



# AGENDA

## CULTURE, ECONOMY AND CORPORATE COMMITTEE

### 12 JULY 2021

MEMBERSHIP: Councillors J Diffey, V Etheridge, D Grant, D Gumley, A Jones, S Lawrence, G Mohr, K Parker and J Ryan.

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

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<b>CEC21/23 LEAVE OF ABSENCE (ID21/1093)</b>	
<b>CEC21/24 ABORIGINAL EMPLOYMENT STRATEGY (ID21/1037)</b> The Committee had before it the report dated 21 June 2021 from the Manager People Culture and Safety regarding Aboriginal Employment Strategy.	2
<b>CEC21/25 INVESTMENTS UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT - JUNE 2021 (ID21/958)</b> The Committee had before it the report dated 1 July 2021 from the Chief Financial Officer regarding Investments Under Section 625 of the Local Government Act - June 2021.	21
<b>CEC21/26 LIVE-CROSS CAMERA MEDIA SUPPORT SERVICE (ID21/795)</b> The Committee had before it the report dated 16 June 2021 from the Manager Corporate Image and Communications regarding Live-Cross Camera Media Support Service.	27



## REPORT: Aboriginal Employment Strategy

**AUTHOR:** Manager People Culture and Safety  
**REPORT DATE:** 21 June 2021  
**TRIM REFERENCE:** ID21/1037

### EXECUTIVE SUMMARY

Council have developed an Aboriginal Employment Strategy (attached as **Appendix 1**) with a holistic approach that is achievable and respectful. The strategy will allow Dubbo Regional Council to build a foundation to increase opportunities for Aboriginal and/or Torres Strait Islander members of the community, and build a strong organisational culture that supports and encourages our existing employees, at all times ensuring our actions are aligned with Council's Vision, Purpose and Values.

### FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

### POLICY IMPLICATIONS

The commitments into the Aboriginal Employment Strategy will be incorporated into relevant policies and strategies considered by Council.

### RECOMMENDATION

1. That the report of the Manager People Culture and Safety, dated 21 June 2021, be noted
2. That the Aboriginal Employment Strategy, as attached as Appendix 1 be adopted.

*Mardi Stiles*

Manager People Culture and Safety

## **BACKGROUND**

Following the amalgamation of the former Dubbo City and Wellington Shire Councils, it was essential to develop and implement a strategy that gave consideration to both communities and workforces.

As a major employer, Council has a significant opportunity to offer a wide range of employment and career development opportunities for Aboriginal people.

Developing culturally inclusive and welcoming workplaces are key to improving employment opportunities for Aboriginal people and retaining Aboriginal staff.

The Aboriginal Employment Strategy has a strong commitment from Council's Executive Leadership Team, and contains initiatives and actions that have action dates, allocated responsibility for accountability and success measures.

## **REPORT**

To ensure that the Aboriginal Employment Strategy was achievable and respectful of local Aboriginal cultural protocols, a number of consultation and education processes were undertaken.

Prior to commencing the Aboriginal Employment Strategy, the staff that were to be involved in the development of the strategy, as well as the facilitation of the consultation workshops completed a Statement of Attainment in Responding to Aboriginal Cultural Sensitivities through TAFENSW. This was to ensure our goal of developing the strategy in a meaningful, achievable and respectful manner was achieved.

Internal Consultation was undertaken with current staff of Dubbo Regional Council. All staff were invited to participate in workshops to provide input into the strategy to ensure it was inclusive of our staff's perspectives. The workshop was delivered by Council's Aboriginal Liaison Officer to ensure it was conducted in a constructive and culturally safe manner, allowing participants to provide open and honest feedback.

Council's Aboriginal Liaison Officer, also ensured that external consultation was done, by providing regular updates and holding discussions with local Aboriginal Working Parties to gain their support of the strategy. They were also provided with a draft copy of the strategy to provide them with opportunity to give feedback/comment, to which none was received.

## SUMMARY

Council have created an Aboriginal Employment Strategy that undertook a process of internal and external consultation process and formal education as part of the development.

The Strategy contains an action plan with initiatives, actions and success measures that will enhance career pathways for Aboriginal Employees, Support and Retain Aboriginal Employees and Create and Maintain a Culturally Safe Environment.

People Culture and Safety will be responsible for monitoring and reviewing the actions contained in the strategy and will report annually to the Executive Leadership Team on the implementation of the strategy. Council's annual report will also contain information regarding Aboriginal employment.

The Aboriginal Employment Strategy will be reviewed every two years.

Appendices:

[1](#) Draft Aboriginal Employment Strategy - 21/06/2021

# Dubbo Regional Council Aboriginal Employment Strategy 2021 - 2023



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REGIONAL  
COUNCIL  
*Creating community for today & tomorrow*



Aboriginal Employment Strategy 2021 - 2023 | 1



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## ACKNOWLEDGMENT OF TRADITIONAL OWNERS

Dubbo Regional Council would like to respectfully acknowledge the traditional owners of the Dubbo Region, the Wiradjuri people and acknowledge their Ancestors and Elders past, present and emerging.



# OUR COUNCIL

## ABOUT DUBBO REGIONAL COUNCIL

On 12 May 2016 the former Dubbo City Council and Wellington Shire Councils were amalgamated to form Dubbo Regional Council.

Council has progressed strongly in creating an innovative and robust organisation with agreed strategies and plans. Focused on driving organisational change, a new customer experience culture and heightened economic prosperity for the region.

Council engage over 600 employees, delivering a diverse range of services including planning, infrastructure, community and lifestyle services, administration, economic development, corporate business and recreational services.

Our community focus is to deliver high quality services, strengthen our community engagement, customer experience and drive financial sustainability. Our workforce is to build an organisational culture founded on accountability, leadership excellence and performance.

## OUR VISION, PURPOSE AND VALUES



## COUNCIL'S COMMITMENT

It is the vision of the Dubbo Regional Council to create community for today and tomorrow. The aims, initiatives and actions outlined in this strategy will allow us to do this whilst ensuring our workforce is:

- Representative of our community;
- Capable and skilled;
- Diverse;
- Educated;
- Supported;
- Culturally sensitive; and
- Culturally inclusive





# INTRODUCTION

The 2019 estimated residential population for the Dubbo Region was 53,719. Households with indigenous person(s) was reported as being 3,449<sup>1</sup> - Dubbo Regional Council Community Profile REMPLAN

The Aboriginal population of the Dubbo Regional Local Government area is increasing, and it is important that our organisation is reflective of our community.

Dubbo is taken from the Aboriginal word meaning "red earth" which is consistent with the local landscape.

Dubbo Regional Council acknowledges all clan groups that reside within the Dubbo and Wellington Wiradjuri Nation.

Council acknowledges unemployment disadvantages faced by Aboriginal people and that Aboriginal people can be at risk of both relative poverty and absolute poverty due to socioeconomic disadvantage.

Council is also committed to giving consideration to Aboriginal persons and organisations when exploring indirect employment requirements through avenues such as procurement and tender opportunities.

Council has created a strategy with a holistic approach that is achievable and respectful. The knowledge, skills and experiences of Aboriginal and/or Torres Strait Islander people provide a rich learning environment for us all.

Meaningful employment is an important indicator of wellbeing. Employment allows not only income but independence. When the proportion of adults in the workforce is low, communities become more dependent on income support, and poverty increases.

The 2016 Census statistics identified that Aboriginal and/or Torres Strait Islander people made up 14.6% of the Dubbo population and 26.1% of the Wellington population.

<sup>2</sup> - 2016 Census | Australian Bureau of Statistics

As at 9 March 2021 Dubbo Regional Council's Aboriginal staff population is 14%.







In 2016 the Aboriginal Affairs Dubbo Opportunity Hub Community Portrait showed that 16% of the Aboriginal workforce were unemployed.<sup>3</sup>

<https://www.aboriginalaffairs.nsw.gov.au/new-knowledge/facts-and-figures/community-portraits/Indigenous-Portrait2016D-Dubbo-Opportunity-Hub.pdf>

<sup>4</sup> The next Australian census will be conducted on 10 August 2021.

The Aboriginal Employment Strategy allows Dubbo Regional Council to build a foundation to increase opportunities for Aboriginal and/or Torres Strait Islander members of the community, support and encourage our existing employees, whilst at all times ensuring our actions are aligned with Council’s Vision, Purpose & Values.

Part of this strategy will give respect to local Aboriginal cultural protocols.



# GOALS

## ENHANCE CAREER PATHWAYS FOR ABORIGINAL EMPLOYEES – GOAL ONE

Council appreciates the importance of a diverse and inclusive workforce. It is also important that our workforce is reflective of our community, recognising Aboriginal cultures in the Dubbo and Wellington areas.

To demonstrate Council's commitment to enhancing career pathways for the Aboriginal community, Council will introduce the below initiatives and undertake the actions listed to ensure they are achieved.

Initiative	Action
1.1 Research options for identified and targeted positions.	If sufficient information is discovered and the position can be supported financially (if not funded) expressions of interested to be sought from the Senior Leadership Team where positions can be supported within the organisation.
1.2 The introduction of five specifically identified Apprentice and Trainee positions.	Staged approach to incorporating five apprentice/trainee positions as a permanent addition to the Dubbo Regional Council organisational structure.
1.3 Engage with local community and school groups for industry introductions and workplace visits	Facilitate requests for work experience, industry visits and requests to attend schools and career expos where possible.
1.4 Engage with the local Aboriginal community providing support to those applying for positions with Dubbo Regional Council	Promotion and availability of a member of the People and Culture Team to the Aboriginal Community to provide guidance and support on applying for positions with Dubbo Regional Council and the merit based recruitment system on a regular basis.  Promotion of the Studiosity program in conjunction with the Macquarie Regional Library. This would allow access to the two components of the program, Homework Help and Writing Support. This would provide another level of support and assistance in increasing digital and literacy skills, education and confidence in applying for positions.
1.5 Establish relationships with Aboriginal employment providers to ensure open and transparent communication around Councils merit based recruitment system	Hold and information session for providers to attend to facilitate how a merit based recruitment system works, Councils policy and how they can assist their clients in applying for positions with Council.
1.6 Update the "Work at Council" section of the Dubbo Regional Council website to be user and culturally welcoming.	Update the website to provide information on Council's merit based recruitment system and how to apply for positions with Council.





### SUPPORT AND RETAIN ABORIGINAL EMPLOYEES – GOAL TWO

To achieve Council's vision and purpose we must invest in our employees to equip staff with skills and knowledge to progress through the organisation, and provide cultural supports and career pathways to sustain Aboriginal employees.

Part of the learning methodology that Council utilises is the 70, 20, 10 model.

*Experiential Learning* – 70% of learning through reflection on doing, on the job experiences and challenges.

*Social Learning* – 20% of learning from other people, social behaviour, observing, imitating others. This may include coaching, mentoring or peer group shared learnings.

*Formal Learning* – 10% of learning that is structured concise goals and objectives, courses and training programs.

Council will support our existing Aboriginal staff to ensure their employment with Council is supported and progressive. To do this we commit to:



Aboriginal Employment Strategy 2021 - 2023 | 7



Initiative	Action
2.1 Promote and encourage the use of internal support mechanisms offered.	Council's Aboriginal Liaison Officer profile and contact details and Councils Employee Assistance Program information will be included in Councils induction process. This is mandatory for all staff to undertake and will ensure the information is commonly known.
2.2 Support and encourage employees to access Councils learning and development framework, Uplift, to grow, develop and enhance their skills and capabilities.	Staff will be made aware of all opportunities available for learning, both directly job related and professional development opportunities.
2.3 Internal Acknowledgement Celebration of Culture and Traditions.	Introduction of internal functions to acknowledge NAIDOC and other significant calendar cultural events.
2.4 Exploration of Management Policies for opportunities to increase cultural awareness.	Exploration of Management policies when they come up for review to see if there is opportunities to increase cultural awareness.
2.5 Develop a reward and recognition program that includes recognition of Aboriginal employees in Councils Reward and Recognition Policy.	An annual award to acknowledge the contribution of an Aboriginal employee to Council.

### CREATE AND MAINTAIN A CULTURALLY SAFE ENVIRONMENT – GOAL THREE

A culturally safe environment is essential to a productive and harmonious work environment. Council is committed to increasing awareness and understanding of Aboriginal culture and fostering an environment that is inclusive and promotes mutual respect and understanding for all individuals, irrespective of culture and background within Dubbo Regional Council.

Council will be establishing a Wiradjuri Tourism Centre and Cultural Guidance Technical Advisory Panel. In addition to the panels advisory and governance role, this panel will support the creation of safe cultural spaces for employees with initial focus on the Wiradjuri and First Nations cultural appropriateness of programs, partnerships, activities and initiatives of the Wiradjuri Tourism Centre and Western Plains Cultural Centre.

The guidance provided by the panel will support the broader organisation in related initiatives including awareness education. Timing for the establishment of the future Advisory Panel is anticipated to be July 2021.

To ensure Dubbo Regional Council is a culturally safe environment, Council will introduce the below initiatives and undertake the actions listed to ensure they are achieved.



Aboriginal Employment Strategy 2021 - 2023 | 8



Initiative	Action
3.1 Develop and implement an Aboriginal Cultural Awareness Training Program for Dubbo Regional Council.	A training plan to be developed to have staff trained in Aboriginal Cultural Awareness. A training provider to be sourced that can provide the Aboriginal Cultural awareness training in accordance with Dubbo Regional Council requirements.
3.2 Creating a visual acknowledgement and appreciation of the local Aboriginal culture throughout work environments.	Work environment to feel more welcoming and acknowledging of Aboriginal culture both traditional and contemporary.



# OUR PROCESS

## Consultation and Education

As part of the process of developing the Aboriginal Employment Strategy a number of consultation processes were undertaken.

This consultation included:

### *Internal Consultation*

All staff were invited to express their interest in participating in a workshop to provide input into the strategy to ensure it is inclusive of our staff's perspectives. The workshop was facilitated by Council's Aboriginal Liaison Officer in conjunction with the People Culture and Safety Team to ensure the workshop was delivered in a constructive and culturally safe manner where participants could provide open and honest feedback.

### *External Consultation*

Throughout the process Council's Aboriginal Liaison Officer provided regular updates and held discussions with local Aboriginal Community Working parties to gain their support of the strategy.

Staff involved in the development of the Dubbo Regional Council Aboriginal Employment Strategy and the facilitation of the consultation workshops completed a Statement of Attainment in Responding to Aboriginal Cultural Sensitivities through TAFE NSW to ensure the strategy was developed in a meaningful, achievable and respectful manner.

## Monitoring and Review

People Culture and Safety Branch report annually to the Executive Leadership Team on the implementation of this Strategy.

Council's Annual Report will include information on Aboriginal employment.

The Aboriginal Employment Strategy will be reviewed every two years by People Culture and Safety.



### Key References

Australian Bureau of Statistics  
[www.abs.gov.au](http://www.abs.gov.au)

Dubbo Regional Council Community Profile REMPLAN  
[www.app.remplan.com.au/dubboregionalcouncil](http://www.app.remplan.com.au/dubboregionalcouncil)

Closing The Gap In Partnership  
[www.closingthegap.gov.au](http://www.closingthegap.gov.au)

Local Government (State) Award 2020  
[https://www.industrialrelations.nsw.gov.au/assets/Uploads/publications/Local-Government-award-listing-163/award\\_0308.pdf](https://www.industrialrelations.nsw.gov.au/assets/Uploads/publications/Local-Government-award-listing-163/award_0308.pdf)

Australians Together  
[www.australianstogether.org.au](http://www.australianstogether.org.au)

YOUR MOB LEARNING  
[www.yourmoblearning.org](http://www.yourmoblearning.org)

Department of Aboriginal Affairs – Community Portrait  
<https://www.aboriginalaffairs.nsw.gov.au/new-knowledge/facts-and-figures/community-portraits/>

Wellbeing and Healing through Connection and Culture Report – Lifeline in partnership with The Centre of Best Practice in Aboriginal and Torres Strait Islander Suicide Prevention  
<https://www.lifeline.org.au/media/xw1hognd/full-report-final-wellbeing-and-healing-through-connection-and-culture-2020.pdf>





Enhance Career Pathways for Aboriginal Employees				
Initiative	Action	Responsibility	Target Date	Success Measure
1.1 Research options for identified and targeted positions.	If sufficient information is discovered and the position can be supported financially (if not funded) expressions of interest to be sought from the Senior Leadership Team where positions can be supported in the organisation.	PCS SLT	Ongoing	Increasing the opportunities for the local Aboriginal Community, making our workforce reflective of the community in which we work and live.  Building capability with the Aboriginal community providing them with the tools to develop transferable skills to advance their employment and career prospects.
1.2 The introduction of five specifically identified positions.	Staged approach to incorporating five Apprentice/Trainee positions as a permanent addition to the Dubbo Regional Council organisational structure.	PCS SLT	Five years phased introduction completion completed by 2026	
1.3 Engage with local community and school groups for industry introductions and workplace visits.	Facilitate requests for work experience, industry visits and request to attend career expos where possible.	PCS ALO	Ongoing	Strengthened relationships with stakeholders in the community.
1.4 Engage with the local Aboriginal community providing support to those applying for positions with Dubbo Regional Council.	Promotion and availability of a member of the People and Culture Team to the Aboriginal Community to provide guidance and support on applying for positions with Dubbo Regional Council and the merit based recruitment system on a regular basis.	PCS	Ongoing	Strengthened relationships with stakeholders within the community. Greater understanding and transparency in the community regarding employment with Dubbo Regional Council.  Increased number and increased quality of applications from the local Aboriginal Community.
	Promotion of the Studiosity program in conjunction with the Macquarie Regional Library. This would allow access to the two	PCS MRL	Ongoing	

	components of the program, Homework Help and Writing Support. This would provide another level of support and assistance in increasing digital and literacy skills, education and confidence in applying for positions.			
1.5 Establish relationships with Aboriginal employment providers to ensure open and transparent communication around Council's merit based recruitment system.	Hold an information session for providers to attend to facilitate how a merit based recruitment system works, Council's policy and how they can assist their clients in applying for positions with Council	PCS ALO	Ongoing	Increased number of applications from Aboriginal community members for advertised positions.
1.6 Update the "Work at Council" section of the Dubbo Regional Council website to be user and culturally welcoming.	Update the website to provide information on Council's merit based recruitment based system and how to apply for a position with Council.	PCS COMS	September 2021	Applicants are educated on the expectations of Council in regards to job applications and Council's recruitment processes resulting in a higher standard of applications, strengthening the pool of candidates received.
<b>Support and Retain Aboriginal Employees</b>				
2.1 Promote and encourage usage of internal support mechanisms offered.	Aboriginal Liaison Officer profile and EAP information to be included in online induction in which all staff complete to ensure information is commonly known.	PCS	Ongoing	Staff are educated about services available them, feel supported in the workplace and feel confident in asking for help when required.
2.2 Support and encourage employees to access Council's learning and development framework, Uplift, to grow, develop and enhance their skills and	Staff are made aware of all opportunities available for learning, both directly job related and professional development opportunities	PCS	Ongoing	Capabilities of staff are strengthened. Staff feel supported and are developing a vast range of transferable skills.

capabilities.				
2.3 Internal Acknowledgement and Celebration of Culture and Traditions	Introduction of internal functions to acknowledge NAIDOC Day and other significant calendar cultural events.	PCS ALO SLT	January 2022	All employees become educated about the importance and meaning of Aboriginal Cultural events and come together to acknowledge these.
2.4 Review leave policy to explore consideration and acknowledgment of kinship.	Exploration to see if kinship can be incorporated into Councils leave policy.	PCS ELT ALO	June 2022	The Aboriginal kinship system is formally recognised within Council's policy if possible.
2.5 Development of a Reward and Recognition program that includes recognition of Aboriginal employees in Councils Reward and Recognition Policy.	An annual award to acknowledge the contribution of an Aboriginal employee to Council with Council's Reward and Recognition policy.	PCS ELT	December 2023	An annual award incorporated into Councils Reward and Recognition Program once developed, to acknowledge the contribution of an Aboriginal employee to Council.
<b>Create and Maintain A Culturally Safe Environment</b>				
3.1 Develop and implement an Aboriginal Cultural Awareness Training Program for Dubbo Regional Council.	A training plan to be developed to have staff trained in Aboriginal Cultural Awareness.	PCS ALO	December 2021	Undertake and employee engagement survey to ensure that Aboriginal employees feel safe and supported when coming to work and that Dubbo Regional Council employees are respectful, educated and embrace a diverse workplace and that our culture is positive, inclusive and reflective of closing the gap.
3.2 Create a visual acknowledgement and appreciation of the local Aboriginal Culture throughout work environments.	Workspaces to feel more welcoming and acknowledging of Aboriginal Culture, both traditional and contemporary.	PCS ALO PA	June 2022	

RESPONSIBLE KEY

PCS – People Culture and Safety  
 SLT – Senior Leadership Team  
 ALO – Aboriginal Liaison Officer  
 MRL – Macquarie Regional Library  
 COMS – Corporate Image and Communications  
 PA – Property Assets



**CONTACT**

People, Culture & Safety  
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Dubbo NSW 2830

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6801 4000

**Online**  
[hr@dubbo.nsw.gov.au](mailto:hr@dubbo.nsw.gov.au)  
[dubbo.nsw.gov.au](http://dubbo.nsw.gov.au)

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DRAFT





DUBBO REGIONAL  
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## REPORT: Investments Under Section 625 of the Local Government Act - June 2021

AUTHOR: Chief Financial Officer  
REPORT DATE: 1 July 2021  
TRIM REFERENCE: ID21/958

### EXECUTIVE SUMMARY

As required by Clause 212 of the Local Government (General) Regulation 2005, set out below are the details of all monies that Council has invested under Section 625 of the Local Government Act as at 30 June 2021.

Investments, when placed, have been done so in accordance with the Local Government Act, Local Government Regulations and Council's Investment Policy and Strategy. Interest on investments for the month of 30 June 2021 has been accounted for on an accrual basis. This report details investments and annualised returns for the month of June 2021.

### FINANCIAL IMPLICATIONS

Interest earned on investments has been included within Council's 2020/2021 Operational Plan, with total income generated from the Investment Portfolio forecast to be in excess of \$2,500,000.

### POLICY IMPLICATIONS

There are no policy implications arising from this report.

### RECOMMENDATION

**That the information contained within the report of the Chief Financial Officer, dated 1 July 2021, be noted.**

*Michael Howlett*  
Chief Financial Officer

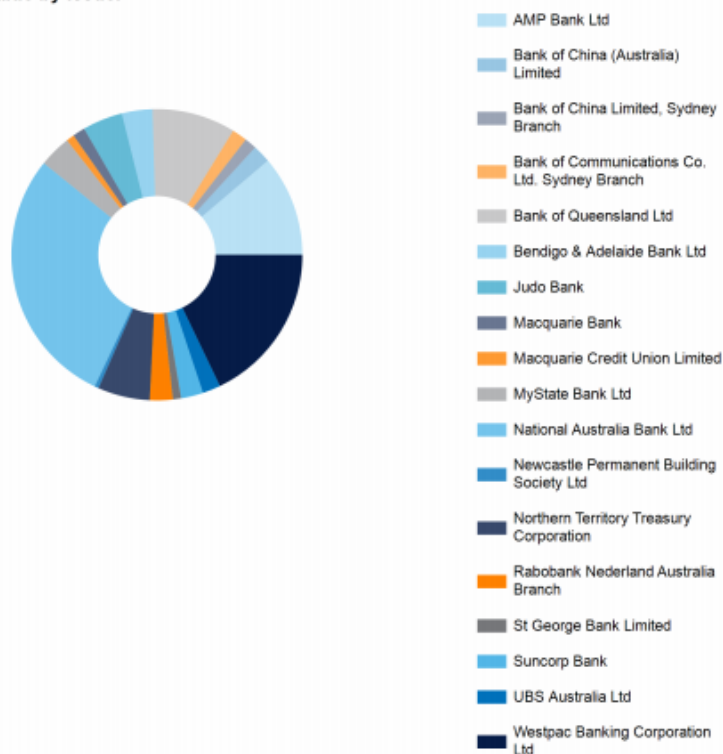
**PORTFOLIO OVERVIEW**

The below table details Council’s current investment portfolio:

Issuer	Market Value	% Total Value
AMP Bank Ltd	25,097,652.59	11.18%
Bank of China (Australia) Limited	4,506,043.05	2.01%
Bank of China Limited, Sydney Branch	3,007,410.00	1.34%
Bank of Communications Co. Ltd. Sydney Branch	3,774,300.00	1.68%
Bank of Queensland Ltd	20,813,653.65	9.28%
Bendigo & Adelaide Bank Ltd	7,597,072.59	3.39%
Judo Bank	10,021,928.80	4.47%
Macquarie Bank	3,079,230.00	1.37%
Macquarie Credit Union Limited	2,004,701.36	0.89%
MyState Bank Ltd	8,002,000.00	3.57%
National Australia Bank Ltd	64,606,811.64	28.79%
Newcastle Permanent Building Society Ltd	1,011,360.00	0.45%
Northern Territory Treasury Corporation	13,004,690.00	5.80%
Rabobank Nederland Australia Branch	5,708,300.00	2.54%
St George Bank Limited	2,060,980.82	0.92%
Suncorp Bank	5,523,850.00	2.46%
UBS Australia Ltd	4,494,420.00	2.00%
Westpac Banking Corporation Ltd	40,085,946.56	17.86%
<b>Portfolio Total</b>	<b>224,400,351.06</b>	<b>100.00%</b>

^Portfolio overview represents total market value. Investment face value is \$222,343,623.57

Market Value by Issuer



^ NAB is inclusive of Councils cash account.

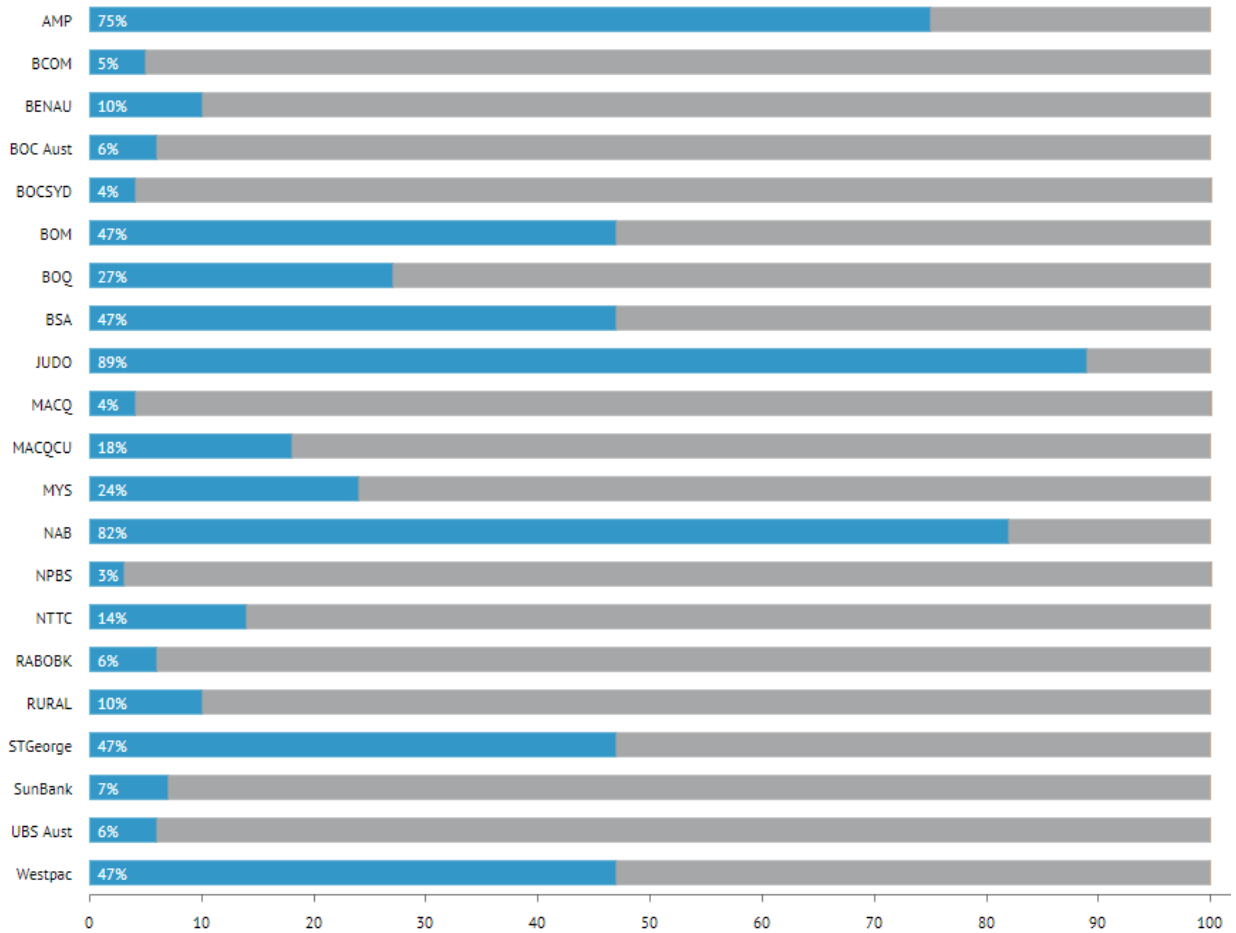
^AMP is inclusive of Councils 31 day notice saver account.



INVESTMENT COMPLIANCE

The following table shows that Councils investments are compliant with the revised Investment Policy that was adopted at the Ordinary Council meeting held 22 March 2021.

Issuer Limits



## INTEREST INCOME

The below table details payments of interest paid to Council between 1 June to 30 June 2021:

Security	Issuer	Income Expense Code	Settlement Date	Face Value (Basis of Interest Calculation)	Consideration Notional
NAB 0.73 03 Jun 2021 273DAY TD	National Australia Bank Ltd	IEI141600	3 Jun 2021	5,000,000.00	27,300.00
Westpac 0.78 03 Sep 2021 365DAY TD	Westpac Banking Corporation Ltd	IEI165982	3 Jun 2021	5,000,000.00	9,830.14
STGeorge 3.1 06 Jun 2021 1826DAY TD	St George Bank Limited	IEI166301	6 Jun 2021	2,000,000.00	62,000.00
STGeorge 3.1 06 Jun 2021 1826DAY TD	St George Bank Limited	IEI166302	6 Jun 2021	2,000,000.00	62,000.00
STGeorge 3.1 06 Jun 2021 1826DAY TD	St George Bank Limited	IEI166303	6 Jun 2021	1,000,000.00	31,000.00
BOQ 3.4 07 Jun 2021 1826DAY TD	Bank of Queensland Ltd	IEI166304	7 Jun 2021	3,000,000.00	102,000.00
Westpac 3.15 08 Jun 2022 1826DAY TD	Westpac Banking Corporation Ltd	IEI166434	8 Jun 2021	2,000,000.00	15,879.45
Westpac 3.15 09 Jun 2022 1826DAY TD	Westpac Banking Corporation Ltd	IEI166670	9 Jun 2021	3,000,000.00	23,819.18
NTTC 0.8 15 Jun 2024 - Issued 8 Mar 2021 - Dubbo Regional Council Fixed	Northern Territory Treasury Corporation	IEI167247	15 Jun 2021	3,000,000.00	6,509.59
NTTC 0.9 15 Jun 2025 - Issued 04 Feb 2021 - Dubbo Regional Council Fixed	Northern Territory Treasury Corporation	IEI167245	15 Jun 2021	5,000,000.00	16,150.68
NTTC 0.9 15 Jun 2025 - Issued 10 Feb 2021 - Dubbo Regional Council Fixed	Northern Territory Treasury Corporation	IEI167246	15 Jun 2021	5,000,000.00	15,410.96
BOQ 3.4 16 Jun 2021 1826DAY TD	Bank of Queensland Ltd	IEI167993	16 Jun 2021	2,500,000.00	85,000.00
NAB 1 16 Jun 2022 730DAY TD	National Australia Bank Ltd	IEI170347	16 Jun 2021	2,000,000.00	20,000.00
Westpac 3.15 20 Sep 2022 1461DAY TD	Westpac Banking Corporation Ltd	IEI168574	20 Jun 2021	5,000,000.00	39,698.63
Westpac 3.3 20 Dec 2022 1826DAY TD	Westpac Banking Corporation Ltd	IEI168575	20 Jun 2021	3,000,000.00	24,953.42
BCOM 0.83 29 Sep 2023 FloatTCD	Bank of Communications Co. Ltd. Sydney Branch	IEI170412	29 Jun 2021	3,750,000.00	8,130.66
NAB At Call In	National Australia Bank Ltd	IEI170531	30 Jun 2021		20,366.14
					<b>570,048.85</b>

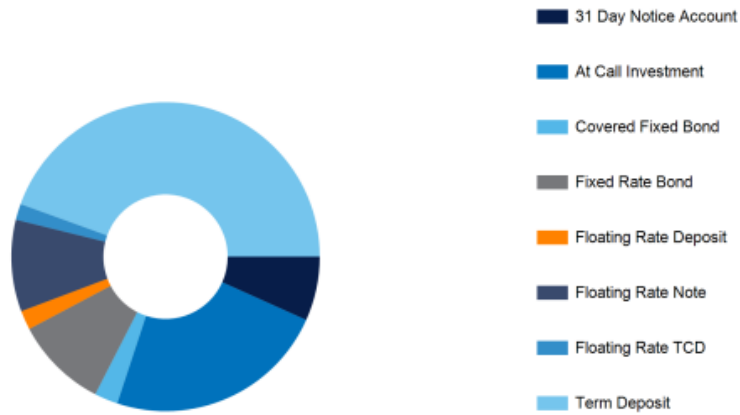
<sup>^</sup> Interest received consists of payments made to Council's allocated bank account and are exclusive of accruing interest.

## INVESTMENT BY ASSET CLASS

The following table details Councils investment holdings by investment type:

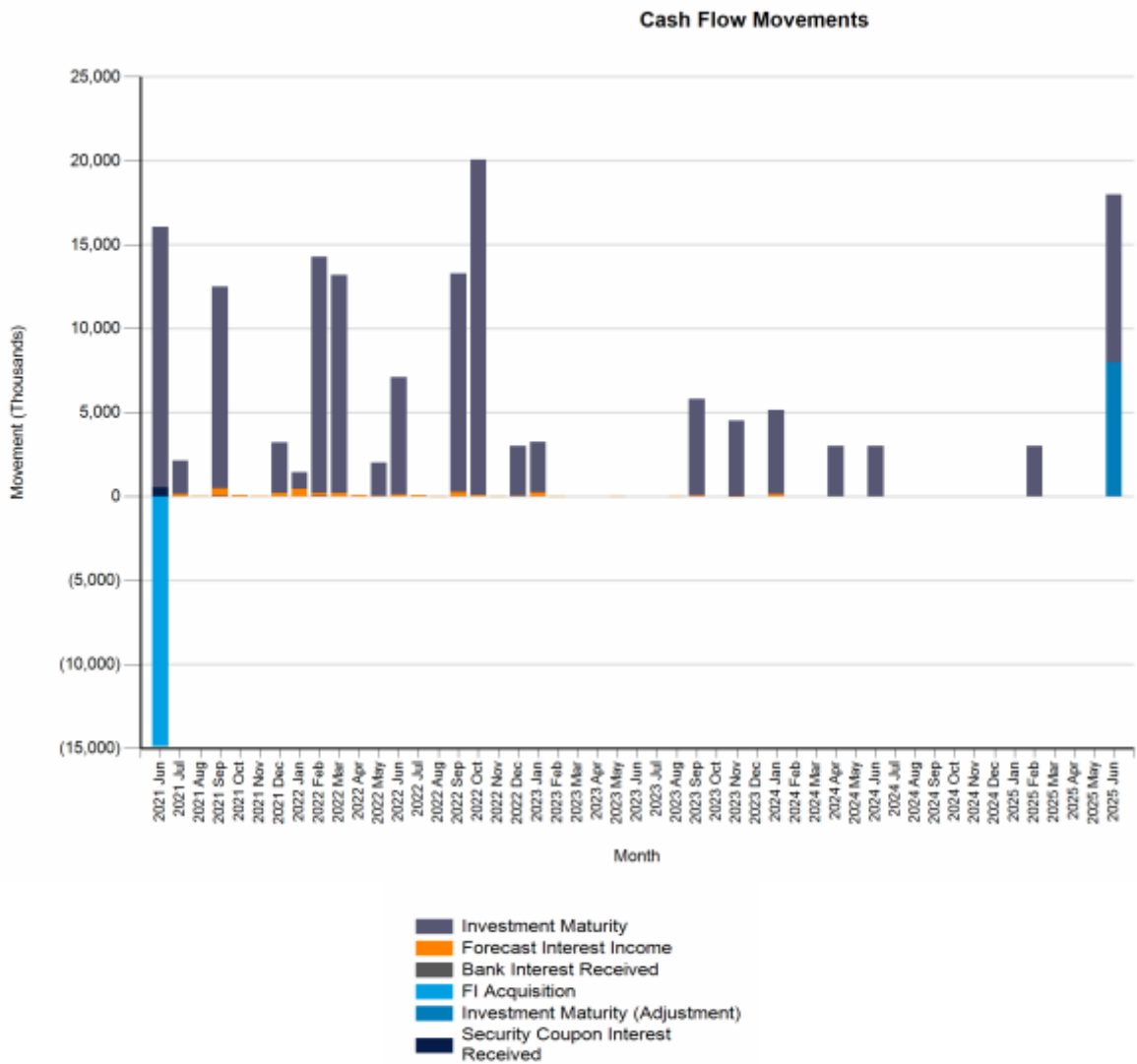
Security Type	Market Value	% Total Value
31 Day Notice Account	15,067,166.27	6.71%
At Call Investment	52,422,647.27	23.36%
Covered Fixed Bond	5,523,850.00	2.46%
Fixed Rate Bond	21,792,220.00	9.71%
Floating Rate Deposit	4,506,043.05	2.01%
Floating Rate Note	21,527,390.00	9.59%
Floating Rate TCD	3,774,300.00	1.68%
Term Deposit	99,786,734.47	44.47%
Portfolio Total	224,400,351.06	100.00%

Market Value by Security Type

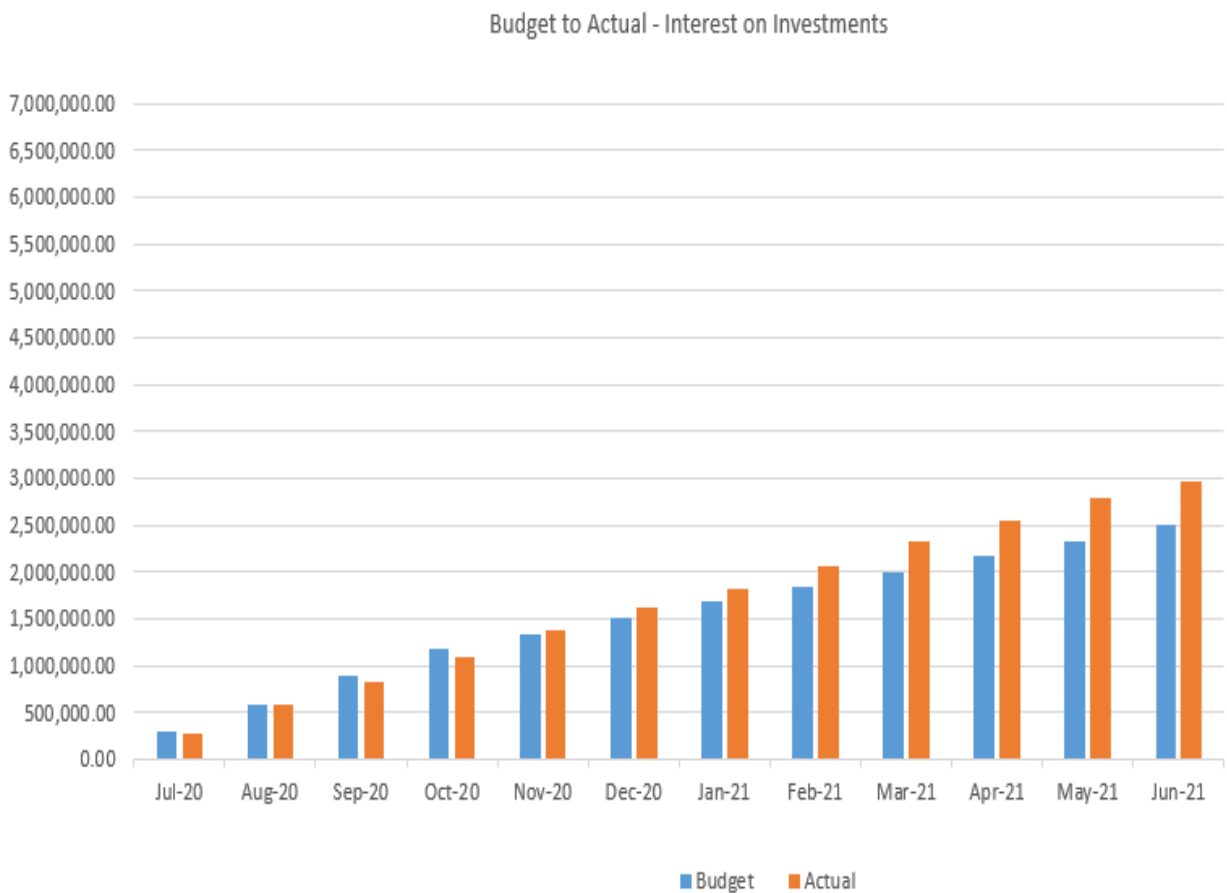


**FUTURE MATURITY CASHFLOW**

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



**BUDGET TO ACTUAL – INTEREST ON INVESTMENTS**



**SUMMARY**

**Cash Account**

Council outperformed the 11.00 am Official Cash Rate market benchmark for one month annualised return of 0.10%, achieving a return of 0.50% for its At Call investments for the month of June 2021.

**Investment Portfolio**

Council outperformed the one month annualised Bloomberg AusBond Bank Bill Index of 0.00%, with an average return of 1.30% for its overall portfolio return.



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## REPORT: Live-Cross Camera Media Support Service

**AUTHOR:** Manager Corporate Image and  
Communications

**REPORT DATE:** 16 June 2021

**TRIM REFERENCE:** ID21/795

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### EXECUTIVE SUMMARY

In establishing a media support service, making Council's live broadcast and streaming capabilities available to other government or non-government organisations acting in the interest of the local community, Council would need to carefully consider potential issues of Competitive Neutrality as Council would be offering its in-house media and communications expertise and technology to non-Council third parties via a fee for service arrangement.

The NSW Government and NSW government entities are bound by Competitive Neutrality principles which are aimed at eliminating any net competitive advantages accruing to government businesses as a result of their public sector ownership. In short, Competitive Neutrality provision ensure public entities cannot use their resources, public owned assets, skills, intellectual property and public entity status in competition to private entities for advantage. In preserving the principles of Competitive Neutrality, the state government has assigned the Independent Pricing and Regulatory Tribunal (IPART) partial responsibility for oversight, investigating and reporting on Competitive Neutrality complaints.

Any third-party commercial arrangements Council enters into would need to be at the discretion of the CEO, and the associated fees and charges would need to be displayed as a part of Council's revenue policy.

To avoid any media industry concern, the Media Entertainment and Arts Alliance (MEAA) would need to be consulted to determine whether, by undertaking editorial and news gathering roles, Council would put itself at odds with the media. In particular, with working journalists, camera operators, public relations professionals and communications specialists given Council's Corporate Image and Communications function's primary role is to provide Council corporate media, communications and public relations.

### FINANCIAL IMPLICATIONS

To achieve a live cross or livestream requires access to a commercial third party streaming and broadcast service provider. Based on public rate, as per Competitive Neutrality requirements, the fees and charges payable to deliver a live broadcast or livestream would be around \$720 excluding GST (per billable one hour block). Using Council's negotiated rate, which is well below this cost, while undertaking commercial work would be in contravention of the principles of Competitive Neutrality.

The Council resources required to operate and perform a livestream or live broadcast service using Council's existing video/audio equipment and the specialised streaming equipment requires, at a minimum, two Corporate Image and Communications staff. This would have a direct cost of \$195.00 per hour, excluding overtime and penalty rates.

Access to a Council motor vehicle is around \$8.00 per hour. In the event of a staff member using a private motor vehicle current rates for reimbursement will apply.

Use of Council data to connect from the livestreaming device to the third party broadcast service is around \$25 per hour.

#### **POLICY IMPLICATIONS**

There are no policy implications arising from this report.

#### **RECOMMENDATION**

**That the report of the Manager Corporate Image and Communications, dated 16 June 2021, be noted.**

*Andrew Parsons*  
Manager Corporate Image and Communications

## BACKGROUND

Council, at its meeting held 19 April 2021, resolved:

*“That the Chief Executive Officer provide a report to Councillors about Local, State and Federal MP’s utilising Council’s live-cross camera, and also include a breakdown of costs, resources required and availability within Council’s operational priorities for the provision of this resource for any other government or non-government organisation acting in the interest of the local community.”*

In response to shrinking regional media resources, more specifically the withdrawal of television news services across the Central West, Council invested \$8,337 in a semi-professional video camera as part of an approved capital budget to establish a small in-house media capability for video and audio production, and upgrade Corporate Image and Communications’ IT, photography and graphic design services. This provided Council with the opportunity to provide additional content to local, regional and national media as part of its normal media and communications duties for Council.

In late 2019, media outlets commenced reporting that Dubbo would completely run out of water at the end of 2021 if drought conditions continued as predicted. This had a negative reputational and economic impact for the region.

Complementing Council’s existing in-house media capability, it was decided that entering into a two year contract with Sydney Teleport Services for LiveU broadcast and streaming technology, that when connected to Council’s existing semi-professional video camera, would allow Council to respond to misleading reporting and misinformation quickly and effectively. Community messages of reassurance could be shared via digital and traditional media regarding Dubbo’s water viability, drought resilience, response and preparedness, and to also provide the wider community with regular communication in the most ethical and economical way over an extended period of time.

In addition to drought response, the two year term contract would also be used to communicate via digital and traditional media Council’s projects, events, funding announcements and other important media messages as opportunities arose.

## REPORT

Since the commencement of the LiveU contract with Sydney Teleport Services, dated 26 January 2020, 54 live broadcast and livestreaming events have been successfully delivered by Council (up to 17 April 2021). Of those, 20 live broadcast and livestreaming events have been specifically drought related. Of the total broadcast and livestreaming events, 34 other events have included, but were not limited to, Remembrance Day, ANZAC Day, Drug and Alcohol Q&As, state and federal funding announcements and projects that directly affect Council, COVID-19 media and community updates, and Council meetings affected by COVID-19 restrictions and Health Orders.



Council's broadcast and livestreaming capability is also registered with the Local Emergency Management Committee (LEMC) assets register and can be called upon to provide livestreaming and broadcast media in times of emergency. This was utilised in response to broadcast requirements during the initial 2020 COVID-19 emergency.

It should be noted, Council's standardised capability for livestreaming and broadcast;

- Allows single or simultaneous livestreaming to multiple digital sources
- Allows single or simultaneous livestreaming to multiple digital sources and simultaneous livestreaming to media broadcasters
- Allows end to end livestreaming or broadcast to single recipients
- Does not impose upon, adversely affect or pulldown Council's IT infrastructure or data
- Provides a capability to act as a store and forward device
- Provides back-up data and voice access in the event of Council's infrastructure failure.

### Resources

The resources required, in addition to staffing, to perform a livestream service comprise Council's semi-professional camera unit with LiveU LIVE/livestreaming capability. This camera unit includes:

- Lighting kit
- Audio kit
- Camera grip (tripod and attachments)
- Electronic news gathering (ENG) transmitter (LiveU)

Currently two staff members are trained (as per the contracted lease agreement and WHS requirements) in the application and use of LiveU technology to perform a livestream service, and are TV broadcast trained and experienced.

### Cost Breakdown

At a minimum, two Corporate Image and Communications staff are required to undertake LIVE/livestreaming work. This would have a direct cost of \$195.00 per hour, excluding overtime and penalty rates.

To meet the requirements of Competitive Neutrality and not take advantage of Council's negotiated rates for the following services, the public rate for commercial third party streaming and broadcast service provider includes:

- LiveU access and connectivity per hour \$150 ex GST
- Master Control Room (MCR) access per hour \$120 ex GST
- Live feed on-pass to broadcaster, such as TV newsroom or program, \$150 ex GST
- Livestream to a third party social platform \$150 ex GST
- Record the event and upload to YouTube/Vimeo \$150 ex GST

As per Competitive Neutrality requirements, any fee for service for work undertaken by Council staff using Council resources cannot disadvantage existing industry suppliers. As such, Council would be expected to charge market industry rates based on experience, capability and end use (that is, whether the footage will be for news or corporate media use).

The current television industry rate for single operator camera unit undertaking Australian television industry work is broken into two charge categories, half day and full day. These rates are based on current market rates in Sydney, Melbourne and Brisbane, as charged by freelance crews for work done with ABC TV News, Sky News, Ten Network, Nine News, Seven News, SBS and Fox Sports:

1. Half day – minimum call of four hours | \$950 ex GST
2. Full day – full day standard hours | \$1,400 ex GST

This rate does not cover travel expenses or per diems, which are covered under the Broadcasting Recorded Entertainment and Cinemas Award ([www.fairwork.gov.au](http://www.fairwork.gov.au)).

Access to a Council motor vehicle is calculated at \$8.00 per hour. In the event of a staff member using a private motor vehicle current rates for reimbursement will apply.

Use of Council data to connect from the LiveU device to the third party broadcast service is around \$25 per hour.

Therefore, under a commercial arrangement – in line with Competitive Neutrality principles and minimum requirement/hourly industry costs – one hours' work for Council to provide a LIVE broadcast or livestream to a third party could reasonably be charged at: \$1,898 ex GST.

#### **Use of LiveU resources for Local, State and Federal Members of Parliament**

Local, State and Federal members have to date been supported through video and livestreaming infrastructure during joint events. Examples of these events include the announcement of the NRL Rabbitohs' game in Dubbo, the launch of the new CCTV equipment in Wellington, announcement of multi-million dollar co-funded upgrades to the Old Dubbo Gaol, the opening of the co-funded Wellington Caves Visitor Experience Centre, and announcement of federal funding for better roads and bridge rebuilding programs.

Where the announcement or project is linked to a Council priority and Corporate Image and Communications are able to produce video material, this would continue to occur.

It must be noted, to deliver a livestream to a non-Council social or digital platform, Corporate Image and Communication requires administrator access to the designated platform to allow and facilitate signal on-pass. This may pose significant IT security risks to third parties and Council.

### **Availability for any Organisation Acting in the Interest of the Local Community**

Video production forms around five percent of the overall operational tasks of the Corporate Image and Communications team.

Of the Corporate Image and Communications team, two are industry trained and qualified broadcast professionals with graded Australian television industry experience who can operate the video camera equipment in a manner that makes the content broadcast industry standard compliant.

Making Council resources available for third party work that is not a Council priority would require the de-prioritisation of Council work. This would need to be at the discretion of the CEO as any commercial (or non-commercial) third party arrangements would be:

- Commercial in nature, that is fee for service, and not Council's core business.
- That type of work/service is outside the objectives and priorities of Council, as defined in the 2040 Community Strategic Plan.
- Council's role would move from a Council specific corporate media capability to a news gathering capability if it were to produce or facilitate editorial content that was outside of Council's remit, such as media and communications work for NSW Government and Australian Government elected officials, or any other third party.

DRC News (Council's in-house and community news) was developed and deployed in January 2021 until 14 May 2021. Over the nine episodes produced, a significant number of organisations that act in the interest of the local community have received exposure (including filming, interviews and profiles). These have included, but not been limited to, community groups, disability groups, sporting groups, environmental action groups, state and federal members, indigenous groups, non-Council tourism operators, the aviation industry, emergency services, the RSL, and the arts.




DRC News clearly demonstrated it was aligned to Council priorities that support other government or non-government organisation acting in the interest of the local community without the need for Council to provide standalone service provision for those entities.

### **SUMMARY**

Any requests made by third parties for Council resources would need to be considered by the CEO to ensure the appropriate prioritisation of Council work.

For the duration of the contract with Sydney Teleport Services, Council will continue to support LIVE broadcast and livestream events. These may include jointly presented projects with Local, State and Federal members, government or non-government organisations acting in the interest of the local community and Council's in-house capability/ability to provide content to local, regional and national television news. Council will also continue to list this resource with the Local Emergency Management Committee's asset register to utilise in times of emergency until the cessation of the contract. Council will consider its options for entering into contracts for such services in the future.

Appendices:

- [1](#)  Live-Cross Camera Report - Attachment - Definitions
- [2](#)  Live-Cross Camera Report - Attachment - Flowchart
- [3](#)  Live-Cross Camera Report - Attachment - Program Schedule

**Definitions**

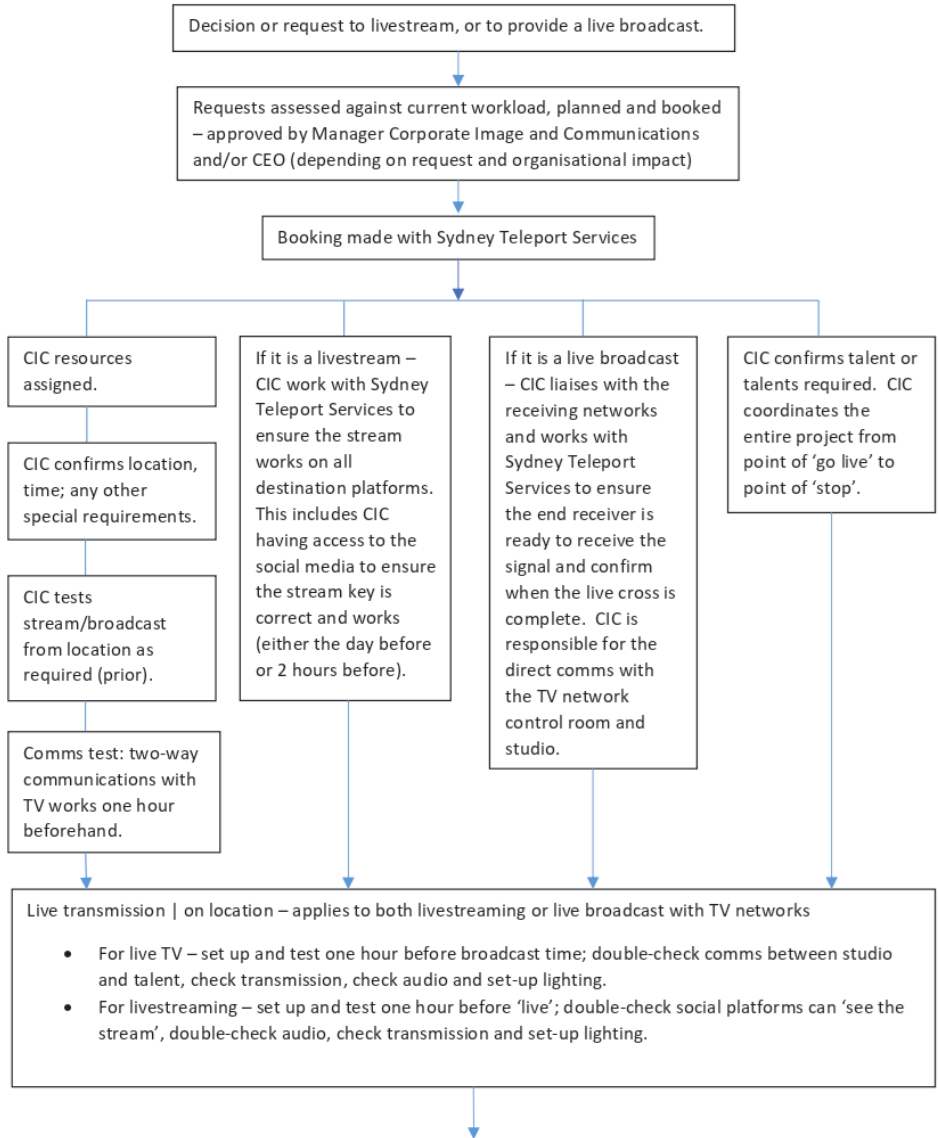
For purpose of technical clarity and to better understand the current broadcast and leased livestreaming capability Dubbo Regional Council operates, the following definitions and background refers.

Broadcast	Video signal that is handed off to a television broadcaster as a broadcast signal (HD/4K etc) for live transmission via on-air programming. A 'broadcast' signal can also be converted to a livestream.
Livestream	Video signal streamed across the internet, encoded by the sender and decoded by the receiver, with the material then distributed via web-based platforms, such as website, social media or other digital platforms.
LiveU (LU600)	Portable transmission unit (bonded cellular device) that encodes video and audio before sending it over 4G or Ethernet to be decoded. A LU600 is leased over two years at \$77,000 (\$38,500 per year) by Dubbo Regional Council and connected to Sydney Teleport Services, located in Balmain. The LiveU transmitter is 100 per cent owned and managed under Sydney Teleport Services gateway and does not connect with Council's ICT infrastructure.
Teleport	A telecommunications port — or, more commonly, <i>teleport</i> — is a satellite ground station that functions as a hub connecting a satellite or geocentric orbital network with a terrestrial telecommunications network, such as the Internet or cellular networks.
Video Camera	Council operates a semi-professional Sony PXW-Z280 cam-corder, purchased in 2019 for \$8,337. The video camera, as well as performing standalone in-camera recording, can be connected to the LiveU for livestreaming and broadcast purposes.

**Process of live streaming or broadcasting**

The process for livestreaming or broadcast is as follows:

- Requires field crew – camera operator/trained LiveU operator
- Requires ‘back of house’ coordinator, ie. for managing livestreams
  - Live signal -> Sydney Teleport Services -> Dubbo Regional Council -> end digital platform, eg. Facebook, Twitter, DRC website etc



Signal delivered to desired location.

Date	Project
26/1/2020	Australia Day Dubbo – broadcast live on Sky News Australia nationally, picked up by all major network news and live streamed to all DRC socials
29/1/2020	Old Dubbo Gaol – launch of prohibition event and podcast, push for more tourists post drought; live streamed to all DRC socials
7/2/2020	Drought recovery – news interviews (7 and 10), Sky News Australia live cross with national programming
11/2/2020	Wellington Caves official opening – call for tourism to the region during drought. NSW Government and DRC joint funding of Wellington Caves – broadcast to all metro newsrooms and live streamed to all DRC socials.
7/3/2020	Live stream of Dubbo City Regional Airport exercise (Bolt) to exercise command, NSW Government office of Emergency Management, NSW Police Force, Fire & Rescue NSW, NSW Ambulance Service, Air Services Australia, Australian Federal Police, Office of Home Affairs – not public and done as part of Council’s lead role in the Local Emergency Management Committee
10/3/2020	Dubbo Regional Council and Water NSW community drought briefing/public forum – live from CAB. Broadcast to all metropolitan newsrooms and livestreamed to all DRC socials
10/3/2020	Drought recovery and regional tourism post ‘bushfires’ – Sky News national programming
17/3/2020	First COVID-19 media and community update from DRC, streamed to all DRC socials
20/3/2020	Second COVID-19 media and community update from DRC, broadcast to all metro newsrooms (broadcast live on Sky News) and streamed to all DRC socials
23/3/2020	Dubbo Regional Council March Ordinary Meeting, streamed to all DRC socials
25/3/2020	Third COVID-19 media and community update from DRC, broadcast to all metro newsrooms and streamed to all DRC socials
27/3/2020	Fourth COVID-19 media and community update from DRC, broadcast to all metro newsrooms and streamed to all DRC socials
1/4/2020	Fifth COVID-19 media and community update from DRC, broadcast to all metro newsrooms and streamed to all DRC socials
8/4/2020	Sixth COVID-19 media and community update from DRC, broadcast to all metro newsrooms and streamed to all DRC socials
10/4/2020	Drought and COVID-19 recovery, Sky News national programming
15/4/2020	2020 Youth Week Q&A, streamed to all DRC socials
16/4/2020	Live cross with 10 News Sydney, drought and COVID-19 recovery – regional travel and tourism
16/4/2020	Live cross with ABC24, airport - drought and COVID-19 recovery – regional travel and tourism
30/4/2020	Live cross with ABC Breakfast, drought, COVID-19 recovery and regional travel and tourism
11/5/2020	Seventh COVID-19 media and community update from DRC, broadcast to all metro newsrooms and streamed to all DRC socials
19/5/2020	Live cross with Channel Ten News Sydney – drought and COVID-19 recovery, tourism numbers improving; people encouraged to visit regional NSW
28/5/2020	Live cross with Sky News/Sky News on WIN – COVID-19 and drought update; tourism update – encouraging visitors due to border closures
3/6/2020	Live cross with Channel 10 Sydney – COVID-19 government assistance for tourism – encouraging people to visit regional areas recovering from drought and COVID-19
4/6/2020	Live cross with WIN News All Australian News – COVID-19 tourism, encouraging visitors back to the region. Reminder drought is still affecting regional NSW but on the improve
9/6/2020	June Committee meetings from DRTCC, streamed to all DRC socials
19/6/2020	Dubbo Regional Livestock Markets live stream – DRLM reopens after COVID-19, drought affected livestock sales – DRLM back in business, streamed to all DRC socials
22/6/2020	Dubbo Regional Council June Ordinary Meeting, streamed to all DRC socials



26/6/2020	Livestream of Dubbo Regional Council (DRC) in partnership with the federal and state government installing and upgrading 44 closed circuit cameras television (CCTV) cameras in the Wellington
6/7/2020	Extraordinary meeting of Council, 6 July - from DRTCC, streamed to all DRC socials.
8/7/2020	Livestream, 'Gallows to the grave' Q&A from Old Dubbo Gaol – encouraging tourism and visitation back to the region and gaol, streamed to all DRC socials.
13/7/2020	July Committee meetings from DRTCC, streamed to all DRC socials
5/8/2020	Live cross with WIN News All Australian News – COVID-19 tourism, update from around the region - reminder drought is still affecting regional NSW but on the situation is improving, calls for more regional tourists – 'buy from the bush'.
18/8/2020	Livestream from the Old Dubbo Gaol – prisoners pardoned; announcing start of multi-million-dollar upgrades; encouraging tourists to the region, streamed across all DRC socials.
28/8/2020	Livestream of direct flights to and from Ballina – Dubbo Regional City Airport. Encourages tourism post COVID-19 and drought; visitors encouraged to come to the region and travel further west. Broadcast to NBN (Newcastle) and WIN, livestreamed across all DRC socials.
22/9/2020	Live cross with Chanel 7 – discussing easing drought, COVID-19 risk easing across the region – need for more tourists to visit and boost the economy of the Central West – Dubbo in particular.
1/10/2020	NSW RFS Large Air Tanker arrives in Dubbo ahead of the 2020/2021 bushfire season, broadcast to all metro newsrooms and streamed on DRC socials.
7/10/2020	NRL announcement with NSW Government from Apex Oval, sent to all metro newsrooms and streamed on DRC socials.
13/10/2020	Live Q&A #1 – Drug and alcohol rehabilitation centre, broadcast to all metropolitan newsrooms and livestreamed across all DRC socials.
15/10/2020	Livestream of Dubbo tourism providers (RFDS Visitor Experience Centre, Taronga Western Plains Zoo and DRC) talking about busy school holidays thanks to COVID-19 and drought recovery as more visitors head to the region.
27/10/2020	Live Q&A #2 – Drug and alcohol rehabilitation centre, broadcast to all metropolitan newsrooms and livestreamed across all DRC socials.
4/11/2020	Live Q&A #3 – Drug and alcohol rehabilitation centre, broadcast to all metropolitan newsrooms and livestreamed across all DRC socials.
11/11/2020	Remembrance Day, broadcast to all metropolitan newsrooms and streamed across all DRC socials
25/11/2020	South Bridge Community Consultation Q&A from the DRTCC, livestreamed across all DRC socials
6/12/2020	Dubbo and region storm and damage, broadcast to all metropolitan newsrooms
10/12/2020	Indigenous Kinetic Art launch, Old Dubbo Gaol, collaboration with NSW Government and DRC, broadcast to ABC and SBS, streamed to all DRC socials
15/12/2020	Dubbo Day Awards, livestream from the DRTCC, livestreamed across all DRC socials
23/12/2020	Live cross with Sky News – how the region has recovered from drought, dealt with COVID-19 and general end of year wrap.
26/12/2020	Boxing Day sales – record sales in Dubbo, broadcast to all metropolitan newsrooms. Carried as lead stories nationally as sign of drought recovery, COVID-19 resilience.
26/1/2021	Australia Day 2021, Dubbo - broadcast to all metropolitan newsrooms and livestreamed via DRC socials.
26/1/2021	Australia Day 2021, Wellington - livestreamed via DRC socials.
11/3/2021	Live cross with Channel 10 News Sydney – Australian Government subsidised flights to tourist destinations – excluding Dubbo and the Central West.
12/3/2021	Live cross with Channel 9 Today Show – Australian Government subsidised flights to tourist destinations – excluding Dubbo and the Central West.

12/3/2021	Live cross with ABC Breakfast – Australian Government subsidised flights to tourist destinations – excluding Dubbo and the Central West.
17/4/2021	Commemoration of Private Thomas Cohen – Stuart Town. Livestreamed via DRC socials.