advice and assistance in maintaining authenticity of Shoyoen. (2.2.4.6)	Arrangements currently underway to bring Minokamo Gardeners back to Dubbo this August / September to assist with the maintenance of the Gardens, that celebrate their 15th Anniversary 22 November 2017.	Parks & Landcare Services	Q1, Q2, Q3
Facilitate and support the development of new tourism related business ventures, and the expansion of existing tourism related business ventures.	<p>Support provided to tourism businesses in the period included accommodation, winery, and Royal Flying Doctor expansion project. Provided assistance to Orana Regional Development Australia Chairman traveling to China to support tourism promotion.</p> <p>Opportunities and developments being explored include agritourism, joy flights, pop up cafes, transport and accommodation development.</p> <p>Dubbo hosted sight inspection for international travel bookers in May in conjunction with Destination NSW and ATE (Australian Tourism Exchange). International Travel agents (35) presented development opportunities for travel groups along with free independent travellers to the LGA in the future, parties involved RFDS, First Lesson Cultural Tours, Dubbo Regional Botanical Gardens, WPCC &amp; TWPZ.</p> <p>Tourism product and infrastructure projects submitted to AusIndustry's Building Better Regions fund.</p> <p>Wellington Caves is currently working with Burrendong Sport and Recreation in a collaborative promotional program.</p> <p>The Wellington Caves works with the Wellington Golf course in offering stay &amp; play packages for accommodation and course fees.</p> <p>The Caves Manager regularly attends the Dubbo Accommodation meetings to gain industry insight and developmental opportunities for future promotions and tourism related business ventures.</p>	Corporate Development	Q1, Q2, Q3
Facilitate and support the development of new tourism related business ventures, and the expansion of existing tourism related business ventures.	Supported the Adventure Watersports (kayak hire business) at Ollie Robbins through the development of a licence agreement.	Parks & Landcare Services	Q1, Q2, Q3

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Complete capital projects at the Old Dubbo Gaol funded by the Cobbora Transition. (1.3.7.5)	Only external signage left to complete. Heritage approval for the final works has been received.	Community Services	Q1
<b>3.3. Support alliances between local operators such as the Taronga Western Plains Zoo, the Regional Tourism Organisation, Destination NSW, the indigenous community, local industry associations and other relevant government departments and peak tourism organisations</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Foster alliances between local operators (e.g. TWPZ, Regional Tourism, Destination NSW, Indigenous community, local industry associations and other relevant government departments and peak tourism organisations.	<p>Supported local operator with a Newcastle radio promotion. Collaborated with TWPZ to welcome official Chinese management delegation from Adecco in Shanghai for a follow-up familiarisation tour of Dubbo and TWPZ. Staff attended DNSW Aboriginal Tourism workshop with Dubbo and Wellington operators, staff attending NSW tourism conference, Medicinal Garden developed in consultation with stakeholder and launched 17 March, supported TWPZ 40th birthday celebration activities. Ongoing delivery of services to industry through City Development Partnership Program. Facilitate monthly accommodation network meetings. Maintain communications with DNSW.</p> <p>Ignite Skill Activation Training delivered to CBD businesses from Dubbo and Wellington in March 2017, topics include digital marketing strategy and social media. Business Masterclasses similar to myDubbo programs in the past are earmarked for delivery in May.</p> <p>Development and roll out of the Great Business Program has been achieved. Based on the previous business program Your Dubbo the Great Business Program was amended to include the new LGA, key note speakers and revised reporting from customers.</p> <p>Successful bid submitted in partnership with RDA Orana to attract the establishment of country and outback destination network. The network will have 3 staff based from Dubbo.</p> <p>Ongoing facilitation of Events Network, Accommodation Network, Destination Management meetings. Regular attendance at Dubbo Chamber of Commerce, Wellington Business Chamber and Economic Development Officers Regional Meetings.</p> <p>Presentation made to Wellington Business Chamber and Dubbo Chamber of Commerce on key economic development projects progress and Great Business Program elements</p>	Corporate Development	Q1, Q2, Q3
Work on continuous improvement of local industry	Regular meetings held with local operators, events industry and chambers of commerce. Specific support and engagement provided to TWPZ, Royal Flying Doctor Service, Dundullimal, Old Dubbo Gaol and Wellington Caves in the period.	Corporate Development	Q1, Q2, Q3

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<p>engagement and optimise business operations.</p>	<p>Ongoing services and communications provided through month city development newsletters, monthly market reports the City Development partnership program, Accommodation network and Events networks. Established a Wellington accommodation monitoring program in partnership with Wellington industry.</p> <p>Ignite Skill Activation training delivered to CBD businesses from Dubbo and Wellington in March 2017, topics include digital marketing strategy and social media. Business Masterclasses similar to myDubbo programs in the past are earmarked for delivery in May.</p> <p>Development and roll out of the Great Business Program has been achieved. Based on the previous business program Your Dubbo the Great Business Program was amended to include businesses across the new LGA.</p> <p>Supported major research project in partnership with the TWPZ to identify market opportunities and risks regarding Western Sydney Zoo development. Hosted and promoted regional Pitchfest meeting with organisers Australia Post. The program is designed to help realize the potential and celebrate the success of rural and regional entrepreneurs, artisans and small business.</p> <p>Collaboration with Dubbo Business Chamber is hosting 2 key note speaker events during Back to Business Week is a NSW Government initiative that celebrates small to medium businesses and promotes and supports the critical role they play in local communities.</p>		
<p><b>3.4. Utilise the region's natural and cultural environment as tourist attractions in collaboration with tourism industry stakeholders to benefit from the \$24 Billion Australian Nature Tourism industry.</b></p>			
Action	Progress	Accountable / Responsible	QTR
<p>Investigate and pursue opportunities for further industry growth.</p>	<p>Provided destination management information to interstate business looking to establish Aboriginal tourism product in Dubbo. Provided high level assistance to Orana Regional Development Australia. Chairman traveling to China including Chinese/English translations of suggested tourism itinerary and Tourism statistics. Meeting held with Restart NSW, Regional Growth – Environment and Tourism grant program, Ongoing referral information - to Rotary, Chamber, Council - for Corrective Services Industry Awareness and collaborative opportunities within LGA, preliminary meeting with CSU regarding Indigenous Entrepreneurship pop up hub program. Regional opportunities paper on "Free Camping" market in development.</p>	<p>Corporate Development</p>	<p>Q1, Q2, Q3</p>
<p>LGA Promotions Strategy and other associated programmes and strategies to include</p>	<p>Partnered with TWPZ to deliver a \$25,000 Dubbo + Great Western Plains summer visitor attraction TV campaign in November.</p>	<p>Corporate Development</p>	<p>Q1, Q2, Q3</p>

<p>activities that support local promotion and community pride on being home of the TWPZ. (4.3.2.1)</p>	<p>The Rhino Adventure was relaunched for the September school holidays in partnership with Taronga Western Plains Zoo. The Rhino Adventure is being promoted digitally with visitors encouraged to stop, take a selfie with the rhino and upload it to social media with #therhinoadventure for their chance to win prizes.</p> <p>Supported local operator, Quality Inn to coordinate a TWPZ onsite broadcast from a Newcastle radio station.</p> <p>Installed Rhino at Cameron Park as part of the Rhino Adventure tourism Trail.</p> <p>TWPZ promoted in the 'Fly your way to a big adventure' campaign in promotion on Melbourne and Brisbane trains and digital advertising.</p> <p>Supported TWPZ 40th Birthday celebrations.</p> <p>TWPZ has hosted the key note speakers of the Great Business Program and received extensive promotion via the key speaker's social media platforms. TWPZ collaborated within the ATE international travel buyer familiarization promoting Dubbo as the home of TWPZ.</p> <p>Continuation of major project in partnership with TWPZ to deliver Dubbo + Great Western Plains summer visitor attraction campaign.</p>		
<p><b>3.5. Maintain and develop quality recreation infrastructure and public amenities which support tourism offerings (such as recreation areas, accommodation, cultural facilities, tourism information facilities, service areas, signage and tourist trails)</b></p>			
Action	Progress	Accountable / Responsible	QTR
<p>Implement the Dubbo LGA Strategic Open Space Master Plan.</p>	<p>This is being implemented as opportunities allow. A review of the Open Space Master Plan is well underway.</p>	<p>Parks &amp; Landcare Services</p>	<p>Q1, Q2, Q3</p>
<p>Implement the Public Art Strategy. (2.6.2.2)</p>	<p>Implemented and scheduled for review in February 2017. Wellington are to be included in review.</p>	<p>Community Services</p>	<p>Q1</p>
<p>In conjunction with sporting groups seeks 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. 1.4.6.21)</p>	<p>A submission to the Hon Troy Grant (Member for Dubbo) has been prepared seeking assistance for the relocation of the Victoria Park No.1 bike track, allowing the expansion of the playing surface.</p>	<p>Parks &amp; Landcare Services</p>	<p>Q1, Q2, Q3</p>

Research and identify the value to the LGA of the 'Freedom Camper' /RV Travellers.	<p>Funding received for regional white paper on the freedom camper market. Freedom Camper Economic Study in market. Stakeholder surveys currently being undertaken. Consultant appointed and project brief completed. Research findings on the value of the free camper market paper to be completed by 30 June.</p> <p>Inclusion in Great Big Adventures (Travel In) marketing campaign inclusive but not exclusive to magazine, interstate public transport signage, digital marketing, competition to win a Mars Campers Extremo Deluxe Hard Floor Camper Trailer valued at up to \$20,500. 4000 people entered competition and will be remarketed to with content and special offers.</p> <p>Significant coverage achieved through camping and adventure media.</p> <p>Collaborative Great Western Plains souvenirs developed and in market including tea towels and postcards.</p>	Corporate Development	Q1, Q2, Q3
Complete Rygate Park development project within grant funding budget and timeline.	Sporting lighting upgrade has been completed as per the contract initiated by Wellington Council. This was funded through the Cobbora Transition Fund. Further funding is being sought to continue with the development in line with the Master Plan.	Parks & Landcare Services	Q1, Q2, Q3
Identify specific tourism infrastructure and amenities considered important to servicing a current or emerging tourism segment not currently available in the LGA.	'Hard' tourism infrastructure opportunities identified in Community Fund applications. Activity in regards to development of soft infrastructure includes attending Aboriginal Tourism Conference with local operators in November. Development of agri tourism product trail in development. Development and successful completion of Regional Platters agri tourism product to be launched March 10th. Dubbo CBD Heritage Walk completed and being promoted to visitors.	Corporate Development	Q1, Q2, Q3
Identify specific tourism infrastructure and amenities considered important to servicing a current or emerging tourism segment not currently available in the LGA.	Work is soon to commence on the development of a major adventure based playground at Elizabeth Park (Dubbo Regional Botanic Garden). A regional playground is also to be installed at Cameron Park (Wellington).	Parks & Landcare Services	Q1, Q2, Q3
<b>3.6. Utilise the LGA's assets to attract business tourism and major events to the region, and through collaboration attract high quality and high yield events</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
LGA Events Support Program implemented. (4.2.1.1)	Event support and funding program being implemented. Major event sponsorship program also developed. LGA events being promoted on Destination websites, digital sign, within VIC's, Visitor guides, regional websites, weekly what's on and	Corporate Development	Q1, Q2, Q3

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	regular media segments. Regional events included in Regional Platters Guide. 58 events provided with high level support during the quarter. Meeting of the Dubbo Region Events Network. Development of (online) Risk Management Plan Template. LGA events promoted on local, and state websites, digital sign, within VICs, visitor guides, via Council's social media channels and weekly broadcast media. Information on promotional channels, support available from Council and links to the online Event Organisers Toolbox provided to event organisers.		
Support local initiatives to hold and attract high quality and high yield events.	Successful in its bid to host the 2017 Local Government Water Management Conference. Worked closely with organisers of Red Hot Summer Tour to help bring the event back to Dubbo in 2017. On-going strategic negotiations to hold, attract and secure high quality and high yield events including Nitro circus, State Track & Dubbo Open Track Carnivals. Delivery of NSW water management conference commenced. \$64,257 provided to 12 events via the Event Development Fund and Major Event Sponsor Program - stream 2) Mail out to database of 120 conference organisers undertaken pitching Dubbo as a destination for business events. Strategic relationship building and negotiations attracting 2018 NSW Fire Fighting Championships, NSW Indigenous Touch Championships, the return of the "Babes on Bikes" event and the Little A NSW State Multi (Region 3) Championships. Bid to host the Emeritus Melbourne Cup tour submitted. Significant support to the visit to the region by Queen's Baton Bearer Relay. VIP Welcome Offers produced and landing pages on dubbo.com.au established for: U13/U14 State Cricket Championships, Swimming NSW Country Regional Championships, Little A NSW Region 3 Championships, U9 – U13 Junior State Cycling Championships, Rotary District 9670 Conference, and the 100 years of Secondary Public Education weekend.	Corporate Development	Q1, Q2, Q3
Develop a proactive local events industry and strengthen local event management capability.	Bi-monthly event network meetings for all LGA industry are coordinated and include funding channels open to events; guidelines and requirements around broadcast music and videos at events and elements of an Event Management Plan and why the Plan is critical to planning successful and safe events.	Corporate Development	Q1, Q2, Q3
Position Great Western Plains as a destination for events leveraging from the destination appeal and brand.	Events listed in regional guide and in greatwesternplains.com.au. Events listed on events website, digital signage, in regional guide and in greatwesternplains.com.au	Corporate Development	Q1, Q2, Q3
Capital Upgrade Program with cost estimates to modernise the Convention Centre component of the Dubbo Regional Theatre and Convention Centre to be included in the Capital Works Prioritisation Program with a	Capital works prioritization program completed. Included as item in the \$9million Stronger Communities Fund for possible funding. Grand Funding being pursued.	Community Services	Q1

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view of seeking funding from both rates/general revenue and external sources. (1.3.1.7).			
Monitor commercial accommodation occupancy rates for trends. (4.2.2.6)	Occupancy rates maintained, and tourism market report distributed monthly. Occupancy reporting program established in partnership with Wellington operators. Monthly Accommodation Meeting held to inform and educate all accommodation providers of council events, regional opportunities, visiting events and emerging trends.	Corporate Development	Q1, Q2, Q3
<b>3.7. Establish an identity for both Wellington and Dubbo that reflects the community's aspirations and provides a platform for marketing and promotion of the LGA whilst identifying the LGA's unique selling points and year round tourism offer</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Undertake activities to support Wellington's attraction of residents and major project relocations, including ongoing support for the Orana 'Love the Life we live' project.	Wellington Guide developed to support new resident attraction activities. 'Love the Life we live' membership maintained. Wellington information on 'Love the life we live' website updated. Visitwellington.com website redesigned  Wellington lifestyle video developed. #Scene in Wellington campaign targeting local engagement to support attracting new residents underway. Developed series of local case studies to support attraction of new residents to Wellington.  Established an enquiry management system to ensure all new residents leads are captured, services and monitored for conversion.	Corporate Development	Q1, Q2, Q3
Implement Great Western Plains Phase 3 Marketing campaign.	Phase 3 of Great Western Plains campaign underway. 'Fly your way to a big adventure' in market February - April 2017 and 'Drive your way to a big adventure' will be in market from April - June 2017.  Great Big Adventures (Travel In) marketing campaign inclusive but not exclusive to magazine, interstate public transport signage, digital marketing, competition to win a Mars Campers Extremo Deluxe Hard Floor Camper Trailer valued at up to \$20,500 4000 people entered competition and will be remarketed to with content and special offers.  Significant coverage achieved through camping and adventure media. Inclusive but not exclusive to eight magazine articles, four pages of advertising promoting the competition and region.  Collaborative Great Western Plains souvenirs developed and in market including	Corporate Development	Q1, Q2, Q3

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	<p>tea towels and postcards.</p> <p>Adventure magazines are for sale nationally through supermarkets and newsagents and is available at the Dubbo and Wellington Visitor centres</p>		
<p>Ensure all key promotional activities reflect the LGA destination brands and support key brand messages. (4.3.1.1)</p>	<p>Dubbo destination brand included Dubbo Guides promoting Dubbo to the visitor, new resident and event markets. Dubbo.com.au redeveloped, TransForce truck promotion, social media channels and relevant collaborative marketing activities.</p> <p>Any interim wellington destination brand with the positioning of start your adventure is being used in the Wellington visitor and residents Guide, on the Visitwellington.com website, social media channels and relevant collaborative marketing activities.</p> <p>Visitwellington.com website redesigned.</p> <p>Rhino has been delivered and installed within the grounds of the Wellington Visitors Centre. Positive community feedback has been received since the Rhinos arrival. Explanation of the Rhino Adventure trail has been well received.</p> <p>'Drive your way to a big adventure' in market focusing on the adventure and journey. Supporting the entire LGA in destination brands and supporting key messages.</p> <p>Funding received for regional white paper on the freedom camper market. Inclusion in Great Big Adventures (Travel In) marketing campaign inclusive but not exclusive to billboards, interstate public transport signage, TV commercial, competition to win a Mars Campers Extremo Deluxe Hard Floor Camper Trailer</p>	Corporate Development	Q1, Q2, Q3
<p>Implement LGA Signage Strategy. (4.2.1.7)</p>	<p>Reskinned and installed refreshed Obley and Camp road tourism circuit signage. Entry signage updated with four Rhinos being repainted with designs from local students.</p> <p>Wellington Rhino installed in Cameron Park. Garden surrounding western entry signage to Dubbo redeveloped with Rhino. Ongoing monitoring and maintenance of LGA signage.</p> <p>Old LGA board signage removed, with infrastructure retained for future use.</p>	Corporate Development	Q1, Q2, Q3
<p>Conduct an annual LGA promotions programme customer satisfaction survey.</p>	<p>Annual survey to be distributed in June.</p>	Corporate Development	Q1, Q2, Q3
<p>Undertake a monthly rolling visitor satisfaction survey.(4.1.2.9)</p>	<p>Rolling survey being undertaken. YTD 100% satisfaction with quality of service at the Dubbo VIC and quality information at the Dubbo VIC.</p>	Corporate Development	Q1, Q2, Q3
<p><b>3.8. Support and encourage cooperative marketing and product development initiatives</b></p>			

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Action	Progress	Accountable / Responsible	QTR
Communicate with industry to provide information on co-operative campaign/promotional opportunities. (4.1.2.4)	All relevant activities and opportunities communicated. Communication and engagement channels include monthly City Development newsletters, attend Chamber of Commerce event and meeting in LGA, Ignite network group and face to face consultation, quarterly Destination Management meetings. Facilitate and present at accommodation and event network meetings that are open in operators across the LGA. Meetings held with stakeholders such as RDA Orana and Destination NSW held as appropriate. Updates provided to industry and government partners of the Great Western Plains campaign.	Corporate Development	Q1, Q2, Q3
Deliver two (2) major campaigns targeting key tourism markets annually. (4.1.2.6))	Dubbo + Great Western Plains summer visitor attraction TV campaign in market in November. 'Fly your way to a big adventure' campaign in market February - April. 'Drive your way to a big adventure' campaign completed and in market April - June 2017.	Corporate Development	Q1, Q2, Q3
Undertake monthly and quarterly reviews and updates of key information and promotional material. (4.2.2.4)	All material updated as required. Dubbo.com.au redeveloped. Visitwellington.com redesign completed.  VIC staff also attended Visual Merchandising workshops to support improvements in VIC store presentations.  Continual updates of key information and promotional material to ensure updated correct information is communicated via website pages, City Development e-news, Ignite e-news, Accommodation and Event Network Meetings.	Corporate Development	Q1, Q2, Q3
Develop and implement a program for all permanent staff and Ambassadors of the Visitor Information Centre (VIC). (4.2.2.2)	In addition to visiting various accommodation operations as part of the industry network meetings familiarisation undertaken include Dubbo and Wellington Visitors Information Centres, Macquarie Regional Library, Local B&B, Wellington Caves, Burrendong Sport & Rec Centre, Burrendong Holiday Park, and Burrendong Botanic Garden & Arboretum. Adventure Watersports business and Macquarie River Boat Cruises. The program is focused on continual improvement of knowledge for all staff across both VIC's. VIC team members attended visual merchandising training VIC team members attended "Great Business Program" development workshops City Development team members attended "Emotional Intelligence" workshop at TAFE promoted in conjunction with the Dubbo Business Chamber	Corporate Development	Q1, Q2, Q3
Review service levels and Capital Works Program to ensure that the VIC's maintains its Visitor Information Network Accreditation. (4.2.2.3)	Pre-accreditation meetings held with DNSW contractors held at Dubbo and Wellington VICs in February. Accreditation maintained.	Corporate Development	Q1, Q2, Q3

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<p>Support and encourage Dubbo CBD business owners under the Ignite Place making Program to collaborate with co-operative marketing and product development within the implementation of many of the 50 bright ideas through a two year funded program from Council.</p>	<p>Regular Ignite newsletter distribution to business owners / managers.                  Regular quarterly Ignite meetings with business owners / managers / stakeholders.                  Preliminary research into Wi-Fi supported pedestrian tracking systems.                  Analysis and investigation into parking provisions, ample parking signage and change in parking officer rotations.</p> <p>Submission for grant funding within the NSW Local Government Area (LGA) in the Murray-Darling Basin Energize Enterprise Fund. Round 3 of funding. Grant application presented for Ignite Skill Activation program &amp; Ignite Light Activation                  Introduction of myDubbo retail stimulus program                  smile. It's Christmas' campaign                  Regular Ignite newsletter distribution to business owners / managers.                  Regular quarterly Ignite meetings with business owners / managers / stakeholders.                  Analysis and investigation presented to Executive Committee into parking provisions, ample parking signage and change in parking officer rotations.                  Successful receipt of \$80,000 grant funding through the Murray-Darling Basin Energize Enterprise Fund. Round 3 of funding. Grant application presented for Ignite Skill Activation program &amp; Ignite Light Activation                  Expansion of myDubbo retail stimulus program to Dubbo greater city and Orana Mall.                  Development of marketing campaign to compliment the myDubbo card.</p> <p>Successful receipt of \$120,000 grant funding through the Murray-Darling Basin Energize Enterprise Fund. A total of 3 x \$40,000 has been received for Ignite program projects. Execution of Ignite Skill Activation workshops with Australian Business Consulting Solutions. Investigative work on feasibility of light activation / installation in Talbragar and Macquarie Streets under the Ignite Light Activation program. Creation of TV commercial for myDubbo Card. Expansion on myDubbo card into greater Dubbo city and Orana Mall.                  Parking signage audit completed and new signs to be installed next quarter.</p>	<p>Corporate Development</p>	<p>Q1, Q2, Q3</p>
<p>Conduct local research and engage with Wellington business community to consider the interest and feasibility of a Wellington CBD Place making program, including co-operative marketing and product development for Wellington CBD economic development.</p>	<p>Community consultation on the Correctional Centre expansion provided ideas and insights from the community regarding destination image / CBD opportunities. Dubbo Ignite has opened invitations to Wellington CBD business to attend business skill activation training created with the Murray Darling Basin \$80,000 funding, planned for end of March.                  Individual high level consultation undertaken with Wellington CBD businesses regarding their individual business development needs. Feedback being considered a part of the Ignite skill activation program in March and the planning for the LGA wide business development program April - June 2017.                  Inclusion of Wellington CBD Businesses in the Ignite Skill Activation program.                  Inclusion of Wellington businesses in the Great Business Program.</p>	<p>Corporate Development</p>	<p>Q1, Q2, Q3</p>

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	City Development staff presented to Wellington Business Community and Wellington Business Chamber.		
<b>3.9. Provide quality information to enhance visitor experiences and attract visitation through a broad spectrum of mediums whilst identifying and responding to Dubbo's key tourism market segments</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Provide a quality information service electronically.	Ongoing megamenu of listings and content on destination websites and social media channels. Dubbo.com.au has been redeveloped. Visit wellington redevelopment completed Dubbo electronic display sign in high demand constantly. City Development e-newsletter sent with regular updates. Ignite e-newsletters sent with regular updates. All social media channels audited and managed daily.	Corporate Development	Q1, Q2, Q3
Maintain a central information data base that is well maintained and made available to local stakeholders and prospective investors.	Database management and maintenance ongoing. Utilisation of ACT for LGA consolidated database management. Database includes over 1600 customer and stakeholder listings.	Corporate Development	Q1, Q2, Q3
Provide an effective LGA destination management information service that promotes the LGA and its various attractions and services. (4.2.2.1)	GWP Destination Management group provided high level assistance and feedback into consultant's development of "Destination Macquarie Marshes Action Plan".	Corporate Development	Q1, Q2, Q3
Develop regional LGA positioning paper in cooperation with Inland NSW and Destination Management for RV and caravanning services. (1.4.5.7)	Successful funding application made to the Energise Enterprise Fund for development of a regional LGA positioning paper of Freedom Camper Market. Paper to be completed by June 2017.	Corporate Development	Q1, Q2, Q3
Development of the Ignite Place making Program Facebook site and website to provide a centralised social media information hub to communicate all Ignite activations to city visitors, residents, visiting family & friends & tourists and increase awareness about Ignite activities in the Dubbo CBD.	Development of the Ignite Place making Program Facebook site complete and on-going with daily interaction with CBD businesses stakeholders, shoppers and owners.  Website framework complete, development of content on-going. Development of Ignite website will provide a centralised social media information hub to communicate all Ignite activations to city visitors, residents, visiting family and friends & tourists and increase awareness about Ignite activities in the Dubbo CBD.	Corporate Development	Q1, Q2, Q3

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## 4. Transport & Distribution Expansion

<b>4.1. Expand and strengthen Dubbo's role as a 'hub' for transportation and service operations</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Promote Dubbo as the 'hub' for transportation and service operations by ensuring appropriately zoned land and information via the Strategic Land Use and Infrastructure Strategies.	Appropriately zoned land and information via the strategic land use and infrastructure strategies provided.	Environmental Services	Q1, Q2, Q3
Promote Dubbo as the 'hub' for transportation and service operations by ensuring appropriately zoned land and information via the Strategic Land Use and Infrastructure Strategies.	Council has continued to support Dubbo's role as a transport hub. Road train access from both the Mitchell Highway (west) and the Newell Highway is now available directly into Boothenna Road now that the railway line has been relocated at Troy Junction. Review of Freight options within the City of Dubbo pending the RMS response to the third high level bridge. Promotion of freight routes undertaken informally.	Technical Services	Q1, Q2, Q3
Promote Dubbo as the 'hub' for transportation and service operations by ensuring appropriately zoned land and information via the Strategic Land Use and Infrastructure Strategies.	Ongoing Support being provide to a potential major transport service centre development.	Corporate Development	Q1, Q2, Q3
		Corporate Development	Q1, Q2, Q3
Facilitate and support initiatives that will assist with positioning Dubbo as the 'hub' for transportation and service operations in Western NSW.	Ongoing support through promotion in guides and investment collateral.	Corporate Development	Q1, Q2, Q3
<b>4.3. Expand and promote Dubbo's role as a major road/rail interchange centre</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
As a result of defined strategies and forward planning, establish	On going – staff members participated in NSW transport stakeholder consultation for future transport strategy.	Corporate Development	Q1, Q2, Q3

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and promote Dubbo as a major road and rail interchange, due to its strategic location.			
As a result of defined strategies and forward planning, establish and promote Dubbo as a major road and rail interchange, due to its strategic location.	Established major intersections and full access to Bootherba Road and the Freight Route - Mitchell Highway / Bunglegumbie Road / Troy Bridge / Bootherba Road / Golden Highway facilitate such development.	Technical Services	Q1, Q2, Q3
<b>4.4. Promote Dubbo as an air transport link for interstate business and travel</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Promote Dubbo as the 'hub' for domestic and business travel and air logistics operations.	Campaign with Fly Pelican/ Newcastle radio station and local operators supported in November. 'Fly to a big adventure' Jetgo campaign in market February - March 2017 and Air Pelican package promotion in market March 2017, as part of Great Western Plains visitor attraction activity. Promotions include the promotion of the 1 hour flight to Dubbo within Melbourne and Brisbane Trains. Discussion held with Canberra Chamber of Commerce regarding opportunities following the commencement of the Canberra - Dubbo flight. Networking visit from Canberra Chamber of Commerce Chairman and CEO planned for June 26th 2017.	Corporate Development	Q1, Q2, Q3
Maintain a watching brief on the developments with respect to the proposed Badgerys Creek airport. (3.1.18.10)	Watching brief and direction of NSW State Government	Corporate Development	Q1, Q2, Q3
<b>4.5. Plan/design efficient road and rail access to complement requirements of industrial and agricultural expansion</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Undertake regular liaison and initiate discussions with, government infrastructure providers – to pursue future infrastructure needs and funding requirements.	Regular meetings (6 monthly) are held with the RMS, alongside specific meetings related to the 'third bridge' project.	Technical Services	Q1, Q2, Q3
Implement the new Road/Rail Interface Agreements with Australian Rail Transport Corporation (ARTC) and the John Holland Group. (3.1.4.3)	The John Holland Interface Agreement has been executed but not the ARTC Agreement. Council is still awaiting responses from ARTC to suggested modifications.	Technical Services	Q1, Q2, Q3

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Implement the new Road/Rail Interface Agreements with Australian Rail Transport Corporation (ARTC) and the John Holland Group. (3.1.4.3)	The John Holland Interface Agreement has been executed but not the ARTC Agreement. Council is still awaiting responses from ARTC to suggested modifications.	Technical Services	Q1
Implement the new Road/Rail Interface Agreements with Australian Rail Transport Corporation (ARTC) and the John Holland Group. (3.1.4.3)	The John Holland Interface Agreement has been executed but not the ARTC Agreement. Council is still awaiting responses from ARTC to suggested modifications.	Technical Services	Q1, Q2, Q3
<b>4.6. Promote partnerships with and encourage NSW and Australian Governments, agencies and industry in respect of the transport infrastructure needs of local businesses and the need for future investment in infrastructure</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Facilitate meetings with relevant government agencies, stakeholders and developers to discuss partnerships in respect of the transport needs of local businesses.	Roads and Maritime Department surveyed the public in May/ June 2016 in respect of an additional bridge over the Macquarie River at Dubbo.	Environmental Services	Q1, Q2, Q3
Lobby for additional turning and overtaking lanes on the Mitchell and Newell Highways. (3.1.9.1)	There has been no active lobbying in the first quarter.	Technical Services	Q1, Q2
Lobby for additional turning and overtaking lanes on the Mitchell and Newell Highways. (3.1.9.1)	There has been no active lobbying this financial year.	Technical Services	Q1, Q2, Q3
<b>4.7. Ensure adequate high quality land is available to support demand for transport and distribution developments</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
In conjunction with the annual review of the Dubbo Local Environmental Plan ensure adequate appropriately zoned land is available to support the transport and logistics industry.	Land monitors reviewed and adequate appropriated zoned land as available.	Environmental Services	Q1, Q2, Q3

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## 5. Agricultural Sustainability & Diversification

<b>5.1. Maintain and develop Dubbo as the premier centre for regular commercial fat and store sheep and cattle sales and the indoor show and sales centre for stud cattle, sheep and horses in NSW</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Promote the Dubbo Regional Livestock Markets.	Dubbo Regional Livestock Markets continues to be promoted through website, press, and flyer.  A video has been produced promoting the long standing role the Markets have played in the community and development of regional agricultural industry.	Corporate Development	Q1, Q2, Q3
Support and encourage a strong agricultural sector. Provide support for fundraising, promotional projects and grant applications within the sector. Planning proposals to support growth and development.	Application to Murray Darling Fund successful. Funds being used to develop regional agriculture tourism/tour product and information guide. Successful receipt of funding, subsequent creation of Regional Platters. Launched March 10 <sup>th</sup> . Regional Platters platform continuing to build businesses involved.	Corporate Development	Q1, Q2, Q3
Review and update Dubbo Regional Livestock Market Asset Management Plan.	Asset management plan reviewed and updated as appropriate.	Corporate Development	Q1, Q2
Develop and implement a detailed master plan for the Dubbo Show Ground to provide for further development and improvements to maintain and enhance Dubbo's position as a premier centre for indoor show and sales centre for stud cattle, sheep and horses in NSW. (4.4.5.4)	Master plan adopted.	Corporate Development	Q1, Q2
Completed staged upgrade of the Cattle Management Facility (4.4.3.9)	Cattle facility upgrade in progress, new feeder pens, new drafting and second weigh bridge in operation, completion expected June 2017.	Corporate Development	Q1, Q2, Q3
<b>5.2. Expand Dubbo as a major food processing centre</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>

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Facilitate and support economic growth initiatives in food production within the Dubbo and Wellington LGA.	'Regional Platters' business diversification program implemented. Program involved four operators based in Dubbo and four operators in Wellington.	Corporate Development	Q1, Q2, Q3
Facilitate and support business investment and attraction along with business retention and expansion initiatives that focus on the expansion of the LGA in food production.	Provided high level assistance to Orana Regional Development Australia Chairman traveling to China to promote regional investment and local food production. Development and diversification support provided to 60 regional producers through the regional platters program. Hosted International ATE (Australian Tourism Exchange) famil in cooperation with Destination NSW. Famil was coordinated with Destination NSW with 30 international travel agents which were all given the regional platters information for any future opportunity.	Corporate Development	Q1, Q2, Q3
Facilitate and support business investment and attraction along with business retention and expansion initiatives that focus on the expansion of the LGA in food production.	Support provided as required.	Environmental Services	Q1, Q2, Q3
Promote Dubbo as the regional service centre for agriculture based manufacturing and supply.	"Regional Platters" Guide launched and will be supported by ongoing communications program in partnership with 7 local government area, 60 producers and 6 tour operators.	Corporate Development	Q1, Q2, Q3
<b>5.3. Position the LGA as a centre for agriculture based manufacturing and service centre</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Establish and promote the LGA as a centre for diverse sustainable farming practices.	Creation of Regional Platters showcasing farming currently in development.	Corporate Development	Q1, Q2, Q3
Explore opportunities for expanded agricultural and research development.	SproutX initiative and Jobs for NSW program promoted in City Development newsletter. Regional Platter program includes workshops to assist agricultural businesses identify opportunities for tourism/experience development.	Corporate Development	Q1, Q2, Q3
<b>5.4. Establish and promote the LGA as a centre for diverse sustainable farming practices</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Explore opportunities and undertake activities to support development of industry and related practices.	Regional Platter program being delivered in partnership with 7 LGAs. The program supports business diversification.	Corporate Development	Q1, Q2

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<b>5.5. Encourage the expansion of agricultural education and research and development</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Investigate opportunities for the LGA to take advantage of technological opportunities associated with business and community along with supporting the expansion of education, business and research opportunities.	Continuing to promote the NBN and Council's Keswick Estate is developed with NSW in the premises	Corporate Development	Q1, Q2, Q3
<b>5.6. Promote LGA as a cost effective and central location for food and product transport and distribution</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Facilitate and support business investment and attraction and business retention and expansion promotions that focus on the diversity of the LGA's agricultural base and opportunities for future investment.	<p>Provided assistance to Chinese Domain company and Australian based Beef Innovation with City and regional agricultural footage to support promotion of region and direct agricultural supply to China.</p> <p>In addition to attracting group tours, the Regional Platters Guide in its various formats and content has been developed support government and agricultural stakeholders to professionally promote the industry.</p>	Corporate Development	Q1, Q2, Q3
<b>5.7. Position the LGA as an ideal location for carbon trading/sequestration and offsets</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Facilitate discussions and develop materials that promote LGA as ideal location for carbon trading/sequestration and offsets.	Opportunities being monitored.	Corporate Development	Q1, Q2, Q3
<b>5.8. Promote the diversity of the LGA's agriculture base and the opportunities available for agricultural investment at any scale</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Develop materials that promote diversity of Dubbo's and Wellington agriculture base.	Regional Platters Guide launched with great success and industry interest.	Corporate Development	Q1, Q2, Q3

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## 6. Regional Service Centre Development

<b>6.1. Improvements to and within the health services sector</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Monitor the impact on Dubbo of the management/ operations of the Western NSW Local Health Network. (1.1.1.3)	No impact identified to date.	Community Services	Q1
In conjunction with Sydney University and Charles Sturt University gain support from the Australian Government for health tertiary courses and training courses and facilities in the City. (1.1.3.1)	No action taken.	Community Services	Q1
Strategically manage newly developed airline linkages along with potential development of increased flights and additional links.	Newcastle and Canberra are now being serviced from Dubbo.	Corporate Development	Q1, Q2, Q3
<b>6.2. Improvements in education and amenity</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Monitor Federal Budget outcomes in regards to education implications.	Monitoring on going.	Community Services	Q1
<b>6.3. Streamlined approval and information process</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Monitor and continue to support a streamlined approvals process with a user friendly pathway to development.	Ongoing with the evolution of streamlined processes such as the pop up policy document. Working with Service NSW to support the pilot of the 'Easy To Do Business program in the LGA.	Corporate Development	Q1, Q2, Q3

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Implement the Fast Track approvals program that was developed out of the Road Test initiatives undertaken by Council as part of the CBD precinct plan.	Department of Planning and Environments project which is a web page for e-services is to be implemented in 2017 across NSW Local Government	Environmental Services	Q1, Q2, Q3
Provide a central point of contact for businesses to seek advice and information for investing in the LGA	Economic Development Officer acts as central point of contact. Council engaged an Economic Development Project Officer to support delivery of economic and destination development projects across the LGA.  239 enquiries YTD.	Corporate Development	Q1, Q2, Q3
<b>6.4. Promotion of a positive image through proactive public relations</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Positively promote Dubbo CBD through the Ignite Place making Program	99 enquiries have been facilitated in August - November 2016. 45 enquiries have been facilitated in November 2016 - February 2017 67 enquiries have been facilitated in March 2017 - May 2017 Social media channels maintained - 1011 likes and regular reach over 7200 Media releases on program developed.  Current development of Ignite website for the CBD.	Corporate Development	Q1, Q2, Q3
Implement the Corporate Communications Program. (1.4.3.4)	Positive and proactive Communication services being provided within the destination and evocities media program including Country Style, Travel In, CEO magazine Caravan and Camping Australia Magazine, Realestate.com.au, Today Show and various travel blogs and content pieces Supported development of Great Western Plains Adventures Magazine including numerous articles on Dubbo and Wellington.	Corporate Development	Q1, Q2, Q3
Promote the LGA positively to local and non-local audiences.	Supported updates on oranaregion.com.au, evocities.com.au, lovethelifewelive.com.au. Dubbo.com.au website has been redeveloped. Updated Dubbo City Investment DVD to include additional airline carriers, current statistics and development approvals and removal of former Council reference. CBD Banners were installed on 16 August in line with the unveiling of the suite of guides underpinning the 2016/17 City Development Partnership Program.	Corporate Development	Q1, Q2, Q3

## 7. Workforce & Skills Development

<b>7.1. Improvements to and within the health services sector</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>

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Make representations to the NSW and Australian Governments to increase coordinated funding for programs to improve the education, health, employment and economic development opportunities of Aboriginal people. (1.2.5.1)	No action taken.	Community Services	Q1
Support Indigenous Youth Development Programs. Liaise with Wellington Local Aboriginal Land Council, local schools, TAFE and Interagency and Community Services Advisory Committee to support Indigenous Youth Development programs.	No action taken.	Community Services	Q1
Promote education and training opportunities to increase the capabilities of the community, staff and expertise allowing for general 'up-skilling' across the LGA.	Maintained and promoted Business Training and Events Calendar on investindubbo.com.au. Visitwellington.com redesigned. Development and delivery of Ignite Skill Building program - four workshops presented by Australian Business Consulting Solutions focused on building skills of the Dubbo and Wellington CBD businesses in social media, visual merchandising, customer service and digital marketing. Development and delivery of the Great Business Program - a renewed format of the Your Dubbo workshops. All businesses within Dubbo and Wellington were invited to participate. The Great Business Program is focused on key note speakers and shopper feedback survey results.	Corporate Development	Q1, Q2, Q3
<b>7.2. Understand the nature of demand and supply by engaging with local business and understanding skills and labour needs gaps and delivery of a regular skills and labour needs survey to track skilling and workforce requirements in the region and feeding this information back to education and training providers in the region</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Engage with local business to understand skills and labour needs gaps.	Skill gaps identified within the business community. These skill gaps have been address by: Maintained and promoted Business Training and Events Calendar on investindubbo.com.au. Development and delivery of Ignite Skill Building program - four workshops presented by Australian Business Consulting Solutions focused on building skills of the Dubbo and Wellington CBD businesses in social media, visual merchandising,	Corporate Development	Q1, Q2, Q3

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	<p>customer service and digital marketing. Development and delivery of the Great Business Program - a renewed format of the Your Dubbo workshops. All businesses within Dubbo and Wellington were invited to participate. The Great Business Program is focused on key note speakers and shopper feedback survey results.</p> <p>Facilitated meeting with key economic development representatives of DRC, Wellington Correctional Centre Management and DRC Community Services understand skill and labour needs regarding creation of child care facilities. Business plans and best practice and operational procedures have been shared to find a collaborative approach.</p>		
Work in partnership with education providers and business programme to develop employment skills. Engage with development proponents to establish training opportunities. Work experience program / identify training opportunities.	<p>Maintained and promoted Business Training and Events Calendar on <a href="http://investindubbo.com.au">investindubbo.com.au</a>. Development and delivery of Ignite Skill Building program - four workshops presented by Australian Business Consulting Solutions focused on building skills of the Dubbo and Wellington CBD businesses in social media, visual merchandising, customer service and digital marketing. Development and delivery of the Great Business Program - a renewed format of the Your Dubbo workshops. All businesses within Dubbo and Wellington were invited to participate. The Great Business Program is focused on key note speakers and shopper feedback survey results.</p>	Corporate Development	Q1, Q2, Q3
<b>7.3. Encourage the promotion and expansion of locally available tertiary education opportunities</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Encourage diversification of post-school education and training, and expansion of tertiary courses in the LGA.	Familiarisation undertaken at CSU Dubbo campus. Brief discussion regarding future opportunities held. Collaboration on projects with CSU have been executed. Promotion of university graduation assisted by council assets at the Church Street Rotunda.	Corporate Development	Q1, Q2, Q3
Support relevant community groups and medical professionals who link medical students to training opportunities in Wellington through Sydney University and Rural Far West.	Support provided as required. No training opportunities identified to date in Wellington for medical students.	Community Services	Q1
Encourage diversification of post-school education and training, and expansion of tertiary courses in the LGA.	Support provided as required. DRC provided a letter of support to CSU in its endeavours to be established as regional university medical training centre.	Community Services	Q1
<b>7.4. Deliver programs and initiatives that support the attraction of skilled professionals</b>			

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Action	Progress	Accountable / Responsible	QTR
Provide support to businesses / agencies endeavouring to recruit skilled workers to the LGA. (1.1.6.1)	<p>Attended Correctional Services Information Sessions and supported regional attraction efforts for the Centre expansion. Supported Medical Students through School Rural Health. 258 positions uploaded to the Dubbo-Jobs website. Dubbo jobs recorded 8,589 website visits. 8 employers registered to Dubbo-Jobs Supported establishment of Country and Outback Destination Network in Dubbo.</p> <p>Supported Discovery Bus Tour of 50 Medical Students from the School of Rural Health. Provided New Resident Guides to 15 Medical Students based at the Hospital. Assisted the Local High Schools with New Resident Packs for the recruitment of new teachers to the City of Dubbo. Provided a local vet with New Resident Attraction support around Bus Tours coming to the city and his student rotation. Promoted the new look Evo-jobs with position in the Dubbo LGA continuing to be loaded with 426 jobs loaded for the area since February.</p>	Corporate Development	Q1, Q2, Q3
Develop and maintain information targeting new resident for the Dubbo and Wellington communities.	<p>New resident Guide for Dubbo in Market. New resident Guide for Wellington is in production to be in market mid-December. 'Love the Life you live' (new resident attraction website for Wellington) updated. Evocities (new resident attraction website for Dubbo) maintained.</p> <p>New resident Guide for Wellington completed and in market. 'Love the Life you live' (new resident attraction website for Wellington) updated. Evocities (new resident attraction website for Dubbo) maintained.</p> <p>New resident information evenings held regularly in Dubbo. Develop stages of introducing new resident information evenings in Wellington. Wellington Visitors Centre has become more proactive in identifying new residents and engaging them will all relevant information</p> <p>Evojobs statistics for January – March 2017  1547 regional jobs advertised on Evojobs  175 employers registered on Evojobs  95 new relocations to the Evocities  259 enquiries from potential relocators</p>	Corporate Development	Q1, Q2, Q3
Undertake LGA Marketing activities (web, media, events, and sponsorships) support the attraction of skilled professionals. (4.1.2.5)	<p>Ongoing via Evocities platform, including Evojobs, Love the life we live, dubbo.nsw.gov.au; dubbo.com.au; and visitwellington.com.au</p> <p>Application made to the regional grant fund to support marketing opportunities to attract skilled professionals.</p>	Corporate Development	Q1, Q2, Q3

## 8. Advocacy and Leadership development

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<b>8.1. Communication and engagement with industry, government and the community</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Promote industry collaboration and cooperation by holding and participating in number of collaborative forums and information sharing opportunities	Monthly City Development newsletters distributed. Ignite network meetings held quarterly. Accommodation network meetings held monthly. Events Network meetings held monthly.	Corporate Development	Q1, Q2, Q3
Maintain organisational participation in the Small Business Friendly program	Participation in program maintained. Participation promoted on Council website. Quarterly report, including case study provided.	Corporate Development	Q1, Q2, Q3
Gain support for infrastructure funding to support growth of industry sectors and improve the accessibility of the region in response to identified and prioritised needs.	Ongoing meetings and networking opportunities with NSW Trade and Investment and other departments. Ongoing as above	Corporate Development	Q1, Q2, Q3
Undertake a community survey to determine community satisfaction levels of community engagement activities. (5.2.1.1)	Engagement plan for Community Strategic Plan developed. Satisfaction measured in previous community survey.	Corporate Development	Q1, Q2, Q3
Develop partnerships with NSW and Australian Governments to review and improve regulations and business incentives to facilitate economic growth and diversification.	Staff attended DNSW Aboriginal Workshop with two local operators. Submission to the Standing Committee on State Development into ensuring the region benefits from international trade, infrastructure, employment, tourism, innovation and research by identifying sectors of the economy that can provide the greatest opportunities for regional development and jobs growth. Submission made in collaboration with Evocities Councils.	Corporate Development	Q1, Q2, Q3
Provide support to environmental and nature based events and organisations across the LGA	Support to local Landcare and bush care groups is provided as opportunities identified. This includes tree plants through the river corridor. Most recent support being the National Tree Day at Golf Links Creek (Bush care and Dubbo Field Naturalists and Conservation Society Inc.), Inland Waterways Rejuvenation Association, and Rivercare Bus is supported by access to sites and in-kind support.	Parks & Landcare Services	Q1, Q2, Q3
Implement the Noxious Weeds/Pest Species Management Program and Plans. (2.2.1.10)	Support to local Landcare and bush care groups is provided as opportunities identified. This includes tree plants through the river corridor. Most recent support being the National Tree Day at Golf Links Creek (Bush care and Dubbo Field Naturalists and Conservation Society Inc.), Inland Waterways Rejuvenation Association, and Rivercare Bus is supported by access to sites and in-kind support.	Parks & Landcare Services	Q1
Implement the Noxious Weeds/Pest Species	Council commitment to the NSW Weed Action Program is being met despite funding decreases from the State. These funds decreases are projected to	Parks & Landcare Services	Q1

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Management Program and Plans. (2.2.1.10)	continue as the State reallocates funding from western areas to more populated coastal areas.		
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. (2.2.3.2)	Document to be provided and distributed if necessary by June 2017.	Environmental Services	Q1, Q2, Q3
Support forums with real estate agents, development and building industries and Chamber of Commerce on planning and building issues. (2.4.3.3)	Combined with Administrator's Forum held 17 July 2016 and March 2017.	Environmental Services	Q1, Q2, Q3
<b>8.2. Undertake activities to promote consolidated, united and representative action by business, industry, government and the broader community</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Develop a consolidated and united approach across the LGA, and within Council by understanding the needs of community and developing appropriate actions, to move the region forward.	New economic development strategy to be developed post July following drafting of the new community strategic plan. Partnered with Dubbo Business Chamber and Wellington Business Chamber in Great Business Program.	Corporate Development	Q1, Q2, Q3
Engage in forums with business, industry, government and broader community leaders in economic development discussions sharing best practice and strategies.	Maintained referral assistance/liaison with Business Enterprise Centre to discuss assistance to new business looking for advice on establishing operational efficiencies. Presentation made to Dubbo Chamber of Commerce and Wellington Business Chamber. Canberra/Dubbo Trade and Business Forum and Networking event planned for June 2017. Supporting Service NSW in Easy to do Business Program.	Corporate Development	Q1, Q2, Q3
Pursue opportunities for strategic alliances and/or resource sharing with neighbouring councils.	Ongoing through collaborative networks in particular EvoCities. Economic Development Officer Networks. Destination Management Plan Networks .	Corporate Development	Q1, Q2, Q3

## 9. Business investment & Attraction

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<b>9.1. Development of marketing material required to promote Dubbo as a business location and to highlight the growth opportunities available</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Promote the competitive advantages of the area and reasons to invest in the LGA in all relevant marketing materials and communicate available opportunities.	Invest in Dubbo DVD updated. Invest in Dubbo and Dubbo data centre updated and maintained. visitwellington.com upgraded and redeveloped.	Corporate Development	Q1, Q2, Q3
<b>9.2. Develop and maintain LGA economic profile, prospectus and population projections.</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Provide a responsive economic development service to prospective investors.	Provide support, advice or information to 41 new or potential business and industry developments, including a solar development, transport service, Aboriginal tourism development, hospitality services and retail. Fortnightly meeting held with Economic Development and Planning staff to support internal communications.	Corporate Development	Q1, Q2, Q3
Undertake an annual review of the procedure for processing Development Applications. (2.2.9.1)	Major review to be undertaken by March 2017 as part of the organizational review resulting from the merger.  Review deferred and pending advice from the Department of Planning and Environment in respect of their proposed web based e-services proposed for NSW Local Government.	Environmental Services	Q1, Q2, Q3
Continue to implement the adopted Environmental Services Communications Strategy. (2.2.9.2)	Ongoing.	Environmental Services	Q1, Q2, Q3
Undertake a biennial client survey to determine client satisfaction levels in respect of land use services. (2.2.9.3)	Survey programmed to be undertaken by November 2017 for 2016/2017.	Environmental Services	Q1, Q2, Q3
Implement e-Services project plan to increase the extent of information available electronically. (2.2.9.7)	E-Certificates implementation on hold due to merger. Computer systems being developed for the merged Council to include e-Planning capability.	Environmental Services	Q1, Q2, Q3
Encourage business to network and engage with specific prospective investors to discuss	Networking opportunities communicated and connections made for potential investors including real estate agents, land developers and local chambers.	Corporate Development	Q1, Q2, Q3

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the benefits of locating to the LGA.			
Positively promote Dubbo CBD through the Ignite Place making Program to investors	<p>Submission for grant funding within the NSW Local Government Area (LGA) in the Murray-Darling Basin Energize Enterprise Fund. Round 3 of funding. Grant application presented for Ignite Skill Activation program &amp; Ignite Light Activation</p> <p>Introduction of the myDubbo card - an EFTPOS based gift card which can be used to purchase goods and services in any participating local store in Dubbo. Engage with stakeholders to promote product and ensure leveragable success. The network of all businesses in Dubbo have the potential to cross sell your business in the sale of cards. Continue to develop the 'Smile. It's Christmas' campaign - to attract business stimulus in the CBD, ensure the Dubbo CBD is vibrant, busy and attractive to investors.</p> <p>Development of myDubbo marketing campaign underway. Extension of myDubbo not just to the CBD. Engagement and distribution at Orana Mall.</p> <p>Development of Ignite Light Activation Program is focused on delivering targeted illumination, ambiance, safety and security to the CBD of Dubbo. The Ignite Light Activation Program builds the profile of Dubbo CBD and engagement of stakeholders within it, in terms of light activation, night time economy along with safety and security.</p> <p>CBD Parking wayfinding audit and execution.  CBD public bathroom audit and stakeholder inclusion in a map or application.  Analysis and investigation into parking provisions, ample parking signage and change in parking officer rotations.  Gold Cup retail campaign and activation preliminary plan development  Ignite Website development.  Research and development of public art installation at 117 Macquarie Street. The laneway walk currently has an aging artwork which the asset owner would like assistance in changing.</p>	Corporate Development	Q1, Q2, Q3

## 10. Business Retention & Expansion

10.1. Execute a business expansion and retention program			
Action	Progress	Accountable / Responsible	QTR
Support and promote local business development activities, such as development	Sponsored Dubbo Chamber of Commerce Business Awards. Development opportunities promoted in monthly city development newsletters. Business Training and Events Calendar on investindubbo.com.au maintained.	Corporate Development	Q1, Q2, Q3

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<p>programmes, seminars and business awards. (4.1.3.4)</p>	<p>Back to Business funding obtained to sponsor Dan Gregory events at DRTCC and Chamber of Commerce March Breakfast.</p> <p>Great Business Program launched in partnership with Dubbo Chamber of Commerce, Wellington Business Chamber and Regional Australia Bank.</p>		
<p>Communicate relevant business development funding opportunities to the LGA business community.</p>	<p>Funding opportunities promoted in Monthly City Development and directly to relevant businesses and industries as required.</p>	<p>Corporate Development</p>	<p>Q1, Q2, Q3</p>
<p>Undertake research for a detailed fundamental outlook of the economic future of the LGA. Examination of collaborative and independent strengths, weaknesses, opportunities and threats to determine true growth potential of the region.</p>	<p>Opportunities paper for the Wellington Correctional Centre will provide insight to development of the new Economic Development Strategy in 2017. 60 people attended workshops held in Wellington, White paper provided by Remplan included economic analysis as part of the Opportunities paper. New population projects for LGA developed.</p> <p>TWPZ research project supported to identify risk of Western Sydney Zoo.</p>	<p>Corporate Development</p>	<p>Q1, Q2, Q3</p>
<p>Provide a responsive economic development service to existing businesses.</p>	<p>99 ytd existing businesses provided services including accommodation, medical retail, tourism, and agriculture across the LGA</p>	<p>Corporate Development</p>	<p>Q1, Q2, Q3</p>
<p>Support events and seminars for local business to assist communication and promote collaborative opportunities and partnership development.</p>	<p>All appropriate events included in industry training calendar. Developed 'Jingle on the Bell' - Christmas in Wellington CBD program. Developed 'Smile its Christmas' Dubbo CBD program</p> <p>Ignite Business Activation training to be held, invitations opened to CBD Businesses of both Dubbo and Wellington.</p> <p>Consistent and constant communication and promotion of collaborative opportunities through all networks and channels.</p> <p>Monthly City Development newsletters distributed.</p> <p>Ignite network meetings held quarterly.</p> <p>Accommodation network meetings held monthly.</p> <p>Events Network meetings held monthly.</p> <p>Destination network facilitated.</p> <p>Ignite Skill Activation training to CBD businesses from Dubbo and Wellington, topics include visual merchandising, digital marketing strategy and social media and customer service. Workshops provided businesses collaborative opportunities and partnership development.</p> <p>Development and roll out of the Great Business Program has been achieved.</p>	<p>Corporate Development</p>	<p>Q1, Q2, Q3</p>

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	<p>Based on the previous business program Your Dubbo the Great Business Program was developed to include the new LGA. This year's program includes educational workshops for business owners, promotion, customer feedback reports and grant funding opportunities to develop and grow business. Over 700 business owners and staff have attended development workshops.</p> <p>Back to Business Week - a NSW Government initiative that celebrates small to medium businesses and promotes and supports the critical role they play in local communities. Back to Business Week was acknowledged by 2 key note speaker and networking events co-hosted by DRC and Dubbo Chamber of Commerce.</p>		
Undertake an annual review of the Urban Land Monitors. (2.4.1.1)	Review to be carried out by November 2016.	Environmental Services	Q1, Q2, Q3
Develop and support business development opportunities through the Ignite Place making Program.	<p>Submission for grant funding within the NSW Local Government Area (LGA) in the Murray-Darling Basin Energize Enterprise Fund. Round 3 of funding. Grant application presented for Ignite Skill Activation program &amp; Ignite Light Activation.</p> <p>Successful receipt of \$80,000 of funding for Ignite program (total of \$120,000 ytd) Business development will be supported by the Ignite business activation workshops scheduled for March &amp; the Ignite Light Activation program scheduled for 4th quarter.</p>	Corporate Development	Q1, Q2
Ensure that commercial and industrial land use planning and regulations are streamlined to facilitate and promote business expansion and investment.	New employment land strategy under preparation to be completed by July 2017.	Environmental Services	Q1, Q2, Q3
<b>10.2. Undertake a local business skills development program</b>			
<b>Action</b>	<b>Progress</b>	<b>Accountable / Responsible</b>	<b>QTR</b>
Facilitate business support and training initiatives to the LGA business community to increase general business skills and improve general functionality and competitiveness of the Dubbo business community.	<p>Maintained and promoted Business Training and Events Calendar on investindubbo.com.au. Opportunities promoted in monthly city development newsletters and at accommodation and event network meetings. Applied for funding from Murray Darling for Ignite and Your Dubbo business development program.</p> <p>Successful grant funding for Ignite and Your Dubbo.</p> <p>Investindubbo.com.au. Opportunities promoted in monthly city development newsletters and at accommodation and event network meetings.</p> <p>Back to Business events coordinated for 28th February and 1 March 2017.</p> <p>Development and delivery of Ignite Skill Building program March 2017</p> <p>Development and delivery of Great Business Program April - June 2017.</p>	Corporate Development	Q1, Q2, Q3

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<p>Develop and support a local business skills development through the Ignite Place making Program.</p>	<p>Submission for grant funding within the NSW Local Government Area (LGA) in the Murray-Darling Basin Energize Enterprise Fund. Round 3 of funding. Grant application presented for Ignite Skill Activation program and Ignite Light Activation.</p> <p>Successful receipt of \$80,000 of funding for Ignite program (total of \$120,000 ytd) Funding will support Ignite business skill activation workshops for relevant CBD businesses in Dubbo and Wellington. Workshops to be completed in March and include one-on-one development sessions with consultants. The Ignite Light Activation program to be implemented before June 2017.</p> <p>\$35,000 received from the Enterprise Energise Fund to support LGA business development program the Great Business Program (former Your Dubbo program) in April - June. Program in development in market April - June 2017 with 133 businesses registered.</p>	<p>Corporate Development</p>	<p>Q1, Q2, Q3</p>
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# CLOSED AGENDA CONFIDENTIAL COMMITTEE OF THE WHOLE MEETING 26 JUNE 2017

MEMBERSHIP:  
Mr M Kneipp (Administrator).

The meeting is scheduled to commence at \_\_\_\_\_ pm.

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|---------------|---|---|
| <b>CW17/8</b> | <b>2017 KERBSIDE BULKY RUBBISH COLLECTION AND 2018 KERBSIDE GREEN WASTE COLLECTION (ID17/1004)</b><br>The Committee had before it the report dated 15 June 2017 from the Director Technical Services regarding 2017 Kerbside Bulky Rubbish Collection and 2018 Kerbside Green Waste Collection.<br><br><i>In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the General Manager is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).</i> | 3 |
| <b>CW17/9</b> | <b>DUBBO CITY REGIONAL AIRPORT AERONAUTICAL GROUND LIGHTING (AGL) UPGRADE (ID17/1000)</b><br>The Committee had before it the report dated 21 June 2017 from the Director Technical Services regarding Dubbo City Regional Airport Aeronautical Ground Lighting (AGL) Upgrade.<br><br><i>In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the General Manager is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).</i>                   | 7 |

- CW17/10**      **SALE OF COUNCIL OWNED LOT 451 DP 599741, 10L MOGRIGUY ROAD, FOR INDUSTRIAL PURPOSES (ID17/1016)**      34
- The Committee had before it the report dated 19 June 2017 from the Manager Commercial Facilities regarding Sale of Council Owned Lot 451 DP 599741, 10L Mogriguy Road, For Industrial Purposes.
- In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the General Manager is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business (Section 10A(2)(c)).*
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- CW17/11**      **SALE OF LOT 28 DP 1131385, 7 MCGUINN CRESCENT, MOFFATT ESTATE (ID17/1011)**      38
- The Committee had before it the report dated 17 June 2017 from the Manager Commercial Facilities regarding Sale of Lot 28 DP 1131385, 7 McGuinn Crescent, Moffatt Estate.
- In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the General Manager is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business (Section 10A(2)(c)).*
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- CW17/12**      **STAFF MATTER (ID17/1024)**      42
- The Committee had before it the Administrator Minute regarding Staff Matter.
- In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the General Manager is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: personnel matters concerning particular individuals (other than Councillors) (Section 10A(2)(a)).*