



AGENDA

CULTURE, ECONOMY AND CORPORATE COMMITTEE

13 JULY 2020

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

The meeting is scheduled to commence at .

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CEC20/27 REPORT OF THE CULTURE, ECONOMY AND CORPORATE COMMITTEE - MEETING 9 JUNE 2020 (ID20/646)	1
The Committee had before it the report of the Culture, Economy and Corporate Committee meeting held 9 June 2020.	
CEC20/28 DESTINATION DUBBO: INTERNATIONAL READY - QUARTERLY PROJECT UPDATE (ID20/709)	6
The Committee had before it the report dated 25 June 2020 from the Tourism Product Development Manager regarding Destination Dubbo: International Ready - Quarterly Project Update.	
CEC20/29 SPARC DUBBO REGIONAL COUNCIL CULTURAL PLAN 2020-2025 (ID20/717)	12
The Committee had before it the report dated 26 June 2020 from the Cultural Development Coordinator regarding SPARC Dubbo Regional Council Cultural Plan 2020-2025.	
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The Committee had before it the report dated 2 July 2020 from the Manager Regional Events regarding DRTCC - COVID-19 Recovery Offer.	
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The Committee had before it the report dated 1 July 2020 from the Director Organisational Performance regarding Investments Under Section 625 of the Local Government Act - June 2020.	

**Report of the Culture, Economy and
Corporate Committee - meeting 9 June
2020**



**DUBBO REGIONAL
COUNCIL**

AUTHOR:

**Executive Manager Governance and
Internal Control**

REPORT DATE:

18 June 2020

The Committee had before it the report of the Culture, Economy and Corporate Committee meeting held 9 June 2020.

RECOMMENDATION

That the report of the Culture, Economy and Corporate Committee meeting held on 9 June 2020, be noted.



REPORT
CULTURE, ECONOMY AND CORPORATE
COMMITTEE
9 JUNE 2020

PRESENT: Councillors V Etheridge, D Grant, S Lawrence, G Mohr, K Parker and B Shields.

ALSO IN ATTENDANCE:

The Chief Executive Officer, the Executive Manager Governance and Internal Control, the Acting Governance Team Leader, the Communications Partner, the Director Organisational Performance, the Director Culture and Economy, the Director Infrastructure, the Director Development and Environment, the Director Liveability the Manager of Growth and Planning and the Manager of Corporate Image and Communications.

Councillor G Mohr assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 5:34pm .

CEC20/22 REPORT OF THE CULTURE, ECONOMY AND CORPORATE COMMITTEE -
MEETING 11 MAY 2020 (ID20/450)

The Committee had before it the report of the Culture, Economy and Corporate Committee meeting held 11 May 2020.

Moved by Councillor Lawrence and seconded by Councillor Parker

MOTION

That the report of the Culture, Economy and Corporate Committee meeting held on 11 May 2020, be noted.

CARRIED

**CEC20/23 REPORT OF THE DUBBO REGIONAL COUNCIL AIRPORTS PANEL - MEETING 1
JUNE 2020 (ID20/528)**

The Committee had before it the report of the Dubbo Regional Council Airports Panel meeting held 1 June 2020.

Moved by Councillor Shields and seconded by Councillor Parker

MOTION

That the report of the Dubbo Regional Council Airports Panel meeting held on 1 June 2020, be adopted.

CARRIED

**CEC20/24 INVESTMENTS UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT - MAY
2020 (ID20/490)**

The Committee had before it the report dated 1 June 2020 from the Director Organisational Performance regarding Investments Under Section 625 of the Local Government Act - May 2020.

Moved by Councillor Lawrence and seconded by Councillor Etheridge

At this juncture, due to a loss of a quorum to consider this item, it was necessary to defer determination of the matter to the June 2020 Ordinary Meeting of Council. The circumstances relating to the absence of a quorum arose due to Councillors Diffey, Gumley, Jones and Ryan having been granted a leave of absence; and Councillor Parker declared a pecuniary interest in the matter and left the room for its consideration. Councillors Etheridge, Grant, Lawrence, Mohr and Shields remained in the meeting which did not meet minimum requirements for a quorum.

**CEC20/25 QUARTERLY REPORT ON DOCUMENTS EXECUTED UNDER THE POWER OF
ATTORNEY (ID20/530)**

The Committee had before it the report dated 1 June 2020 from the Executive Manager Governance and Internal Control regarding Quarterly Report on Documents Executed Under the Power of Attorney.

Moved by Councillor Lawrence and seconded by Councillor Parker

MOTION

That the information contained within the report of the Executive Manager Governance and Internal Control dated 1 June 2020, be noted.

CARRIED

CEC20/26 LEAVE OF ABSENCE

A request for leave of absence was received from Councillor A Jones, J Diffey and D Gumley and J Ryan who were absent from the meeting due to personal reasons.

Moved by Councillor Etheridge and seconded by Councillor Parker

MOTION

That such request for leave of absence be accepted and Councillor A Jones, J Diffey and D Gumley and J Ryan be granted leave of absence from this meeting.

CARRIED

The meeting closed at 5:38pm.

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CHAIRMAN



REPORT: Destination Dubbo: International Ready - Quarterly Project Update

AUTHOR: Tourism Product Development
Manager
REPORT DATE: 25 June 2020
TRIM REFERENCE: ID20/709

EXECUTIVE SUMMARY

This report provides a quarterly update on the project management and progress of the three tourism product development projects under the overarching 'Destination Dubbo – International Ready' banner.

'Destination Dubbo – International Ready' seeks to elevate Dubbo to be the number one inland visitor destination in NSW and Australia, both for Australian families and international visitors to NSW. The project will increase the Region's support to the NSW Government in achieving its overnight visitation expenditure targets of \$20 billion by 2025 and \$25 billion by 2030 in Regional NSW.

Dubbo Regional Council (DRC), through the 'Destination Dubbo – International Ready' project, will capitalise on Dubbo's natural, cultural and heritage endowments to develop three additional cultural tourism products to support the Taronga Western Plains Zoo in showcasing Dubbo to the rest of Australia and the world.

The reclamation and development of a public heritage plaza at Old Dubbo Gaol, Dubbo's second most popular attraction, the construction of a new Wiradjuri Tourism Centre and the activation of the Macquarie Foreshore as a cultural events precinct in Dubbo's CBD will create a year-round destination for visitation based on an improved and culturally-rewarding visitor experience.

FINANCIAL IMPLICATIONS

Total :	\$13,583,760 (100%)
Restart NSW Fund:	\$10,147,000 (75%)
Recipient co-contribution funding:	\$3,436,760 (25%)
Cash Contribution Dubbo Regional Council:	\$2,536,760
NSW Stronger Communities Fund:	\$900,000

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

That the information contained within the report of the Tourism Product Development Manager dated 25 June 2020, be noted.

Nicola Chandler

Tourism Product Development Manager

BACKGROUND

'Destination Dubbo – International Ready' seeks to elevate Dubbo to be the number one inland visitor destination in NSW and Australia, both for Australian families and international visitors to NSW. The project will increase the Region's support to the NSW Government in achieving its overnight visitation expenditure targets of \$20 billion by 2025 and \$25 billion by 2030 in Regional NSW.

The total Project value is \$13,583,760 which includes \$10,147,000 from Restart NSW Environment and Tourism Fund, \$3,436,760 Recipient co-contribution funding, \$2,536,760 cash contribution from Dubbo Regional Council and \$900,000 from NSW Stronger Communities Fund that will fund the Wiradjuri Garden component at Elizabeth Park.

Dubbo's geographic location within NSW and its reach across, and beyond, Australia through well-connected road and air transportation (Sydney, Melbourne and Brisbane all within a 60-minute flight) positions Dubbo to welcome more visitors to the Region. However, for Dubbo to develop into a mature and diversified visitor destination, research suggests that a centre for tourism needs three key tourism offerings in order to build significant destination appeal.

REPORT

Communications

Destination Dubbo has created a formal communication plan and are working through milestones with the divisional communications partner. An audit of all Council communication channels has been completed and incorporated in the overarching plan for full and appropriate distribution of information for each project.

Communications activity is inclusive but not exclusive to the following:

- Communications plan completed.
- Communications content planning on-going.
- Audit of Council communication channels completed and incorporated in the plan.
- Destination Dubbo – Grant research with Council's Grants Officer.
- Website carousel completed for Destination Dubbo.
- Amendments to communication plan made in response to feedback received from the Wiradjuri Technical Advisory Panel based on cultural protocols.

Reporting

Project reporting within the quarter included the Restart NSW funding milestone report RNSW2229 - Destination Dubbo and the Master project planning Gantt chart has been completed and is monitored daily. Destination Dubbo also contributes to the monthly Informal Report regarding project updates and has completed the Macquarie River Event Precinct Stakeholder Engagement report.

Wiradjuri Tourism Centre

Project milestones continue to be achieved within the project management of the Wiradjuri Tourism Centre.

The Wiradjuri Technical Advisory Panel (WTAP) members continue to meet on a monthly basis. Agenda items are sent in advance of the meetings and each meeting is mapped and themed to ensure project timeline alignment. Following a prescribed seven step engagement strategy from the Department of Industry – the Wiradjuri Tourism Centre Stakeholder Engagement Plan has been developed and adopted. During COVID-19 restricted months, meetings were moved to online conference calls. All meetings are minuted for recording and distribution purposes.

In addition to the Wiradjuri Technical Advisory Panel (WTAP) meetings, further stakeholder engagement, consultation and potential partnership discussions were also undertaken with the National Indigenous Australians Agency (NIAA), Charles Sturt University (CSU) and Yamanah Investments.

A process driven discussion with the Australian Museum continues for the long term loan of the Dubbo Wiradjuri carve trees along with additional Dubbo Wiradjuri artefacts. Similarly, a conversation with the Department of Environment and Heritage has been initiated regarding a curated collection of artefacts they currently hold.

Additional activities achieved within the quarter include, but are not exclusive to, the following:

- Scope document developed specifically for the Carve Trees – long term loan from the Australian Museum.
- Community engagement and content development meeting with Three Rivers Regional Assembly, Dubbo Aboriginal Community Working Party, Wiradjuri Technical Advisory Party and the Dubbo Local Aboriginal Land Council.
- Letter of request for long term loan of the Dubbo Wiradjuri Carve Trees and any additional artefacts sent from Dubbo Regional Council to the Australian Museum.
- Letter of request for long term loan of the Dubbo Wiradjuri Carve Trees and any additional artefacts sent from the Wiradjuri Technical Advisory Panel to the Australian Museum.
- Development of carved tree and artefact communications.
- WTAP engagement to shortlist Wiradjuri Tourism Centre location options.
- Development of location economic modelling to determine which shortlisted location would support long-term viability for the tourism centre.
- Wiradjuri Centre location feasibility research 80% complete. Report to be presented at the August 2020 Committee meeting.
- Introduction to Steering Committee regarding potential Cultural Advisor - design and delivery, products, programs, services and spaces.
- Researched available funding for a digital immersive experience - Indigenous Languages and Arts program.
- Additions made to concept, design and content list.
- Meeting held with creative digital companies regarding 3D experience story telling.

- Development of Community Engagement Survey theme based questions.
- Cultural Development planning meeting regarding stakeholder engagement framework and curation of Wiradjuri Tourism Centre.

Old Dubbo Gaol Heritage Plaza

The project management of the Old Dubbo Gaol Heritage Plaza includes completion of a project plan mapping session with internal and heritage planning stakeholders along with the completion of a detailed project scope document.

Additional activities completed for the Heritage Plaza includes, but is not exclusive to, the following:

- Internal Stakeholder engagement meetings held inclusive of, but not exclusive to, the following partners: Communications, BILT, Old Dubbo Gaol, Liveability, Culture and Economy, Regional Experiences, Cultural Experiences, Economic Development, Regional Events, WPCC and DRTCC.
- Meeting with owner and team at The Exchange.
- Contact with Telstra's Head of Rural and Regional Affairs.
- Contact with Telstra's Facilities Services Team Lead, Access and Network Facilities Engineering Networks and Telstra Operations.
- External Stakeholder Engagement contact lists finalised.
- Meeting with Council's Heritage Advisor to discuss preliminary plans and ideas.
- Yamanah Investments sent 3D/images of the development at the Old Dubbo Gaol and the Destination Dubbo catalogue of images for all three projects via One Drive drop box.
- Meeting held with Telstra contact – Team Lead for Property and Facilities Manager.
- Meeting held with Telstra contact – Business Specialist, Property Transactions, Procurement Supply Chain and Property, Global Business Services.
- Scope document for Kinetic Artwork – completed and sent to Telstra.
- Scope document for project – finalised.
- Revised artists, impression of site in preparation for community consultation
- Initial discussions with Urban Art Projects regarding the logistics of the kinetic artwork.
- Preliminary discussions with Council's Cultural Development Team and Telstra regarding a national art program and perpetual prize.

Macquarie River Event Foreshore Precinct

The project management for the Macquarie River Event Foreshore precinct includes completion of a project plan mapping session with internal stakeholders. The completion of a detailed project scope document, event precinct structural scope as well as an event precinct technical scope and a revised architecture plan aligned to the Dubbo CBD Master Plan and based on industry stakeholder feedback.

Additional activities completed for the event precinct includes but is not exclusive to the following:

- Macquarie River CBD Master Plan feedback and Internal Stakeholder meeting.
- Event Precinct Scope and Stakeholder Engagement report completed. Report sent to internal stakeholder for contribution and comment.
- Project scope document completed.
- Event precinct structural scope completed.
- Event precinct technical scope 90% completed. Further industry consultation needed for audio and lighting needs. The stage build will inform the remainder of content the technical scope needs and will allow direct price negotiations with suppliers rather than layered commissions on items through multiple distribution channels.
- Scope documents handed over for inclusion in the CBD Master Plan tender document process.
- Macquarie River Event Precinct community consultation finalised.
- Macquarie River Event Precinct community consultation report represented to Council.

SUMMARY

This report will continue to provide a quarterly update on the project management and progress of the three tourism product development projects under the overarching “Destination Dubbo – International Ready” title. All projects are currently in line with prescribed timelines and budget constraints.



DUBBO REGIONAL
COUNCIL

REPORT: SPARC Dubbo Regional Council Cultural Plan 2020-2025

AUTHOR: Cultural Development Coordinator
REPORT DATE: 26 June 2020
TRIM REFERENCE: ID20/717

EXECUTIVE SUMMARY

As presented to Council on 11 May 2020, the Organisation developed a draft Cultural Plan for Dubbo Regional Council. Following Council adoption of this plan, it has been placed on public exhibition for community comment and feedback.

This report provides an overview of the comments received during the public exhibition period and the alterations that have been made to the plan as a result.

The updated plan, attached as Appendix 1 to this report, is presented to Council for review and adoption.

As noted in the report of May 2020, the actions outlined in the Cultural Plan are planned for commencement on 1 July 2020. Due to the current and potential future impacts on the cultural sector due to COVID-19 restrictions, the Cultural Development team will be working to address these challenges with industry as a priority in the first 12 months of this plan.

FINANCIAL IMPLICATIONS

\$100,000 for implementing actions within the Regional Cultural Plan has been included in the 2020/2021 Regional Experiences Operational Budget.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

1. That information contained within the report of the Cultural Development Coordinator dated 26 June 2020 be noted.
2. That the draft Regional Cultural Plan (SPARC) be adopted.

Jessica Moore
Cultural Development Coordinator

BACKGROUND

As was noted in the report presented to Council in October 2019, the Dubbo Region is experiencing a period of dramatic change and transformation; becoming a smart, globally-connected City. The Region has a rich and vibrant cultural sector made up of Dubbo Regional Council facilities and programs and significant Community initiated cultural products and experiences. While this sector is growing, Council was not positioned to most effectively lead or support this growth. The proposed Cultural Plan will create a strategic process that will ensure the Region becomes known as a culturally vibrant and rewarding, encouraging increased sector growth, tourism and investment.

REPORT

SPARC, the Dubbo Regional Draft Cultural Plan, was on public exhibition from 18 May 2020 to 16 June 2020. Due to the impacts of COVID-19, Council was unable to provide access to physical copies of the Plan, and the typical public exhibition of the draft Plan at Dubbo and Wellington Council Customer Service points or branches of Macquarie Regional Library was not able to be facilitated. To increase community ability to respond to the Plan, the public exhibition period was extended to 19 June 2020.

Sixteen submissions were received during the public exhibition period.

OUTCOMES

Submissions included a range of suggested inclusions to the plan, clarification on the intent or meaning of some actions and feedback on how the Community sees each action being realised. There were several key areas of feedback across a number of submissions. These are summarised as:

1. The Community has expressed some concern that that Plan does not include Key Performance Indicators, as was noted in the report presented alongside the draft plan of May 2020, some actions are clear in defining the expected outcome, for example, the development of a Public Art Strategy in clause 5.3.2, and will result in a quantifiable outcome. Outcomes of other actions have been left more open to enable flexibility that allows for multiple interpretations and for Council to remain open to new or unforeseen opportunities in the future. The Cultural Development Team will review these actions in consultation with relevant stakeholders and develop further opportunities.

The submissions received expressed concern that the lack of Key Performance Indicators demonstrated a lack of accountability to the Community. To ensure that the Community feels that Council is remaining accountable it is proposed that the Strategic Plan will be accompanied by an Annual Operation Plan outlining the actions to be addressed for the coming year, budget allocations, responsibilities and key performance indicators for each action. This document will be released each August.

2. The Community has requested more information within the Plan on the reporting, monitoring and review process of the plan. Alongside existing actions (6.2 Increase reporting functions on cultural impacts, projects, growth and value) a new action will be included to ensure an opportunity to review the Plan alongside the opportunity for the Community to comment publically.

Inclusion of Action 6.2.4. An annual review process for the Cultural Plan is undertaken in March each year to review the plan against community need and expectations.

3. The Community expressed concern that some of the images used within the Plan do not adequately represent local cultural production and that these should be swapped to include more images of local creatives. A number of images have been replaced to increase the representation of local cultural producers and events.

Through consultation with the Dubbo Aboriginal Community Working Party, the feedback was received that the Community was happy to see such a diversity of people within the Plan and that the cultural diversity of the Region was well represented.

4. Two submissions noted the lack of direct actions related to the literature and writing sector. During the public consultation period prior to the development of the draft Plan, only one submission was received that referred to the literature and writing sector. This submission made no requests for actions, support, new initiatives or programs, nor did it make any requests from Council or the Plan for assistance or to address any outstanding needs.

The development of the overwhelming number of actions have been designed to be applicable and suitable to any and all cultural forms and most certainly can be targeted to support the writing sector. For example:

2.3.2 Provide creative skill development opportunities for the public, especially those not usually engaged in traditional arts, culture, innovation or creativity.

5.1.3 Investigate the establishment of Art Month, a month-long celebration of regional creativity and activation.

11.1.1 Recognise the Cultural Sector as a dynamic, viable and growing economic sector, one that contributes to the economic growth of the region both through its work and its contribution to regional vitality, economic diversity and business attraction.

To ensure the Literature and Writing Sector feels included and represented by the Plan it is proposed that the following action be included in the plan; *“14.1.4 Work with our creative writing and literature sector to develop a strategy positioning the Region as the storytelling centre of the west.”*

5. Three of the submissions questioned why the Plan included a standalone action related to the Macquarie Conservatorium (Action 4.2.2. *Review the ongoing needs of the Macquarie Conservatorium and how DRC can support its continued operation*). This action was included due to the high number of submissions received on this one facility alone. In particular, these submissions called for Council to provide support to the Conservatorium in its investigation of a new permanent home. Nineteen standalone submission were received on this one issue from the Community. Due to this demonstrated community interest and awareness, it was included as a standalone action.
6. A submission was received from Dundullimal Homestead requesting that the National Trust be included in the listing of regional cultural groups and practitioners on page 16 of the Plan. As a national body covering a range of properties and programs, it was not appropriate to include it within the listing of regional groups. The National Trust remains an essential stakeholder in the Region and through Dundullimal Homestead will be included in a range of actions within the Plan.
7. A submission was received from Dundullimal Homestead that the following actions should be included in the plan:
Clause 1.4 Our built heritage environment is celebrated and activated.
Clause 1.4.1 Develop a strategy to engage residents and visitors in the recognition, appreciation and conservation of the built heritage environment of the LGA.
Clause 1.4.2 Celebrate and activate the built heritage environment of the LGA through cultural programming in consultation with appropriate stakeholders.

It is felt that these actions are adequately covered by the existing actions included under section "3.4 Celebration of our tangible and intangible history". It should be noted however that the request to include "Built Heritage" in the definition of culture on page 15 has been accommodated.

Alterations to the Plan

In light of the noted concerns from the public, a number of minor changes are being made to the Plan. These changes seek to address actions that the Community felt required more focus, remove one action that was covered in other sections of the plan and provide greater clarity to the language in other actions. These alterations do not substantially alter the content of the Plan and do not result in any additional budget or resourcing impacts.

- Inclusion of Action "2.3.4 Support Volunteer, Not – for – Profit, and community cultural providers (eternal to DRC) to develop new, innovative and robust cultural programs."
- Ensure that actions related solely to Council facilities and programs are noted.
- Ensure all references to "Arts and Culture" are changed to "Culture". The definition of 'Culture', found on page 15, is the defining reference for culture and 'Arts' should not be separated as a standalone element.

- Move action 3.1.6 to section 3.3. Change 3.3 to read *“Develop processes and procedures to ensure the long- term growth and security of DRC Cultural Collections and provide support to non-DRC cultural collections throughout the LGA.”*
- Inclusion of Action *“3.2.4 Explore the opportunities to collect a diversity of cultural material from the region including, but not, limited to song, performance, film and literature.”*
- Action 4.2 should be changed to read *“Establish asset masterplans to outline the future direction of DRC cultural facilities and assist external facilities with planning to adapt to changing community needs”.*
- Change Action *“4.2.5 Seek funding to develop a regional recording studio to assist with the development of digital media opportunities and skills”* to *“Investigate the development of a regional recording studio to assist with the growth of digital media opportunities and skills.”*
- Removal of Section 6.4.1 - 6. This section was indistinct and its intent, to increase the representation of local cultural product at Dubbo Regional Council Facilities, was not clear. It has been replaced with a single action *“5.1.4 Dubbo Regional Council facilities demonstrate a commitment to the presentation of cultural material produced within the local government area.”*
- Rephrasing of Action 7.1.3 to read *“Ensure that Aboriginal cultural programs run by DRC are undertaken in a culturally appropriate manner by ensuring that Aboriginal people are the decision-makers on Aboriginal cultural programs.”*
- Change Action *“11.2.4 Increase volunteerism in the cultural sector and explore ways to make volunteering a more enriching experience”* to *“11.2.4 Encourage volunteerism in the cultural sector and explore ways to make volunteering a more enriching experience.”*
- Inclusion of Action *“13.1.6 Support programs to celebrate the unique and important role of Wellington in Australian history, in particular, its recorded Aboriginal history.”*
- Ensure Action *“18.2.2 Investigate how DRC can ensure key cultural programs can include resourcing for communication material for CALD audiences, Auslan audiences or the vision impaired. Is undertaken in consultation with the DRC Disability Inclusion Advisory Panel.”*
- Inclusion of Action *“20.2.3 Multi-Cultural Community is supported through opportunities to share cultural experiences and present cultural works reflective of our communities many diverse cultural backgrounds.”*
- Inclusion of Action *“7.2.5. Led by the Aboriginal Community; the Cultural Development Team will support the Wiradjuri Tourism Experience.”*

- Inclusion of Action *“13.2 Volunteers are appreciated, acknowledged and celebrated”* and the resulting sub-action *“13.2.1 investigate the establishment of a region-wide volunteer recognition program to celebrate volunteers across the LGA.”*
- Inclusion of Action *“1.1.6 Work with the Chamber of Commerce to encourage greater opportunities to partner with business to present and display cultural material.”*
- Rephrasing of Action *“5.1.2 Continue to include a Cultural Person of the Year award in the Australia Day Awards as a way of acknowledging the achievements of residents in the arts. Consider the expansion of this to include residents of the villages and towns.”* To *“5.1.2 Continue to include a Cultural Person of the Year award in the Australia Day Awards as a way of acknowledging the achievements of residents in the arts. Expand this program to include residents of Wellington, villages and towns.”*
- Inclusion of Action *“20.1.4 Undertake examination into the population mix of the region to better understand, growing diversity, and community segmentation to ensure appropriate representation.”*
- Inclusion of Action *“21.1.3 Work with community support service providers to ensure DRC cultural programming understands and is responsive to opportunities to increase social inclusion.”*

SUMMARY

Developed and refined in consultation with the Community, SPARC: The Dubbo Regional Council Cultural Plan, will deliver and support a range of cultural, social and economic outcomes across the Region. The Plan will guide and prioritise actions for Council's Cultural Development Team to drive, implement and support cultural growth across the Region and represents the most strategic investment in Cultural Development in the Region's history.

Appendices:

- 1 [↓](#) Cultural Development _Final Cultural Plan 2020

A large, bold, black diagonal line runs from the top left towards the bottom right. A blue circle is positioned on the upper part of this line. A yellow diagonal band crosses the line. A green circle is partially obscured by the yellow band and the diagonal line. At the bottom, a large orange arc is visible. The text 'SPARC' is written in a large, black, sans-serif font, with the 'S' and 'P' overlapping the yellow band. To the right of 'SPARC', the text 'Shaping Plans to Advance Regional Culture' is written in a smaller, black, sans-serif font, arranged in five lines.

SPARC

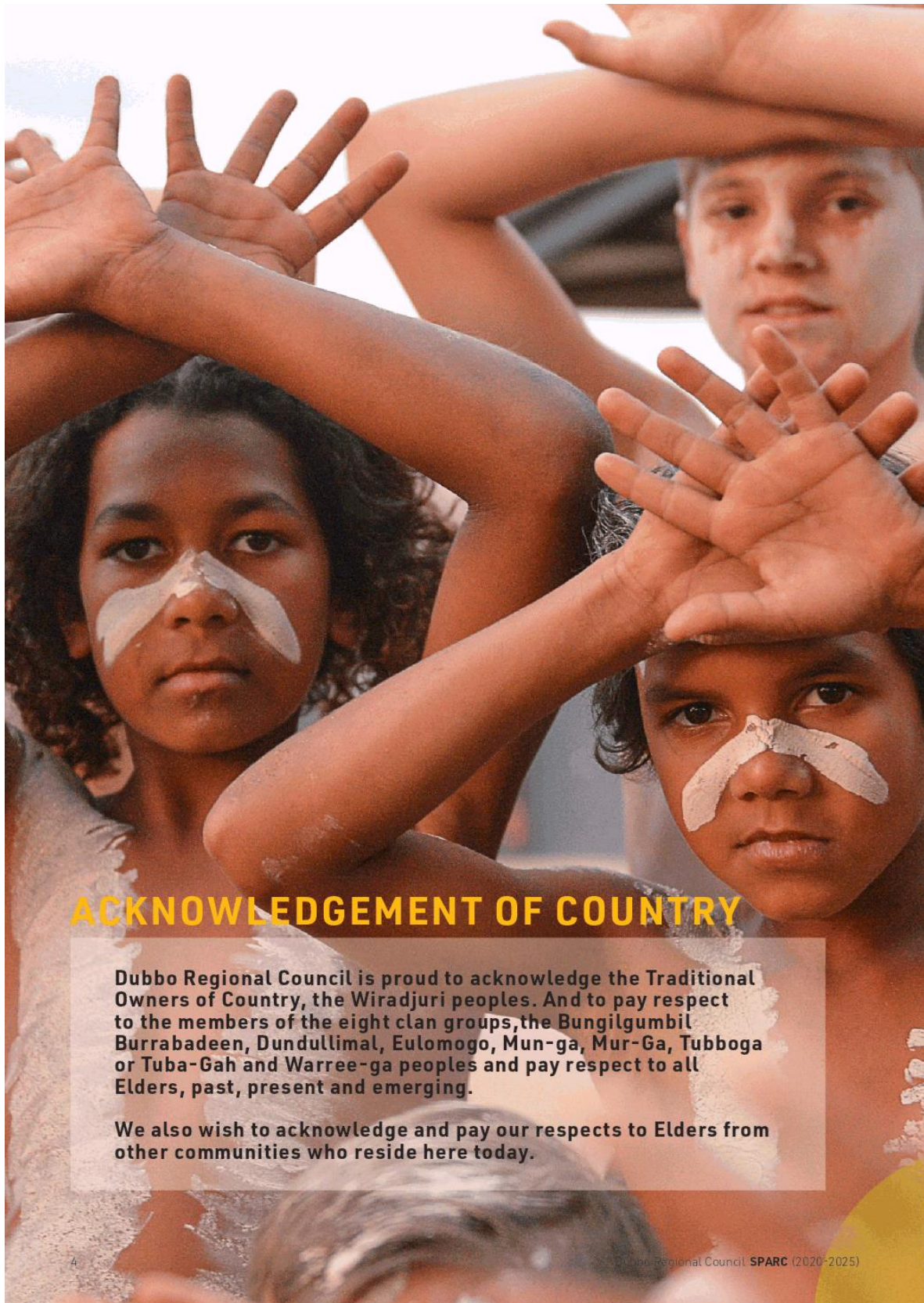
Shaping
Plans to
Advance
Regional
Culture



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ACKNOWLEDGEMENT OF COUNTRY

Dubbo Regional Council is proud to acknowledge the Traditional Owners of Country, the Wiradjuri peoples. And to pay respect to the members of the eight clan groups, the Bungilgumbil, Burrabadeen, Dundullimal, Eulomogo, Mun-ga, Mur-Ga, Tubboga or Tuba-Gah and Warree-ga peoples and pay respect to all Elders, past, present and emerging.

We also wish to acknowledge and pay our respects to Elders from other communities who reside here today.

MAYOR'S MESSAGE

The Dubbo and Wellington region is one rooted in innovation and origination, with a spirit to come together and share, support and create. As Mayor of the Dubbo Region, I am delighted to welcome a new stage in this history of innovation and creation with this new plan to support the cultural future of our community, SPARC; The Dubbo Regional Council Cultural Plan 2020-2025.

Indigenous heritage is integral to our region's culture, through thousands of years of Wiradjuri culture on these lands, we have a cultural foundation that is strong and rich. Alongside this, we see an increasing diversity of our community, which is bringing vitality and innovation into every aspect of our daily lives.

A robust and thriving cultural sector is crucial to our prosperity, helping create better places to live and work. Creative thinking is what will help all sectors to blossom, and underpin a healthier, happier and wealthier region. With the hard work of a passionate and committed local creative and cultural community, we have a cultural sector energised by local talent, diversity and blue-sky thinking. Dubbo Regional Council's strategic goal for culture in over the next five years is to support the work already underway, to help shape the region be a place of discovery, uniqueness and openness. Alongside our world-class

cultural infrastructure, we, as a Council, have created a new organisation model to support the delivery culture. This unique cultural development team will work to make this plan come to life and place culture at the heart of our region's future.

This plan has been developed with extensive consultation throughout our community. I would like to thank all of the individuals and organisations who generously contributed their ideas, and most of all, their passion for our regions cultural life. This contribution has been indispensable in ensuring that SPARC is a true reflection of our community's dedication to culture. All of us will have a part to play in fulfilling this vision, and I eagerly look forward to what we can achieve together.



Councillor Ben Sheilds
Mayor of the Dubbo Region



OUR CULTURAL PLAN - WHY NOW?

The Dubbo Region is home to artists, galleries, museums, theatres, creative enterprises and education providers, musicians, arts organisations, heritage and art collections and a community that embraces cultural expression.

The Dubbo Region is experiencing a period of dramatic change and transformation; we are rapidly growing, building and evolving, becoming a smart, globally-connected city that sets the vision for significant regional development. With the amalgamation of Dubbo and Wellington, we now have the opportunity to re-frame and reshape how we develop our region for the future and to take full advantage of new potentials.

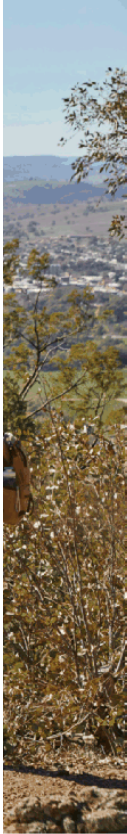
A new Cultural Plan will prepare us for the opportunities and challenges that unprecedented growth brings.

6

A comprehensive and responsive Cultural Plan will ensure that;

- Council can commit to policy-making based on a solid foundation, developed with, and responding to community and stakeholder feedback, with transparent processes for reporting, monitoring and review.
- It will allow improvements to current programs and support the development of future programs and services in response to identified community needs.
- The Plan seeks to position the Dubbo Region as an innovator in the provision of Local Government Cultural Services, highlighting and expanding on the innovative new staff model that has been implemented by Dubbo Regional Council and leading a new model of regional innovation.
- The Plan will champion the role that culture plays in region-building, activating, celebrating and promoting the uniqueness of the community and is a driving force behind vibrancy, a contributor to prosperity and the agent for showcasing and celebrating the development of the region.
- An activated and culturally alive city is safe, welcoming, imaginative, stimulating and attractive to investment and new residents.

Dubbo Regional Council **SPARC** (2020-2025)



In developing this cultural plan, it was essential to consult with our community at large as well as with regional arts and cultural stakeholders.

A series of twenty-three community consultation sessions and six stakeholder group consultations were held from December 2019 to March with audiences, artists and creative practitioners, historians, community groups and key stakeholders. Overall, over 200 people actively participated in the development of this strategy, with 92 formal submissions and over 100 people attending community consultation sessions. These consultations had the strategic intent of gaining feedback to inform the priority areas for cultural development. Overwhelmingly the discussions highlighted the depth to which people of the region are committed to our potential and see now as the opportune time for increased expression of our cultural identity.

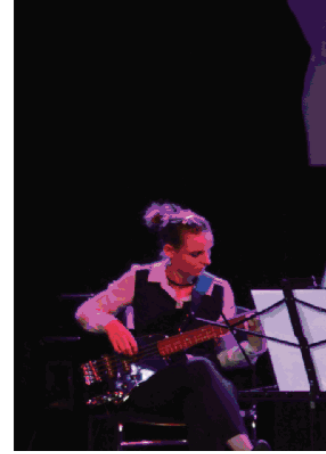
Some key strategic areas of feedback include:

- The call from stakeholders and audiences of the Western Plains Cultural Centre, Dubbo Regional Theatre and other Dubbo Regional Council facilities was an expectation that high-quality programming will continue to be brought into the region. Residents strongly desire to see programming of a national and international level presented locally. However, there is a sense that the value placed on locally produced content is less than that placed on in-bound programming. Our community wants access to more locally produced creative works and believes this programming contributes to building the identity of the region.
- Ongoing sustainability of the small to medium arts and cultural sector is of concern to local creative Industries, and there is urgency in the call for increased support and linkages with council. A lack of diverse, accessible cultural spaces (locations for smaller commercial exhibitions, live performance, collaboration or development space) is impacting the growth of the creative sector.
- There is a call for increased cultural engagement with the Aboriginal community and increased investment in cultural relationships. In particular, to acknowledge the ongoing connection to a living culture by Wiradjuri people and to support its increased presentation. There is a need for ongoing opportunities for engagement, development and business opportunities in the cultural sector for our younger indigenous population.
- Access in all forms remains a key and significant issue with the community. From the viable and equitable hire of DRC facilities to the provision of a range of engagement strategies to make it easier for the community to access cultural experiences or events. The community has also raised increasing access to cultural experiences through free events, variable ticket costs, improving transport, disability

access, and taking 'Culture' out into the community more.

- Our community embraces our outdoor lifestyle, and a consistent theme was the desire to see more outdoor event programming and experiences in celebration of our environment, including enhancing space through public art and greater engagement with our rivers and parks.
- There is a need for more accessible events throughout the region, alongside the consolidation of disparate and competing events. There is potential value in bringing events together with and improving the programming and communication to prevent competition for funding or audiences.
- The consultations identified that there is relatively low awareness of what's being presented across the city, from Council managed programs to community or not-for profit events and programs. This indicates a need for increased and integrated promotion and audience engagement strategies, with digital media strategies offering opportunities for the increased presentation and communication.
- The community also raised opportunities for young people to better participate in and present cultural work. Increased cultural opportunities for young people is seen as central to growing and diversifying our audiences and ensuring a sustainable sector moving forward.
- There is a call for increased cultural leadership from Council, including cultural advocacy and promotional support. Significant feedback was received that while the community highly value and support the Council managed cultural facilities and acknowledged their dramatic impact on the community, Council must do more to show that they value cultural development, access, sector growth and sustainability. For the community, the support of 'Culture' goes beyond just providing facilities, but ensuring that culture is resourced, promoted and responsive to community need.
- Connectivity between Council managed facilities and services and independent organisations and institutions, concerning programming, promotion and resource sharing, was seen as being vital. Reviewing how the community can access council support and services in the areas of promotion, events and economic growth and regional marketing will benefit the cultural sector. The community has the passion and excitement to grow the cultural life of the city, but feel it needs to be easier to collaborate with Council.
- Overwhelmingly the people of the region are passionate in their love for their communities and want to contribute to help it rise to meet its cultural potential.

Image opposite: Mount Arthur Lookout, Wellington
(c) Dubbo Regional Council.



THE PLAN

The resulting cultural plan, **SPARC: Shaping Plans to Advance Regional Culture (2020-2025)** is a five-year framework detailing the priorities for Council's development for arts and culture in the Dubbo Local Government Area. Developed to be a living document, it serves to define the key priorities and actions that collectively will provide our strategic direction. The plan will help to determine Council's role in developing regional culture and positions the organisation to meet the cultural needs of the region. This Strategy expands on the cultural components of Dubbo 2040: Community Strategic Plan and outlines the Council's cultural actions that will contribute to delivering the overall vision for the Community Strategic Plan.

Dubbo 2040: Community Strategic Plan focuses on five strategic directions, Housing, Infrastructure, Economy, Community Leadership and Liveability, of which one (Liveability) directly sought to deliver cultural outcomes. Cultural links and potential actions indirectly aligned all other directions.

In developing this new cultural strategy, Dubbo Regional Council is working to making culture intrinsic to the region, valued for its contribution to people's wellbeing, our sense of identity and its economic, educational and tourism values. SPARC addresses the importance of partnering with our community, engaging with our audiences, embracing diversity and ideas and supporting our artists and practitioners. The growth of a vibrant, diverse cultural sector is fundamental to the overall vision for the region as smart, liveable and economically sustainable.

Strategies in this Cultural Plan are to be achieved through new levels of partnership, alignment and innovation, with Council playing a leadership role. As a five year framework, SPARC will position our region's arts and culture as a critical strength to our community wellbeing, economic Development and tourism ambitions.

The Cultural Plan seeks to create opportunities for people of all

THIS PLAN WILL



ages, backgrounds and abilities, to learn, create and be heard, participate in, and contribute to the cultural life of the region. With actions to support our creative and cultural practitioners to network, collaborate, grow and lead; it includes an investigation into the growth of accessible, specialised spaces and places across the region to host the creation and showcasing of rich artistic offerings. SPARC is committed to ensuring our cultural offerings are accessible and visible within and beyond the region. It is equally committed to realising the economic potential of arts and culture, positioning the region as a significant player in growing state and national creative industry economies.

Dubbo Regional Council **SPARC** (2020-2025)



Image Left: ORISCON Cross Cultural Festival, 2018, (c) Dubbo Regional Council
 Image above: Civil Hands performing at the Black Box Theatre, Western Plains Cultural Centre, May 2019 (c) SOMAD

OTHER POLICY AND PLANNING CONNECTIONS

Dubbo 2040: Community Strategic Plan

This strategy was developed to align with Council's **Dubbo 2040: Community Strategic Plan**. As a lead document, the Community Strategic Plan provides direction from which other Council plans, policies and strategies are developed. This streamlining of planning allows the Council to more effectively integrate the region's priorities for culture and the arts into the Council's core business.

The strategies and actions developed in SPARC will support the following strategic areas from within Dubbo 2040: Community Strategic Plan;



State

Create NSW is the Arts funding, policy and strategic planning department of the NSW Government and sits within the Community Engagement Division of the Department of Premier and Cabinet.

Create NSW is responsible for furthering the Government's vision for NSW to be known for "its bold and exciting arts and culture that engages the community and reflects the state's rich diversity." Create NSW is committed to growing, empowering and strengthening the arts, screen and culture sectors in NSW, to embed arts in the every day and deliver new, innovative and exciting arts and cultural services and experiences for the people of NSW. Create in NSW: The NSW Arts and Cultural Policy Framework outlines the following key actions for regional NSW:

- Collaborating with local governments in regional NSW, with a focus on opportunities for creative hubs and cultural precincts;
- Enhancing performing arts touring by developing a Regional Partnerships and Touring Framework for the State Cultural Institutions;
- Supporting self-determined practice and creating professional development pathways for artists and for arts and cultural workers;
- Supporting the development of digital platforms to extend the reach of the State Cultural Institutions' collections, programs and events to schools, universities, family historians, researchers, artists and cultural practitioners across NSW;
- Promoting opportunities for cultural tourism through Destination Management Planning (DMP) – in consultation with the Regional Arts Network and Destination NSW.

Outcomes in support of each of these key actions have been included in SPARC to ensure ongoing synergy with state objectives and to remain competitive in grant funding and programming support.

In 2019 Create NSW restructured its Arts funding model and is now guided by three key objectives.

1. Grow creative leadership and programming excellence in NSW.
2. Strengthen NSW arts and cultural activity that drives community and social benefits.
3. Showcase NSW as a leader for strategic arts and cultural governance and strong financial management.

Alongside this streamlined focus, the assessment of funding applications will seek to value programs that have an impact across four priority areas,

1. Audience Impact
2. Cultural Impact
3. Operational Impact, and
4. Social Impact

This development represents a significant change in the value and assessment of cultural impacts and outcomes by the NSW Government. In light of this, SPARC provides Dubbo Regional Council with an opportunity to strategically align its programming and operations to ensure that the outcomes around culture align with State objectives while simultaneously addressing community needs and expectations.

Dubbo Regional Council **SPARC** (2020-2025)

11



HOW DID WE DEVELOP THE PLAN?

We listened to our communities needs and aspirations for the cultural life and future of our region.

From December 2019 to March 2020, the Cultural Development Team went out into our community to talk, question, converse, and share with as many people as possible. From one on one chats, to formal meetings and on-line submissions, we reached out across the region to get as much feedback as possible.

- 23 community consultation sessions with over 100 attendees
- 6 stakeholder group consultations
- 95 formal submissions

Over 200 people gave us their feedback, views and opinions to contribute to the development of SPARC. We also reflected upon past successes and current triumphs, aiming to limit change in areas the community has voiced strong ongoing support for, and drive change where it is needed the most. We analysed data from recent Community Strategic Plan consultations, regional and state trends and gathered a selection of ideas and practical suggestions from a broad cross-section of Council teams.

Image above: Wellington Sesquicentenary Exhibition (c) Dubbo Regional Council.

Dubbo Regional Council **SPARC** (2020-2025)

SOME OF OUR COMMUNITY FEEDBACK INCLUDED:

“

Bring to light all the amazing small, creative and cultural not-for-profit groups that make Dubbo such an interesting place.

“

A space to hold educational workshops for artists to attend tutorials delivered by professional artists, available to all interested members of the community.

“

It would be great to see Council develop a program - that is aimed at engaging our most disadvantaged and at risk young people in Dubbo/Wellington.

Create NSW Culture,
Value and Place 2018 Report (Part 1)

“

It's important for Dubbo to develop commercial art gallery spaces where local artists and others from further afield can exhibit and offer their work for sale.

“

Dubbo has important Indigenous communities with artistic, cultural and political presence and creativity. Engagement for a strong Indigenous art and cultural presence is a move for a stronger future for all.

“

We need more cultural environments and activities that you stumble across and discover. This is what makes exciting cultural exchange. Dubbo is the perfect town to walk around in the evening and we need more to be going on around town.

“

In many ways Wellington is a prettier town than Dubbo as Dubbo has lost a lot of its beautiful buildings, but Wellington needs a face-lift - lots of buildings need painting. Perhaps the council could help in this.



VALUING CULTURE AND ARTS WHAT IS CULTURE?

The value of arts and culture to society is both vast and often under-appreciated. As well as being of intrinsic value to our sense of self, engagement with arts and culture has a significant impact on our society's economy, health and wellbeing, social cohesion and education.

The word 'culture' can be hard to define, as the meaning differs from person to person according to their age, values and heritage. In a national context, the Australia Council for the Arts holistic definition provides a good point of reference:

"Our culture is unique. It is a culture that is deeply shaped by more than 70,000 years of continued, unbroken Indigenous storytelling. It reflects Australia's two centuries of settlement from around the world. We are a diverse community of identities, faiths, individual differences and pursuits, yet we have many shared values, and our sense of nation is strong. A culturally ambitious nation draws strength from these diversities. It utilises them to expand the dimensions of our creativity. A culturally ambitious nation acknowledges that music, books, theatre, film, paintings, sculpture, dance and a myriad of other art forms are central to our lives. It cherishes its great artists from all regions, and across all practices"

Australia Council for the Arts – A culturally ambitious nation.

“

There is both an intuitive and measurable connection between a sense of holistic wellbeing and participation in cultural activity.

Create NSW Culture,
Value and Place 2018 Report (Part 1)



Locally the community have told us that:

Culture is about what matters to people and communities. It is about relationships, shared memories and experiences. It is about identity, history and a sense of place, how we live our lives and what gives them meaning and value, it is about the things we consider valuable for passing on to future generations and the ways we share and come together as a community today. It is our way of connecting the present with the past and the future.

For this cultural strategy, it was essential to reach community agreement on a broad definition of 'culture'. To this end, the comprehensive consultation process involving community revealed the following aspects of culture to be the most important in our region.

- Creative and artistic expression
- Indigenous culture and creative expression
- Historic and multicultural diversity
- Connection and sense of identity
- World-heritage listed natural environment
- Support, collaboration and coming together as a community

Dubbo Regional Council SPARC (2020-2025)

In summary this plan will take as its definition of culture;

“The cultural fabric of the Dubbo Region is part of our daily lives, our lifestyle, our history and our future. It is how we tell our story and the story of our region, it is connection, growth, discovery and celebration. Our culture is expressed through the performing and literary arts, social events and activities, educational activities to grow creative skills and knowledge, festivals, celebrations, commemorative events, spirituality and introspection, heritage, design, public art, craft, digital media, sound, architecture and built heritage, visual arts, film, food, fashion, and the creative industries.

Culture can be intimate or communal, and is found in galleries, museums, libraries, theatres, studios, within the built and natural environment, on the streets and laneways, sporting grounds, open spaces and in unexpected and surprising locations.”

Image opposite: Dream Festival Lantern Parade (c) Dubbo Regional Council
 Image above: Exhibition "Handmade Tales: Dubbo Quilt-makers", Western Plains Cultural Centre, Works by Susie Brown and Sandra Carr, Members of Dubbo Patchwork and Quilters Group Inc (c) Dubbo Regional Council.



OUR REGION -COMMUNITY PROFILE

a. Our Regional Engagement with Culture*



b. Our Cultural and Creative Workforce

The creative industries are defined as those industries which have their origin in individual creativity, skill and talent, and that have a potential for wealth and job creation through the generation and exploitation of intellectual property.

Dubbo and surrounding regions are growing an increasingly viable creative workforce with a significant number of new creative enterprises establishing in the region since the last cultural plan (2008) and increasing numbers of established businesses, expanding their product through cultural activation (live music, performance). Between 2011 and 2016, there was a 35% increase in residents employed in the creative industries. While the number of people directly employed in the heritage, creative and performing arts in the LGA is relatively low, many more residents have indicated

qualifications or professional background in arts, heritage or creative industries. All of our cultural and heritage community groups rely on volunteers to operate - over 5,000 people across the LGA undertook volunteer work at some time during 2016. (2016 Census Results)

There is a significant opportunity to build the capacity of our creative practitioners and the local creative economy by providing professional development opportunities. This includes establishing more formalised networks, supporting promotional and audience development opportunities; and providing greater prospects for our creatives to showcase their work.

* Annual figures for 2018



WHAT IS COUNCIL'S ROLE IN DELIVERING THIS PLAN?

Why is council in the business of culture?

Council's role in culture is multi-faceted. It is the manager of a number of major cultural institutions – Western Plains Cultural Centre, Dubbo Regional Theatre and Convention Centre, Macquarie Regional Library (Dubbo and Wellington), Old Dubbo Gaol, Wellington Civic Centre and Wellington Caves, and this number is soon to increase with funding to develop the Wiradjuri Tourism Experience, Macquarie River Foreshore Precinct, Old Dubbo Gaol Heritage Plaza and Wellington Police Lockup. Alongside these institutions, Council is the custodian of significant natural and environmental assets in the region including extensive parklands and public spaces, community halls and reserves, sports ovals and showgrounds.

Council is also the custodian of significant collections of works of art, objects and artefacts. Dubbo Regional Gallery holds a collection of over 1,000 works of art and is becoming one of the most recognised and renowned in regional Australia. Dubbo Regional Museum, Wellington Caves and the Local History Collection hold a broad collection of over 5,000 objects and documents that help tell the diverse stories of the region from fossils to industrial machinery like the nationally significant Australian Hero Wagon.

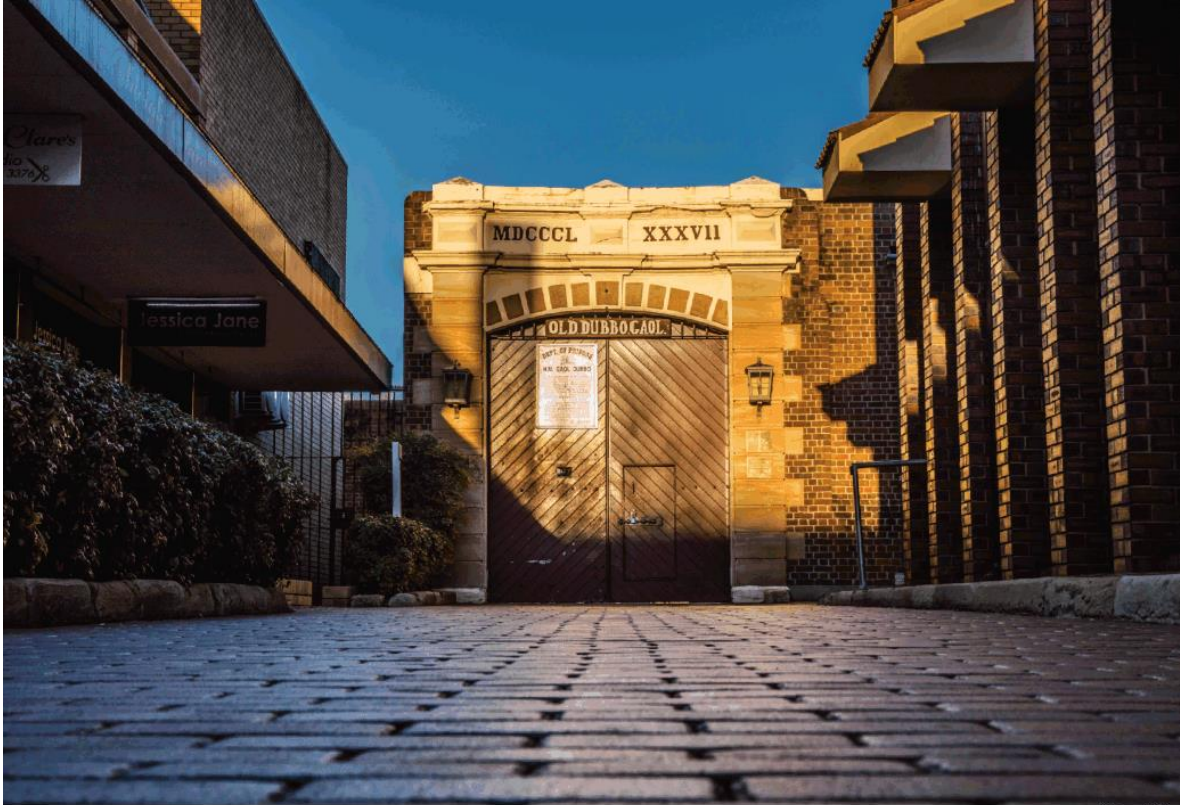
Council's responsibilities for culture have evolved. In establishing a focused strategy for developing Culture in the Local Government Area, it is essential to articulate the core responsibilities of Council and its reasons for its commitment which are to:

- Help sustain a vibrant and healthy community through expression and engagement in culture
- Contribute to improving educational outcomes and life-long learning
- Stimulate creativity and capture its economic value in new industries and jobs
- Protect and reflect our identity
- Develop tourism and attract new residents and businesses

Council's responsibility to our community is to represent its diversity, reflect and protect its identity and celebrate its uniqueness. Through SPARC Council can ensure our citizens have access to quality cultural programming that connects them locally and nationally. Council has a responsibility to our creators, creative entrepreneurs and cultural facilitators to ensure they have the best opportunity to live and practice in the Dubbo Region while being connected to national and international sectors. Council's responsibility is to our community and its current and future economic sustainability for which culture performs a vital role.

Image opposite: Adnate "Past. Present. Future. The child of today takes her place in the world because of the vision, passion and advocacy of Aboriginal women like Aunty Pearl Gibbs", Commissioned by B00M Dubbo, Image (c) Dubbo Regional Council

Image above: Harmony Singers perform at Dubbo Regional Theatre and Convention Centre (c) Dubbo Regional Council.



Alongside the cultural facilities managed and operated within the region, the Dubbo Region has a rich natural and built heritage with a number of State Heritage-listed sites located within the Local Government Area, including:

Dubbo

Cobra Street: Dubbo RAAF Stores Depot
 Macquarie Street: Talbragar Shire Council Chambers
 110-114 Macquarie Street: National Australia Bank building, Dubbo
 118 Macquarie Street: Colonial Mutual Life building, Dubbo
 195-197 Macquarie Street: Milestone Hotel
 215 Macquarie Street: Old Dubbo Gaol*
 Main Western railway: Dubbo Railway Station
 Main Western railway: Dubbo Rail Bridge over Macquarie River
 Obley Road: Dundullimal Homestead

Euchareena

2531 Euchareena Road: Nubrygyn Inn and Cemetery

Stuart Town

Stuart Town Railway Station

Wellington

John Fowler 7nhp Steam Road Locomotive*
 Curtis Street: Wellington Convict and Mission Site
 21 Maughan Street: Wellington Post Office
 University Road: Blacks Camp

* The only listed sites/objects for which Dubbo Regional Council has direct responsibility.



CULTURAL MAPPING - WHAT'S HAPPENING IN OUR REGION?

Our Region has an abundant variety of arts and cultural organisations, cultural facilities and events. These include artists, craftspeople, festivals, art exhibitions, museums, galleries, libraries, heritage trails and sites, botanic gardens, theatre, concerts and live performances by local and visiting talent. With community effort at its foundation, and a bold new Council structure for the growth and development of regional culture, we are positioned to innovate and revolutionise the presentation of culture in Regional Australia.

Alongside the many creative practitioners in our region, Dubbo and Wellington have long been home to dynamic and influential creative groups who have supported and grown the creative life of our Region.

Cultural Groups in our Region

Wellington Amateur Dramatic Society
Wellington Arts
Wellington Arts and Crafts Society
Oxley Museum Wellington
Wellington Eisteddfod
Dubbo and Districts Australian Decorative & Fine Arts Society
Made in Wello
Outback Writers' Centre
Wellington Local Aboriginal Land Council
Dubbo Local Aboriginal Land Council
Dubbo and District Family History Society
Dream Festival Committee
Dubbo Arts and Craft Society
Dubbo Amateur Dramatic Society
Dubbo Film Makers
Dubbo Artz
ORISCON (Orana Residents of Indian Sub-Continental Heritage)
Orana Arts
Dubbo Eisteddfod
Creative Assembly
Wesley House Players
SOMAD (Songwriters and Original Musicians Association Dubbo)
Dubbo Aboriginal Working Party
Dubbo Arts and Craft Society Inc
Dubbo District Concert Band
Dubbo and District Family History Inc
Dubbo Embroiderers Guild
Dubbo Folk Club
Dubbo Field Naturalist & Conservationist Society
Dubbo Film Society

Dubbo Garden Club
Dubbo Jazz Club Inc
Dubbo and Orana Region Orchid Society
Dundullimal Dubbo Support Group
Fresh Arts Inc
Friends of Dubbo Regional Botanic Garden
Stuart Town Progressive Association
Orana Country Music Association Inc
Palmer Street Singers
U3A Dubbo Chapter Inc
Wesley House Players Inc
Friends of the Western Plains Cultural Centre

Facilities managed by Dubbo Regional Council

Dubbo Regional Theatre and Convention Centre
Wellington Civic Centre
Macquarie Regional Library (Dubbo and Wellington)
Old Dubbo Gaol
Wellington Caves
Western Plains Cultural Centre, Dubbo
Dubbo Regional Botanic Garden Incl. Shoyoen Gardens and Biodiversity Garden
Toyama Osawano Japanese Garden, Wellington
Dubbo Showground
Wellington Showground
Victoria Park, Dubbo
Cameron Park, Wellington
Tracker Riley Cycleway, Dubbo
Wongarbon Hall.
Mumbil Hall.
Wellington Police Lockup

Cultural and Tourism facilities external to Dubbo Regional Council

Taronga Western Plains Zoo, Dubbo.
Macquarie Conservatorium of Music, Dubbo.
Royal Flying Doctor Experience, Dubbo.
Dundullimal Homestead, Dubbo.
Dubbo Observatory.
Geurie Community Hall.
Toongi Recreation Reserve and Public Hall.
Ballimore Community Hall.
Rawsonville Soldiers Memorial Hall.
Charles Sturt University Gallery, Dubbo.

Other Culturally Significant sites

Terramungamine Reserve, Dubbo.
Burrendong Botanic Garden and Arboretum, Wellington.
Mount Arthur Reserve, Wellington.

Image opposite: Old Dubbo Gaol (c) Dubbo Regional Council
Images above: Macquarie Regional Library, Dubbo (c) Dubbo Regional Council
Clinton Hoy performing at Under Western Skies, Dundullimal Homestead, 2019 (c) SOMAD

Dubbo Regional Council **SPARC** (2020-2025)



KEY STRENGTHS/ CHALLENGES/ OPPORTUNITIES

STRENGTHS

- Our professional venues, from those managed by council such as the DRTCC to WPCC to external cultural facilities such as the Macquarie Conservatorium and Royal Flying Doctor Experience, that contribute to the cultural diversity of our region.
- High-level creative talent in the region with professional skills across several creative sectors.
- Cultural momentum and the increased position of culture within Dubbo Regional Council through the creation of the Cultural Development Team.
- Our stimulating natural environment and natural features, in particular our rivers, Mt Arthur and the Wellington Caves.
- The richness of Aboriginal heritage and culture.
- Growing and economically stable regional community with increasing tourism audiences.
- The value and contribution of free library services that create a community hub.
- The professional expertise and skillsets are within our community to support growth.
- Diverse heritage including significant cultural material collections.

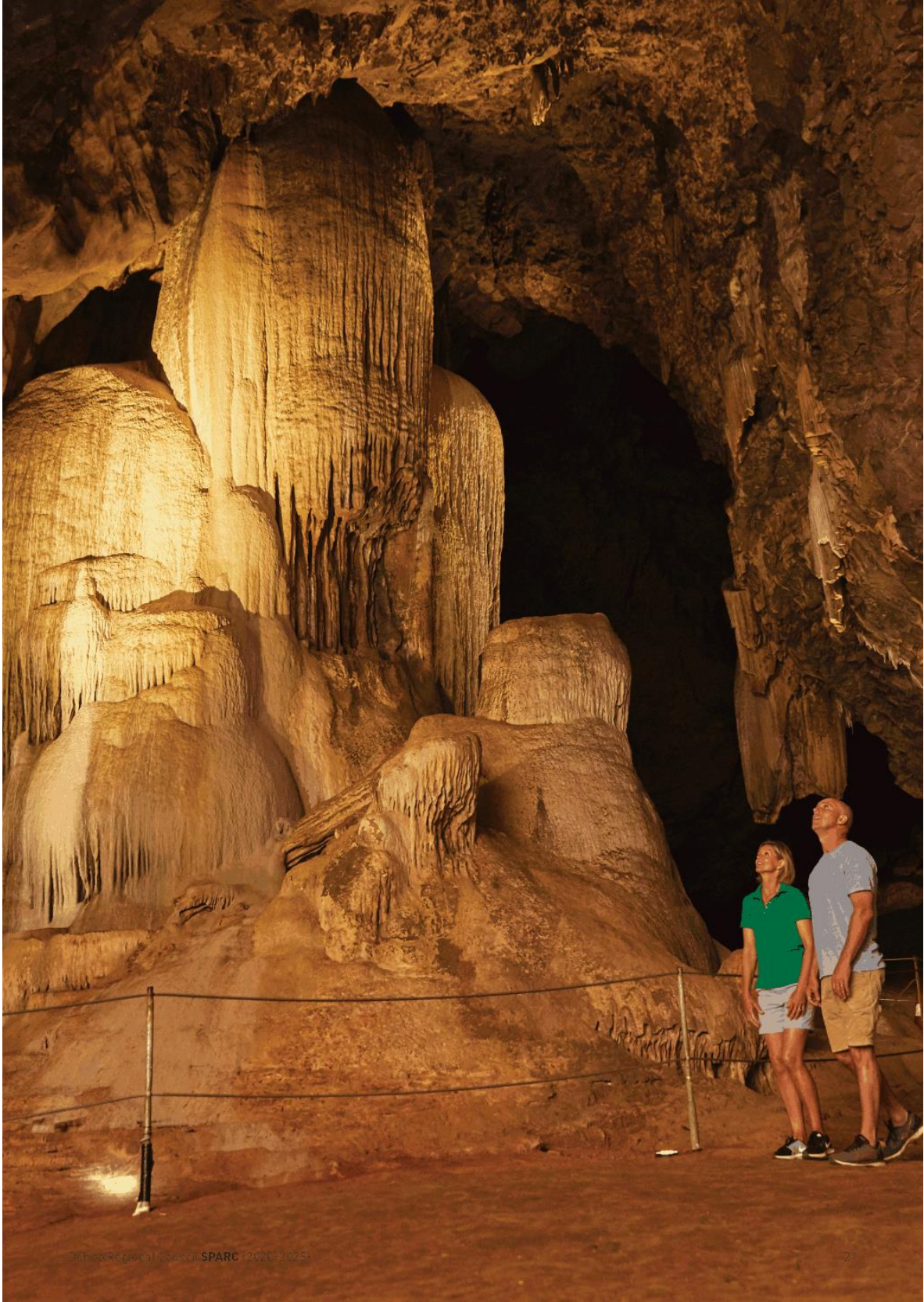
CHALLENGES

- Low visibility of arts and creativity across the region.
- Lack of accessible and affordable venues and pathways for new programming.
- Lack of destination marketing associated with drawing tourists for the arts, including limited night-time economy, accommodation options and dining precincts
- Need for clarity around Council's role and commitment to arts and cultural growth, with renewed and ongoing opportunities for consulting with the community.
- Limited stepping stones within the region for emerging creative talent.
- Lack of connectedness within the cultural community and between cultural facilities.
- Limited celebration of the contribution of culture to the region, undervaluing its impact or its successes.
- Lack of inclusion of the local creative sector in civic events, city development or activation programs.
- Lack of dedicated funding streams to support programs and events that have cultural outcomes.
- The ongoing economic viability of creative careers in the region.

OPPORTUNITIES

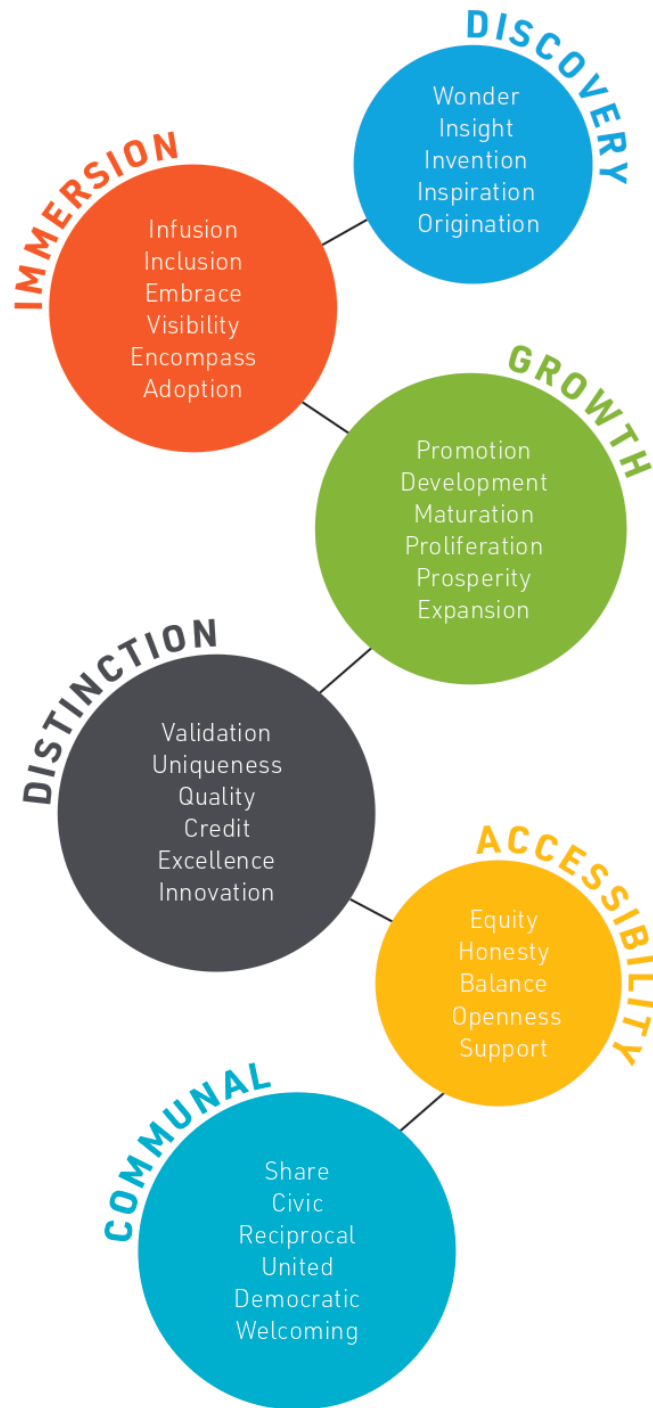
- Increasing population (both as new residents and tourism market).
- External funding availability and changes to State funding model, increased sponsorship and partnership opportunities in the cultural sector
- Development of a strong night-time economy.
- Challenge expectations of the region and its cultural offerings by building a strong creative identity, where we own our potential and promote our potential to be a new creative centre.
- Hunger for creative content and diverse experiences from audiences – particularly new experiences and value-adding to current offerings.
- An influx of new residents and visitors bringing their passion for unique creative experiences with them.
- Commitment to showcasing local arts content of merit.
- Leverage the location of the region, making use of the existing high-level infrastructure and diverse skills base with proximity to outback experiences.
- Mentoring emerging talent.
- Professional networking and cross-arts collaboration.

Image opposite: Wellington Caves (c) Dubbo Regional Council



OUR VALUES

Through the community consultation, six ideals have been identified and represent the values of the community and the cultural community they wish to see developed and supported. These values are:



DISCOVERY

SPARC will be one that values and celebrates the spirit of discovery, where insight and origination are appreciated and encouraged. Discovery is celebrated through exciting programming and events, but also through opportunities to learn more about who we are and to share this outside our region. Ours will be a region in which discovery becomes part of our experience of living here, with our cities, towns and villages full of new cultural experiences.

IMMERSION

Culture will be included in the fabric of the city, from the milestones that we celebrate to the infrastructure we develop, opportunities to include culture will be grown. Dubbo Regional Council will generate a new model of cultural development that will integrate cultural programs into the life of the region in dialogue with our community. It will weave together public engagement, outdoor activation, digital platforms, everyday events, major exhibitions and community-led ideas. We will find opportunities to make visible the strengths and uniqueness of our regional culture, in particular, Aboriginal Culture and its ongoing strength and resilience.

GROWTH

We will realise the untapped potential of the creative industries on our doorstep, invest in professional development pathways and support key opportunities for our creative industries. Our creative sector will be valued and supported as professionals, and the contribution of culture to our region will be advocated and championed.

DISTINCTION

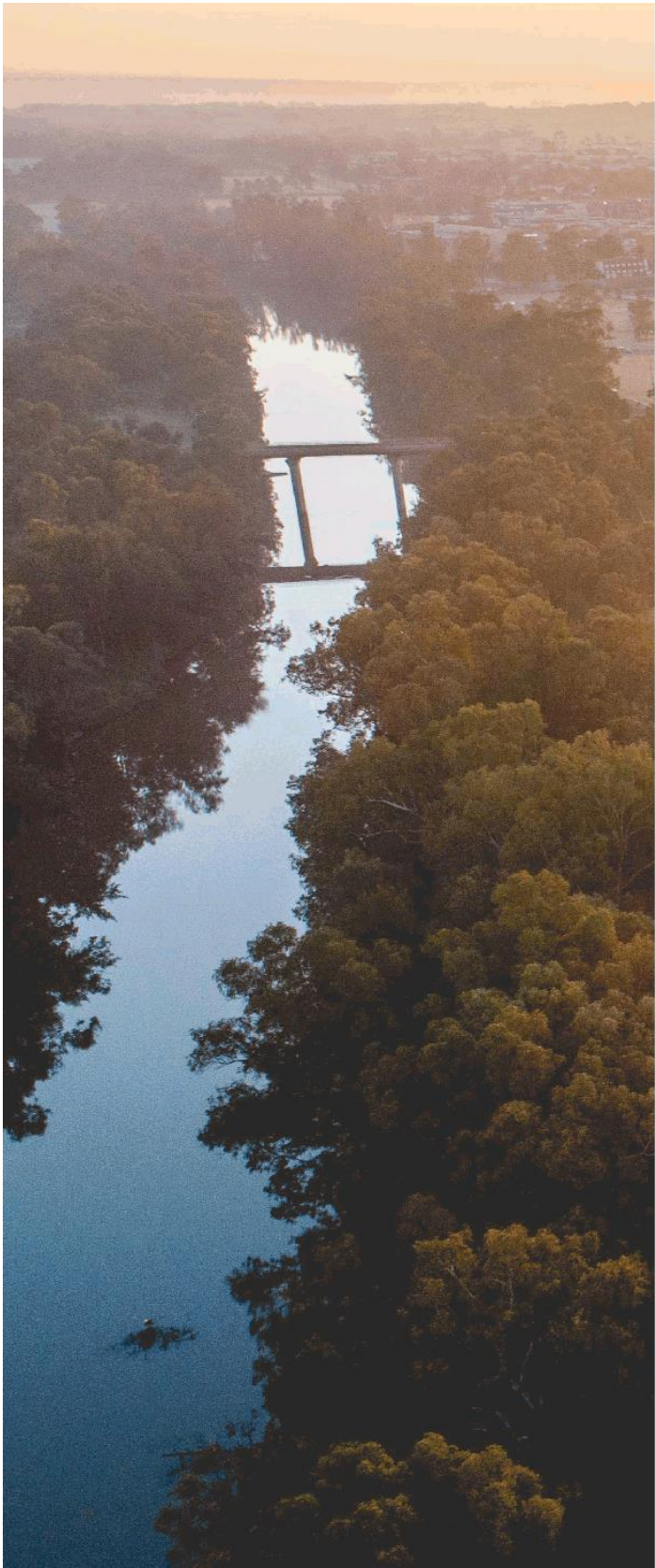
Distinction celebrates uniqueness, excellence and innovation and seeks to provide opportunities to highlight and support the quality of regional culture. We will drive innovative approaches to the development of distinctive world-class cultural experiences and programs and to place our cultural producers and community at the heart of these. Establishing the cultural brand and distinct personality for cultural activity across our region, we will promote our culture to the world.

ACCESSIBILITY

Accessibility is at the heart of our cultural plan, championing a view of culture that is open and welcoming and that all members of our community are supported to create, share and participate in culture. Through SPARC we will work towards increasing the spaces for cultural engagement, share and encourage programming across all our communities and support strategies that allow as many people as possible the opportunity to interact with culture.

COMMUNAL

SPARC will celebrate the connection between community and culture and work to increase the impacts and relationships possible. Through culture, we will ensure members of our community feel included, celebrated and valued, support our diversity and encourage thoughtful conversations about who we are and what we value. SPARC validates that a healthy culture life is core to community resilience and wellbeing.



OUR STRATEGIES

Dubbo Regional Council **SPARC** (2020-2025)



DISCOVERY

Imagination drives activation of our shared spaces.

A cultural program of discovery and originality, we will create a cultural life that celebrates discovery; of new ideas, new experiences and new potentials.

Opportunities to research, discover and learn.

Adaptable, innovative, cutting edge facilities.

IMMERSION

Make creativity visible: Developing strategies to embed culture in the life of Council and the region.

Organisational values of Dubbo Regional Council support cultural growth and recognition.

Recognising and sharing the living culture of our region's first people.

Support local cultural providers

GROWTH

Improved communication strategies to increase awareness of cultural activities around the region.

Stimulate and support the growth and viability of the region's cultural and creative industries through targeted and strategic investment.

Support the continued growth of a professional creative sector
education opportunities and youth development programs are supported

DISTINCTION

Recognise and value our cultural communities' unique contribution to our regional identity.

Recognise and leverage our region's distinct cultural identity, raising its profile as a centre of creative excellence.

Promotional strategies to highlight the regions cultural identity.

ACCESSIBILITY

A dedicated network of accessible arts and cultural facilities to support our changing needs.

Share and encourage programming across all our communities.

Develop strategies to encourage access to culture for all of our residents.

COMMUNAL

Increasing opportunities for the community to connect with creative and heritage groups in the region.

Placing culture at the heart of community resilience and wellness.

Diversity is celebrated.

Develop cultural initiatives that are founded in providing civic benefits, social connectivity and respond to our developing region.

— OUR ACTIONS

DISCOVERY

ACTION	C/N NOW	SHORT 1-2 YRS	MED 2-3 YRS	LONG 3-4 YRS	CULTURE AND ECONOMY PARTNERS	DRC PARTNERS
					The Cultural Development Team will work with the following divisional partners to ensure successful outcomes.	The Cultural Development Team will work with the following organisational partners to ensure successful outcomes.

ODG: Old Dubbo Gaol
 WC: Wellington Caves
 WPCC: Western Plains Cultural Centre
 DRTCC: Dubbo Regional Theatre and Convention Centre
 DS: Dubbo Showground
 ECDEV: Economic Development and Marketing
 REBEVE: Regional Events

LIVBTY: Liveability
 INFRUS: Infrastructure
 D&E: Development and Infrastructure
 EXSER: Executive Services

1.0	Imagination drives activation of our shared spaces.					
1.1	Increase in cultural programming and activation in non-traditional spaces to make creative activity more visible.					
1.1.1	Council to investigate potential sites suitable for cultural programming and produce a feasibility report into increasing publicly accessible space for cultural programming.					LIVBTY, D&E
1.1.2	Investigate the increased use of Victoria Park and Cameron Park for cultural and community events, including food service options, nighttime activation and establishment of event precincts. *Meets Create NSW Regional Priority					LIVBTY, D&E
1.1.3	Establish and promote a list of facilities and open spaces suitable for cultural activities.					LIVBTY
1.1.4	Investigate the suitability of the "lane-way culture" to provide linkages through our CBD through various artistic and cultural means.					LIVBTY, D&E
1.1.5	Produce a how-to guide to support members of the community to access public space and present outdoor cultural activities.					LIVBTY, D&E
1.1.6	Work with Dubbo and Wellington Chambers of Commerce to encourage greater opportunities to partner with business to present and display cultural material.					
1.2	Enable the creative sector to play an active role in the establishment of vibrant events and the night-time economy.					
1.2.1	Develop opportunities to add to established programs or activities with night activations.					LIVBTY, D&E
1.2.2	Develop a "Night Time Activation Strategy" to promote a welcoming and diverse, vibrant nightlife for our cities and towns.				ECDEV	LIVBTY, D&E
1.2.3	Activate spaces with twilight activities to increase public safety and increase access to events outside traditional work hours.				ECDEV, REBEVE	
1.3	Our natural environment is celebrated and activated.					
1.3.1	Increase cultural activation and programming around the Macquarie River.					LIVBTY, D&E, INFRUS
1.3.2	Develop strategies to encourage trails and interactive walks along Wellington's Bell River.				ECDEV	LIVBTY, D&E, INFRUS, D&E, Infrastructure
1.3.3	Consider how the natural environment is a unique regional asset, and local biodiversity should be supported as a cultural asset.					LIVBTY
2.0	A cultural program of discovery and originality, creating a cultural life that celebrates discovery; of new ideas, new experiences and new potentials.					
2.1	Support cultural programs that encourage engagement and foster interests in a variety of disciplines including, but not limited to, all genres of, music, dance, drama, visual arts, film and literature.					

2.1.1	Development of a "Curatorial Strategy" that sets out the principles of exhibition development, design and engagement across facilities within Visitor Experiences Division and the remit of the Cultural Development Team.					ODG, WC, WPCC	
2.1.2	Cultural programming founded on the LGNSW Cultural Planning Framework.					ODG, WC, WPCC	
2.1.3	Use the established Cultural Values of this plan to guide the Cultural Planning Framework to inform exhibition programming, public programming, education strategies and events.					ODG, WC, WPCC	
2.1.4	Review cultural programs of Dubbo Regional Council facilities to assess demand trends, programming mix, operational models and target audiences to ensure community expectations are met.					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	LIVBTV
2.1.5	Foster partnerships with regional, state and national cultural organisations. *Meets Create NSW Regional Priority					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	
2.2	Encourage collaborative cultural programming across arts, and non-arts mandated organisations with a focus on the development of new partnerships.						
2.2.1	Council to provide prioritisation to partnering with cultural and community groups who have sought out and established partnerships within the community to demonstrate a collegiate approach to cultural development.					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	
2.3	Increase the number of new, innovative and robust artistic experiences offered in the region.						
2.3.1	Develop programming matrix that includes requirements to program exhibitions, events, and programs rarely seen in the region. *Meets Create NSW Regional Priority					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	
2.3.2	Provide creative skill development opportunities for the public, especially those not usually engaged in traditional arts, culture, innovation or creativity.						
2.3.3	Involve more marginalised socio-economic groups, schools, sporting clubs and community groups in the cultural sector.					ODG, WC, WPCC, DRTCC, ECDEV, REGEVE	LIVBTV
2.3.4	Support Volunteer, Not-for-profit, and community cultural providers (external to DRC) to develop new, innovative, and robust cultural programs.						
3.0	Opportunities to research, discover and learn.						
3.1	Ensure access to local history and family history research and services.						
3.1.1	Support access to genealogical and family history research services.					WPCC	
3.1.2	Support annual programming around local history, with cultural facilities actively presenting original local history content.					ODG, WC, WPCC	
3.1.3	Undertake a review into the Dubbo Regional Museum for potential redevelopment.					WPCC	
3.1.4	Provide access for the public to the Dubbo Regional Council local history collection, research and support services. Continue to ensure that this service appropriately resourced to maintain standards.					WPCC, ODG	
3.1.5	Ensure historical, archival and civic collections are accessible to local schools and students through promotion, programs and curriculum-linked resources.					ODG, WC, WPCC	
3.1.6	Diversify access strategies for local history, including presentation through podcasting, augmented reality, on-line, film and publication, etc. *Meets Create NSW Regional Priority					ODG, WC, WPCC	
3.2	Collection development, presentation and on-line access.						
3.2.1	Dubbo Regional Council continues to grow a unique art collection for the region.					WPCC	
3.2.2	Develop an on-line collection strategy covering all Dubbo Regional Council cultural facilities and collections that increases access, and engagement with groups for audiences at a local, national and international level. *Meets Create NSW Regional Priority					ODG, WC, WPCC	

3.2.3	Curate exhibitions that feature works from the art and heritage collections of Dubbo Regional Council.					ODG, WC, WPCC	
3.2.4	Explore opportunities to collect a diversity of cultural material from the region including, but not limited to, song, performance, film and literature.					ODG, WC, WPCC	LIVBTY
3.3	Develop processes and procedures to ensure the long-term growth and security of DRC Cultural Collections and provide support to Cultural Collections throughout the LGA.						
3.3.1	Seek funding support to establish a regional cultural collection storage facility.					ODG, WC, WPCC	
3.3.2	Prioritise the development of policies and procedures to ensure digital capture of archival material is effectively supported and managed. <small>*Meets Create NSW Regional Priority</small>					ODG, WC, WPCC	
3.3.3	Ensure cultural collections are managed according to current best practice standards.						
3.1.6	Work with the local historical societies and facilities to plan for sustainability (including collection stability) so that they remain strong, viable and relevant organisations within the community.						
3.4	Celebration of our tangible and intangible history.						
3.4.1	Identify and work to protect the community's heritage assets including natural heritage sites and local archaeological sites, in consultation with appropriate stakeholders.					ODG, WC, WPCC	
3.4.2	Develop a strategic interpretation and engagement plan for built, natural history and heritage sites within the LGA.					ODG, WC, WPCC	
3.4.3	Develop a plan for the identification, capture and interpretation of our intangible* heritage.						
3.4.4	Support and promote a diversity of heritage experiences throughout our region, with a focus on sites of Aboriginal engagement, colonial and settlement history and environmental history.					ECDEV	LIVBTY
3.4.5	Develop accessible resources to support regional walking and driving tours which include digital resources to activate local history and cultural sites.					ECDEV	
4.0	Adaptable, innovative, cutting edge facilities.						
4.1	DRC facilities on the cutting edge of cultural presentation.						
4.1.1	Ensure staffing and resource levels for all DRC managed cultural facilities is equitable to ensure the high level of services to the public can continue.						EXSER
4.1.2	Undertake a biennial benchmarking process for all DRC managed cultural facilities to ensure that operational standards, programing standards and facility management is responsive to emerging trends and community needs.					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	LIVBTY, D&E, INFRUS
4.2	Establish asset master-plans to outline the future direction of Dubbo Regional Council cultural facilities and assist external facilities with planning to adapt to changing community needs.						
4.2.1	Develop a strategic plan for the region's cultural infrastructure needs over the next 5-20 years. <small>*Meets Create NSW Regional Priority</small>					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	LIVBTY, D&E, INFRUS
4.2.2	Review the ongoing needs of the Macquarie Conservatorium and how DRC can support its continued operation.					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	LIVBTY, D&E, INFRUS
4.2.3	Investigate the establishment of additional cultural facilities in Wellington to support the growing cultural life of the town.					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	LIVBTY, D&E, INFRUS
4.2.4	Support the upgrade and adaptive use of facilities for culture in our villages.						
4.2.5	Investigate the development of a regional recording studio to assist with the development of digital media opportunities and skills .					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	

*Intangible Heritage examples of heritage that are fluid and do not have a physical form. It can include traditions or living expressions inherited from our ancestors and passed on to our descendants, such as oral traditions, performing arts, social practices, rituals, festive events, knowledge and practices concerning nature and the universe or the knowledge and skills to produce traditional crafts.

4.3 Upgrade and invest in technology to improve audience experiences.						
4.3.1	Ensure that outdoor event infrastructure and technology, such as three-phase power, water and Wi-Fi, is included in significant new Council developments.					DNBT, DNE, WFBUS
4.3.2	Ensure that cultural facilities are supported to adapt to changing technological needs and community expectations, both in resourcing and ongoing training for staff.				DDG, WL, WPEC, BRTCC, DS	DNBT, F
4.3.3	Use technology to provide meaningful and interactive cultural experiences for all sectors of the community.				DDG, WL, WPEC, BRTCC, DS	DNBT, F

OUR ACTIONS

IMMERSION

ACTION	NOW	SHORT 1-2 YRS	MED 2-3 YRS	LONG 3-4 YRS	CULTURE & ECONOMY PARTNERS	DRC PARTNER
<p>5.0 Make creativity visible: Develop strategies to embed culture in the life of Council and the region.</p> <p>5.1 Place local culture at the heart of civic and community events.</p>						
5.1.1					ECDEV, REGEVE	EXSER, LIVBTY
5.1.2					ECDEV, REGEVE	EXSER, LIVBTY
5.1.3					ECDEV, REGEVE	EXSER, LIVBTY
5.1.4					ODG, WC, WPCC, DRGCC	LIVBTY
5.1.5					REGEVE	
<p>5.2 Creative and cultural impacts and outcomes are incorporated into urban planning and development projects.</p>						
5.2.1					ODG, WC, WPCC, DRGCC, DS, ECDEV, REGEVE	LIVBTY, D &E, INFRUS
5.2.2					ECDEV, REGEVE	LIVBTY, D &E, INFRUS
5.2.3						LIVBTY, D &E, INFRUS, EXSER
5.2.4					ECDEV	LIVBTY, D &E, INFRUS,
<p>5.3 Drive imaginative site-specific public artworks throughout the region (beyond the CBD).</p>						
5.3.1					ECDEV	
5.3.2					ODG, WC, WPCC, DRGCC, DS, ECDEV, REGEVE	LIVBTY, D &E, INFRUS,
5.3.3					ODG, WC, WPCC, DRGCC, DS, ECDEV, REGEVE	LIVBTY, D &E, INFRUS,
5.3.4						

6.0	Organisational values of Dubbo Regional Council support cultural growth and recognition.						
6.1	Council and Senior Leadership Team demonstrate cultural leadership and engagement.						
6.1.1	Council and Senior Leadership Team are encouraged to advocate for the role and impact of culture in the region.						EXSER
6.1.2	Council and Senior Leadership Team are encouraged to attend cultural events around the LGA.						EXSER
6.1.3	Foster a whole-of-Council approach to cultural development in our region.					All Divisions	
6.1.4	Council and Senior Leadership Team are encouraged to undertake cultural engagement training to gain an understanding of the role culture plays in our region.						EXSER
6.2	Increase reporting functions to Council on cultural impacts, projects, growth and value.						
6.2.1	Cultural outcomes related to the cultural plan are reported monthly at Dubbo Regional Council meetings with an annual "State of Culture" report presented to the council.						
6.2.2	Develop a standardised internal evaluation system for cultural projects to aid evaluation for continuous improvement and reporting.					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	
6.2.3	Develop and implement Dubbo Regional Council LGA wide cultural surveys and evaluation measures to record valuable data such as attendance rates, demographics and impacts to ensure sustainability and continued relevance of programs and events.					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	LIVBTY
6.2.4	An annual review process for the Cultural Plan is undertaken in March each year to review the plan against community need and expectations.						
6.2.5	SPARC Cultural Plan will be accompanied by an annual operation plan outlining the actions to be addressed for the coming year, budget allocations, responsibilities and key performance indicators for each action. This document will be released each August.						
6.3	Ensure the needs of the creative sector are appropriately captured in council plans and policies.						
6.3.1	Continue to facilitate opportunities for the community to consult and engage with the Council on matters pertaining culture.						
6.3.2	Collaborate across Council divisions to integrate creative elements into existing programs including sustainability, road safety, bush care and community services.					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	LIVBTY, D&E, INFRUS, EXSERV
7.0	Recognising and sharing the living culture of our regions first people.						
7.1	Agency and voice supported.						
7.1.1	Encourage ongoing collaboration and dialogue with our Indigenous community to address shared priorities regarding cultural heritage and methods for improving procedures, promotion, policy and programs.					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	
7.1.2	Provide opportunities for the story of Wiradjuri culture to be told by Wiradjuri people.					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	LIVBTY
7.1.3	Ensure that Aboriginal cultural programs run by Dubbo Regional Council are undertaken in a culturally appropriate manner by ensuring that Aboriginal people are the decision makers on Aboriginal cultural programs.					All Divisions	
7.1.4	With permission and through cultural protocol, investigate the opportunities to implement shared language programs.					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	

7.1.5	With permission and through cultural protocol, create an "Aboriginal Cultural Heritage Strategy" that includes (but is not limited to) plans for a heritage walk, connecting public art, cultural facilities, sites of importance and on-line programming.				ODG, WC, WPCC, ECDEV, REGEVE	LIVBTY
7.2	Indigenous culture and contemporary art practices are supported by dedicated programming and development programs.					
7.2.1	Grow our local Aboriginal led cultural programming and event development expertise.				ODG, WC, WPCC, DRTCC, REGEVE	
7.2.2	Develop strategies that encourage Dubbos' national and international reputation as a vibrant hub for Indigenous culture and creative expression.					
7.2.3	Develop dedicated digital content and increase accessibility to, and visibility of local Aboriginal culture.					
7.2.4	Led by the Aboriginal Community; the Cultural Development Team will support the Wiradjuri Tourism Experience					
7.2.5	Support Aboriginal leaders, artists and community to share their culture via research programs, education events and public programs.					
7.2.6	Support Aboriginal artists and creatives to share their culture via markets and work to attract or locally develop iconic indigenous events such as Blak Markets or similar.					
7.3	Professional development opportunities to support creative career opportunities are developed.					
7.3.1	Provide access to Indigenous creative business training opportunities and start-up development support.				ECDEV	
7.3.2	Provide access to facilities for the display and sale of local cultural product.				ODG, WC, WPCC, ECDEV	
7.3.3	Develop new partnership models to support the growth and sustainability of Aboriginal enterprises, and support programs and projects that add value to the city's portfolio of Indigenous cultural experiences.				ECDEV	
8.0	Support local cultural providers					
8.1	Ensure cultural festivals and events encompass regional creativity and provide an opportunity for local creatives					
8.1.1	Partner with regional festival and event organisers to increase opportunities for regional creativity to be included in the program.				REGEVE	
8.1.2	Investigate increased regional cultural event funding that supports the development and inclusion of creatives from the LGA.				REGEVE	
8.1.3	Investigate strategies for increasing local creative content presentation at Dubbo Regional Council facilities.				ODG, WC, WPCC, DRTCC, DS	LIVBTY
8.2	Skills of local creatives are valued and recognised through their engagement as service providers for DRC.					
8.2.1	DRC to increase the use of local creative practitioners to provide goods and services for Council projects and programs and to compensate according to industry standards (NAVA, Musicians Union of Australia, etc).					All Divisions
8.2.2	Working in conjunction with cultural organisations to set up a database of local artists, administrators and creative professionals for use as a Council and community resource.				ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	
8.2.3	Promote and support a culture of shopping locally to support the efforts of local artisans and creative businesses and service providers.				ECDEV	

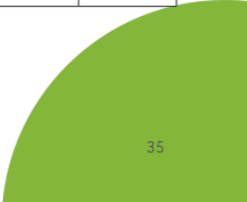


OUR ACTIONS

GROWTH

ACTION	NOW	SHORT 1-2YRS	MED 2-3 YRS	LONG 3-4 YRS	CULTURE & ECONOMY PARTNERS	DRC PARTNER
<p>The Cultural Development Team will work with the following organisational partners to ensure successful outcomes.</p>						
9.0 Improve communication strategies to increase awareness of cultural activities around the region.						
9.1 Development of a Dubbo Regional Council cultural communications strategy to support the unified and strategic promotion of the Dubbo Regional Council cultural facilities and programs.						
9.1.1	Establish a strategy with a view to broadening and deepening audience engagement with culture.					
9.1.2	Investigate the establishment of a Dubbo Regional Cultural website to facilitate communication, promotion and networking.				ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	
9.1.3	Invest in increased cultural content on the council websites and social media channels with accessible information on cultural offerings.					EXSER
9.2 Improve support for community, not-for-profit or small business cultural projects and programs to promote to the public.						
9.2.1	Provide a regional cultural information hub accessible to the creative sector and the community.					
9.2.2	Leverage promotional platforms including e-newsletters, websites, noticeboards and explore new platforms to stimulate audience attendance, engagement and response.					
9.2.3	Review events promotion and events calendar listing processes to improve ease of access for community and cultural groups.				REGEVE	
9.3 Communication strategies and formats support the dissemination of information.						
9.3.1	Ensure language used around culture is open and welcoming.				ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	
9.3.2	Improve communication and access to information by promoting and utilising nationally approved translation and interpreting services and considering accessible formats for materials.				ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	
10.0 Stimulate and support the growth and viability of the region's cultural and creative industries through targeted and strategic investment. *Meets Create NSW Regional Priority						
10.1 Investigate the impact of the creative sector to our region.						
10.1.1	Research the economic impacts, engagement levels and social impact of culture in the LGA, Use a coordinated approach to measure the impact of the creative sector on the community that includes looking beyond economic multipliers.				ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	
10.1.2	Recognise and champion the central role of creativity, the cultural sector and the creative industries as drivers of innovation and growth in the broader economy.				ECDEV	
10.2 Develop programs to support the growth of the creative industries as a viable economic sector.						
10.2.1	Work with partners to create training and employment pathways for the creative industries economy.				ECDEV	

10.2.2	Work with the cultural sector to explore social enterprise models for business growth and the small business ecology of the region, including initiatives to support creative start-ups and businesses.						ECDEV	
10.3 Funding opportunities that support cultural outcomes.								
10.3.1	Develop sponsorship or partnership programs with local businesses to support regional festivals and cultural programs.						ECDEV	
10.3.2	Investigate the development of creative industry funding models and partnership opportunities which increase investment in the local creative sector.						ECDEV	
10.3.3	Support investment in the city by encouraging creative industry organisations and businesses to establish in the region.						ECDEV	
11.0 Support the continued growth of a professional creative sector. *Meets Create NSW Regional Priority								
11.1 Training and professional development opportunities are supported.								
11.1.1	Recognise the Cultural Sector as a dynamic, viable and growing economic sector One that contributes to the economic growth of the region both through its own work and its contribution to regional vitality, economic diversity and business attraction							
11.1.2	Facilitate opportunities for creative practitioners to access technical expertise and equipment to inspire new skills and creations continually.							
11.1.3	Develop more opportunities for creative co-working, mentorship/networking and professional development.							
11.1.4	Facilitate opportunities for creative practitioners to economic development and business support opportunities that encourage sustainability and professional expertise,							
11.2 Administration and business support for volunteer organisations.								
11.2.1	Annual Business and Skills Development workshops are held regularly to provide access for volunteer and not-for-profit groups to access ongoing training and skills development.						ECDEV	
11.2.2	Investigate issues of sustainability for the cultural sector, in particular issues around succession planning needs to enable ongoing cultural growth.						ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	
11.2.3	Encourage the dissemination of volunteer group information including links to relevant organisations on Council's website.							EXSER
11.2.4	Encourage volunteerism in the cultural sector and explore ways to make volunteering a more enriching experience.							
12.0 Education opportunities and youth development programs are supported.								
12.1 Ensure emerging young creatives have pathways to growth and development.								
12.1.1	"Young Creative Development" program established to provide networking and mentoring opportunities that can help provide opportunities for emerging talent.							
12.1.2	Provide opportunities for visiting creatives to connect to local youth to encourage ongoing creative engagement.						WPCC, DRTCC, REGEVE	LIVBTY
12.1.3	Develop partnerships with young people and regional youth groups and support services to encourage active engagement and involvement in cultural activities across the region.						ODG, WC, WPCC, DRTCC, REGEVE	LIVBTY
12.2 High-quality education and creative skills development opportunities are available to children across a range of creative formats.								
12.2.1	Develop cultural programs that support creative engagement for children from a young age.						ODG, WC, WPCC, DRTCC, REGEVE	LIVBTY
12.2.2	Black Box Creatives Youth Theatre development program continues to be supported.						WPCC	
12.2.3	Support programs and organisations that provide access and training for young people in the cultural sector							



12.3	Explore opportunities for the broader involvement of local educational institutions in developing and supporting local artists, organisations and initiatives.						
12.3.1	Develop active links between the creative industry and the education sector that establish career pathways for future generations.					ODG, WC, WPCC, DRTCC, REGEVE	LIVBTY
12.4	Development of region wide cultural education strategy.						
12.4.1	Development of an education strategy that sets out the principles of education program development, including curriculum links and expected outcomes for facilities within Visitor Experiences and across the remit of the Cultural Development Team and other facilities as required.					ODG, WC, WPCC, DRTCC, REGEVE	LIVBTY



Dubbo Regional Council **SPARC** (2020-2025)

OUR ACTIONS

DISTINCTION

ACTION	NOW	SHORT 1-2 YRS	MED 2-3 YRS	LONG 3-4 YRS	CULTURE & ECONOMY PARTNERS	DRG PARTNER
13.0 Recognise and value our cultural communities' unique contribution to our regional identity.						
13.1 Celebrate and support the unique identities of our villages and towns.						
13.1.1						
13.1.2						
13.1.3						
13.1.4						
13.1.5						
13.1.6						
13.2 Volunteers are appreciated, acknowledged and celebrated						
31.2.1						
14.0 Recognise and leverage our region's distinct cultural identity, raising its profile as a centre of creative excellence.						
14.1 Position Dubbo and Region as the leaders of Regional Cultural Production.						
14.1.1					ECDEV	
14.1.2						
14.1.3					ECDEV	
14.1.4						
14.2 Investigate strategies for the distribution of locally developed cultural product out of the LGA						
14.2.1					ODG, WC, WPCC, DRTCC,	
*Meets Create NSW Regional Priority						
14.2.2						
14.3 Develop cultural programs that raise the profile of the region (outside the LGA) as a leading cultural voice.						
14.3.1					ODG, WC, WPCC, DRTCC, ECDEV, REGEVE	

14.3.2	Investigate the establishment of an international biennial of land/environment art at Wellington Caves.					WC, WPCC	
14.3.3	Investigate the development of a National Visual Art Prize .					WPCC	
14.4	Creative Networks are encouraged						
14.4.1	Encourage the development of cultural outcomes as part of existing sister city relationships.						LIVBTY, EXSER
14.4.2	Investigate the establishment of 'cultural sister city' relationships to create co-operative programs and opportunities with a number of regions across Australia (both urban and regional).						
14.4.3	Present one collaborative cross-institution (external to LGA) project biannually.					ODG, WC, WPCC, DRTCC, REGEVE	
14.4.4	Increase the region's cultural capacity by investigating the establishment of a foundation to support culture in the region.						
15.0	Promotional strategies to highlight the regions cultural identity. *Meets Create NSW Regional Priority						
15.1	Provide a central role for culture in driving the regions tourism destination offerings						
15.1.1	Ongoing and proactive promotion of regional cultural offerings to align with tourism, destination marketing and economic development platforms to ignite and sustain interest in the region's cultural offerings.					ECDEV	
15.1.2	Partner with Destination Country and Outback NSW position the region as a leading centre for cultural tourism in NSW.					ECDEV	
15.2	Development of a Regional Cultural 'Brand'						
15.2.1	Review existing marketing and promotional strategies for arts, culture, history and heritage across the region and work with relevant partners to reposition and improve the branding and awareness of cultural opportunities.					ODG, WC, WPCC, DRTCC, ECDEV, REGEVE	
15.2.2	Establishment of a clear regional cultural brand to assist with the promotion of our cultural identity.					ECDEV	
15.3	Increase cultural representation in established civic promotional opportunities						
15.3.1	Utilise street banners for the promotion of cultural activities and identify new means of providing public signage for upcoming events and programs.					ECDEV	
15.4	Ongoing critical engagement.						
15.4.1	Increase engagement with the media to develop opportunities for regional arts reporting.						
15.4.2	Increase access for the public to talks, lectures, presentations and cultural programs that explore culture and heritage and encourage robust ongoing learning.					ODG, WC, WPCC, DRTCC, REGEVE	LIVBTY
15.4.3	Support the publication of a regional newsletter to promote cultural activities.						
15.4.4	Investigate the development of a regional critical engagement platform to support critical writing, review and research.						

OUR ACTIONS

ACCESSIBILITY

ACTION	NOW 1-2 YRS	SHORT 3-4 YRS	MED 5-6 YRS	LONG 7-8 YRS	CULTURE AND ECONOMY PARTNERS	DIRC PARTNER
					The Cultural Development Team will work with the following divisional partners to ensure successful outcomes.	The Cultural Development Team will work with the following organisational partners to ensure successful outcomes.
16.0	A dedicated network of accessible cultural facilities to support our changing needs.					
16.1	Develop and optimise places and spaces for creatives to connect, create, collaborate and show.					
16.1.1						LIVBTY, D&E, INFRUS, EXSERV
16.1.2					ECDEV	
16.1.3						LIVBTY, D&E, INFRUS, EXSERV
16.1.4					ECDEV	
16.2	Foster an understanding of the challenges in accessing space for cultural activities and implement solutions when possible.					
16.2.1						D&E
16.2.2					ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	LIVBTY
16.2.3					ECDEV, REGEVE	LIVBTY, D&E, INFRUS, EXSERV
17.0	Share and encourage programming across all our communities.					
17.1	Develop strategies to share cultural programming across all villages, towns and communities.					
17.1.1					ODG, WC, WPCC, DRTCC, REGEVE	
17.1.2					ODG, WC, WPCC, DRTCC, REGEVE	

17.1.3	Review how cultural programs can be adapted to include display/performance opportunities in our villages and towns.				ODG, WC, WPCC, DRTCC, ECDEV, REGEVE	
17.1.4	Initiate audience development and communications plan to encourage residents to visit and support the cultural offerings across the LGA.				ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	
17.2	Investigate transport options that enable isolated communities to access cultural events.					
17.2.1	Review transport options between the city, towns and villages to increase the ease of access to events across the region.					LIVBTY, D&E,
17.2.2	Work with transport providers to review the location and placement of public transport routes and stops to encourage access to cultural facilities and sites.					LIVBTY, D&E, INFRUS, EXSERV
18.0	Develop strategies to encourage access to culture for all of our residents.					
18.1	Prioritise accessibility in all creative and cultural programming.					
18.1.1	Undertake a report into accessibility needs at all DRC managed cultural facilities, including disability access, signage, and presentation of information, public or education programs, and planning and communication strategies.				ODG, WC, WPCC, DRTCC, DS, ECDEV, REGEVE	LIVBTY
18.1.2	Ensure programming across DRC venues speaks to inclusivity within our community, providing programs that support diversity around race, gender, sexuality, age, cultural background, perspectives and abilities.				ODG, WC, WPCC, DRTCC, ECDEV, REGEVE	LIVBTY
18.1.3	Ensure access, and inclusivity strategies for cultural engagement are included as programming outcomes and reported annually.				ODG, WC, WPCC, DRTCC, ECDEV, REGEVE	LIVBTY
18.2	Develop strategies to review the format, location or methods of presenting culture to respond to issues around disability access, cultural differences.					
18.2.1	Take programming outside of traditional spaces and into the community.					
18.2.2	Investigate how DRC can ensure key cultural programs can include resourcing for communication material for CALD audiences, Auslan audiences or the vision impaired. Ensure this is undertaken in consultation with the Disability Inclusion Advisory Panel.				ODG, WC, WPCC, DRTCC, REGEVE	LIVBTY
18.2.3	Work with cultural leaders to increase opportunities for communication and cultural programming to include Wiradjuri language.				ODG, WC, WPCC, DRTCC, REGEVE	LIVBTY
18.3	Amplify participation in culture by reducing barriers.					
18.3.1	Improve accessibility to public events by simplifying and supporting the planning of smaller-scale events.				REGEVE	
18.3.2	Provide information for cultural groups on ways to include people with a disability in their membership, activities and audience.					
18.3.3	Plan and implement cultural activities for people with a disability in partnership with relevant external organisations and DRC Liveability Division.				ODG, WC, WPCC, DRTCC, REGEVE	LIVBTY
18.4	Support a strategic audience development program for cultural facilities and events.					
18.4.1	Create a strategic plan for audience development across DRC Cultural facilities to find opportunities, synergies and shared resourcing.				ODG, WC, WPCC, DRTCC,	
18.4.2	Explore opportunities to build long-term engagement and repeat visitation to Dubbo Regional Council cultural facilities, including cross visitation across a number of venues.				ODG, WC, WPCC, DRTCC,	
18.4.3	Correctly understand audience segments and their aspirations.					



Dubbo Regional Council **SPARC** (2020-2025)

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OUR ACTIONS

COMMUNAL

ACTION	NOW	SHORT 1-2 YRS	MED 2-3 YRS	LONG 3-4 YRS	CULTURE & ECONOMY PARTNERS The Cultural Development Team will work with the following divisional partners to ensure successful outcomes.	DRC PARTNER The Cultural Development Team will work with the following organisational partners to ensure successful outcomes.
19.0	Develop cultural initiatives that are founded in providing civic benefits, social connectivity and respond to our developing region.					
19.1	Encourage participation in culture as a method of provoking thoughtful conversations about local issues					
19.1.1					ODG, WC, WPCC, DRGCC,	LIVBTY
19.1.2						
19.1.3						
19.1.4						EXSERV
19.2	Support cultural programming that promotes social inclusion and addresses important social issues.					
19.2.1					ODG, WC, WPCC, DRGCC	LIVBTY
19.2.2					ODG, WC, WPCC, DRGCC	LIVBTY.
20.0	Diversity is celebrated.					
20.1	Diversity is valued as a strength.					
20.1.1					ODG, WC, WPCC, DRGCC	
20.1.2						
20.1.3						
20.1.4					ECDEV	
20.1.5						
20.2	The stories of all who live here are welcomed and shared.					
20.2.1					ODG, WC, WPCC, DRGCC	LIVBTY.
20.2.2					ODG, WC, WPCC, DRGCC	LIVBTY
20.2.3					ODG, WC, WPCC, DRGCC	LIVBTY

21.0	Place culture at the heart of community resilience and wellness.						
21.1	Develop programs that encourage social inclusion						
21.1.1	Initiate, facilitate and support community cultural development activities that reduce isolation and enhance emotional wellbeing including for older people, young families and new residents.						
21.1.2	Ensure DRC cultural venues are valued as a friendly, community spaces for all community members.					DDG, WC, WPCC, DRTCC	LIVBTY
21.1.3	Work with community support service providers to ensure DRC cultural programming understands and is responsive to opportunities to increase social inclusion						
21.2	Promote connections between culture and community wellbeing.						
21.2.1	Educate Council and the community on the inherent value of cultural experiences to an individual's wellbeing.						
21.2.2	Investigate the development of Wellington as the centre of 'Creative Wellness' with strategies to position the town as the destination for creative wellness in NSW.					ECDEV	
21.2.3	Maintain and enhance the Library services as a central community hub that is accessible to all, encourages social interaction, enhances cultural connection and contributes to community wellbeing.						LIVBTY
22.0	Increasing opportunities for the community to connect with cultural groups in the region						
22.1	New residents attraction						
22.1.1	Increase the representation of community cultural groups at new residents events.					ECDEV	
22.1.2	Include cultural diversity and access as a new resident's attraction strategy.					ECDEV	
22.2	Develop strategies to increase local engagement with local creative and cultural groups.						
22.2.1	Partner and support community-driven festivals and events that encourage broad participation and build new audiences for the arts.					ECDEV	
22.2.2	Provide opportunities for the development of projects that can facilitate intergenerational connections, knowledge-sharing and storytelling.					DDG, WC, WPCC, DRTCC, REGEVE	LIVBTY
22.3	Facilitate networking opportunities between cultural stakeholders across the region and beyond.						
22.3.1	Establish biannual community/cultural networking events to support the promotion of cultural groups to the broader community and facilitate networking opportunities.					ECDEV	



ACKNOWLEDGMENTS

Dubbo Regional Council would like to thank

Arts and cultural stakeholders who participated in one or more workshops and meetings at:

Western Plains Cultural Centre
 Dubbo Regional Theatre and Convention Centre
 Macquarie Regional Library
 Dubbo RSL
 Club Dubbo
 Wellington Senior Citizens Centre
 Wellington Soldiers Club
 Geurie Bowling Club
 Wongarbon Community Hall

Community members who provided submissions.

This plan was developed by the Cultural Development Team of Dubbo Regional Council in collaboration with a number of council and community stakeholders and the wider regional community.

¹Australian Bureau of Statistics, residents of Wellington and Dubbo who listed their "Industry of Employment by Occupation" as "Arts and recreation services". 2011 it was 234 people in 2016 it was 316.

Image: Triple J One Night Stand event (c) Dubbo Regional Council

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Dubbo Regional Council **SPARC** (2020-2025)



For more information please contact Dubbo Regional Council's Cultural Development Team on 02 6801 4000 or email@dubbo.nsw.gov.au



DUBBO REGIONAL
COUNCIL

REPORT: DRTCC - COVID-19 Recovery Offer

AUTHOR: Manager Regional Events
REPORT DATE: 2 July 2020
TRIM REFERENCE: ID20/743

EXECUTIVE SUMMARY

Dubbo Regional Theatre and Convention Centre (DRTCC) attracts and delivers a range of quality performances and diverse events that are utilised by businesses, community and visitors. The centre was awarded the 2019 Performing Arts Centre of the Year by Performing Arts Connections Australia which recognises excellence in an organisation to achieve audience and community engagement.

Since March 2020, the DRTCC has been effectively closed to the public due to COVID-19 restrictions and forcing 23 shows to cancel or postponed their shows. As of 1 July 2020, restrictions are starting to lift to allow events and performances to proceed and to encourage client and consumer confidence, and to increase utilisation at the DRTCC. This report recommends a COVID-19 Recovery Offer to clients.

The proposed COVID-19 Recovery Offer is recommended to increase activation in the Theatre but is being done in a manner that will not result in an actual cost to the Organisation. The Offer outlines a 60% discount on venue hire only in the theatre which is reflective of the 60% reduction in available seating. It also recommends a 60% discount on venue hire for the Macquarie Auditorium and Oxley Room to be in-line with theatre discount and requirement of social distancing for meetings and events. All other fees and charges will remain the same.

Potential financial risks to Council are limited given all associated fees and charges, such as staff and equipment hire, remain the same. The Centre is currently open for business and therefore staff and overhead costs remain unchanged with no event income. Social and economic benefits include activation of venue, suppliers being sourced (catering, alcohol wholesalers), flow-on effects for hospitality partners increasing patrons prior to shows, and increased confidence for community to support public facilities in the Region.

The proposed COVID-19 Recovery Offer is recommended to commence 14 July until 31 December 2020. Should capacity restrictions lift to allow full capacity within four weeks of any show or event, then full fees and charges will apply.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

1. That the information contained within the report of the Manager Regional Events dated 2 July 2020, be noted.
2. That the COVID-19 Recovery Offer be offered to users from 14 July to 31 December 2020.
3. That the COVID-19 Recovery Offer consist of a 60% discount for Theatre Venue Hire (Monday to Sunday) for professional/commercial, performing arts businesses in the Local Government Area, community/Not-for-Profit and schools/registered charity, noting that this does not include public holidays and all other fees and charges remain the same.
4. That the COVID-19 Recovery Offer consists of a 60% discount for Macquarie Auditorium and Oxley Room per day hire, (Monday to Sunday) for professional/commercial, performing arts businesses in the Local Government Area, community/Not-for-Profit and schools/registered charity, noting that this does not include public holidays and all other fees and charges remain the same.
5. That Council cease the COVID-19 Recovery Offer should full capacity of Dubbo Regional Theatre and Convention Centre be allowed within four weeks of an event or show.
6. That the Manager Regional Events provide a further report to Council for consideration in December 2020 if the offer is to be extended.

Kim Hague
Manager Regional Events

BACKGROUND

Dubbo Regional Theatre and Convention Centre (DRTCC) attracts and delivers a range of quality performances and diverse events that are utilised by the community and visitors. The program objective is to showcase high-quality national and international programming to broaden and deepen audience engagement with variant cultural performances. In addition, the DRTCC endeavours to develop a cultural and community identity that facilitates the growth, advancement and engagement of the local community and its artistic talents.

A yearly Season Program is curated for a variety of performances that appeal to the wider community. The season program is developed by the DRTCC and therefore the potential of high ticket sales and risk of low numbers is borne by the Organisation. Alternatively, Hirer/Promoters book the Theatre for commercial and community productions and are responsible for all associated costs for the show including hire, marketing, labour, equipment and ticket fees. The risk to DRTCC of poor performing ticket sales for Hire/Promoter shows is small as it is borne by the organiser. The Hirer/Promoter sector accounts for 80% of the total show/performance income at the Centre.

On 20 March 2020, the COVID-19 Government response led to the closure of theatres across Australia and this resulted in the DRTCC postponing or cancelling shows until restrictions were lifted. To date, this has resulted in:

- Eight (8) shows cancelling.
- 14 shows postponing until 2021.
- One (1) local production (five performances) in November 2020 is currently considering postponing.

Income generated from the cancelled shows is estimated to be \$210,000.00 and whilst many postponed shows are expected to proceed in 2021, the movement of dates reduces the available dates for other shows to book. The DRTCC has been 'dark' since mid-March 2020 and between July and September 2020, there are only three (3) shows genuinely considering to proceed.

Meetings and conferences have been similarly impacted and majority of larger conferences are on-hold indefinitely. The smaller meetings have not been inquiring nor booking space due to the Centre not being open.

Current Cancellation Policy

To maintain income and shows where possible, all clients have been encouraged to postpone the event rather than cancel. However, in the case of Public Health Orders requiring theatres to be closed and shows cancelled, the Force Majeure clause is enacted.

If Force Majeure is enforced for Hirer/Promoter shows (ie theatre closed due to Public Health Order), DRTCC is required to return the deposit to the promoter and refund tickets to patrons (all tickets are sold through the DRTCC ticketing system).

Standard cancelled bookings are required to pay the cancellation fee as set out below, plus \$11.00 per ticket purchased. This cancellation fee would continue to be applied for any event booking unless the cancellation is a result in a new public health order that negatively impacts the capacity of the Theatre and not due to reasons such as poor ticket sales.

More than two (2) months prior to event date	Venue Hire deposit is fully refunded (less any outstanding monies owed)
More than one (1) months prior to event date	50% Venue Hire is to be paid (plus any outstanding monies owed)
Within one (1) month prior to event date	50% Venue Hire is to be paid (plus any outstanding monies owed)
Exchange of tickets for alternate date	\$5.50 per ticket to be paid to the centre (in addition to the standard ticket booking fee)

Current COVID-19 restrictions for theatres

As of 1 July 2020, restrictions in theatres and entertainment venues (indoor) have eased to allow shows and performance to occur but with substantial social distancing implemented.

- One (1) person per 4 square metres
- Social distancing of 1.5m throughout foyers and queuing
- Standard COVID-19 hygiene requirements

Standard capacity for the DRTCC is 485 patrons and the application of the above rules permits a maximum capacity of 87 patrons in the Theatre. However, additional guidelines released on 1 July 2020 by NSW Government pertaining to cinemas, theatres and concert halls notes that 1-2 seats should separate each group per row, it also does not state that patrons must have distancing between the rows. This interpretation, which a number of theatres are following, would allow for a maximum capacity of 204 patrons (40% capacity).

REPORT

Analysis of COVID-19 implications on the DRTCC budget estimates the DRTCC income to be reduced by 60% for Hirer/Promoter shows. As a result, the DRTCC is recommending a proactive approach to increase client confidence to proceed with bookings or shows and also to increase utilisation on dates where shows have been postponed until 2021.

Clients have noted the below reasons for not confirming to proceed with their shows:

- Limited capacity of theatre (not financially feasible).
- Full capacity is not permitted (especially for the larger multi-day performances).
- Having to book larger rooms to maintain social distancing at a higher cost.
- Concerns for future lock-down (as being seen in Victoria).
- Concerns for talent and crew who may be vulnerable to the virus.

- Concerns for general public health and safety.

Whilst Council is not in a position to predict changes to restrictions or alleviate public health concerns for the spread of the virus, it can decrease the risk to the clients due to reduced capacity whilst increasing the visibility of DRTCC being ‘open for businesses’.

COVID-19 Recovery Offer

The proposed Recovery Offer would instil a perception that DRTCC is open for business, are looking to assist the arts and business community to hold shows and events and to commence their road to recovery for clients and DRTCC. However, would not be undertaken at the financial detriment of the facility.

The recommendation is for a 60% discount off venue hire only for the Theatre (does not apply to film screening charge or on public holidays). The 60% discount will also apply to the professional/commercial.

Theatre Hire - (Monday – Sunday) <i>*does not include public holidays</i>	Applies to professional, commercial	60% discount *
Theatre Hire - (Monday – Sunday) <i>*does not include public holidays</i>	Applies to local performing arts, community/NFP, schools/charity etc.	60% discount
Theatre Hire – Local Community and Non-commercial performing Arts Organisations (Monday – Sunday) <i>*does not include public holidays</i>	Applies to per day for first 300 seats fee (Mon – Sun)	60% discount

*discount is applied to venue hire and 11.5% of net box office income. The Fee charged will be the amount which is greater (venue hire or 11.5% net box office income)

Rationale:

New restrictions with capacity of 204 is approximately 40% capacity of the Theatre; 60% reduction would allow for venue hire of 60% of seats not allowed to be sold. All other fees and charges are applicable (staff, ticket fees, equipment hire etc). This discount does not apply to public holidays, to reduce high costs of permanent staff being rostered on and additional staffing costs.

The DRTCC has meeting spaces that can accommodate social distancing easily and therefore it is recommended a 60% discount be applied to the Macquarie Auditorium and the Oxley room. The Recovery Offer aims to increase the utilisation of the primary meeting spaces and to allow social distancing but not at the additional expense to the client, who in most cases, are also being impacted by COVID-19.

Macquarie Auditorium (per weekday)	Applies to commercial, local performing arts, community/NFP, schools/charity etc.	60% discount
Oxley Room (per weekday)	Applies to commercial, local performing arts, community/NFP, schools/charity etc.	60% discount

Rationale:

New restrictions are approximately 75% capacity of the venue following the one (1) person per square metre rule; 60% reduction would allow for consistency with theatre and that very few clients book the auditorium at full capacity. All other fees and charges are applicable (staff, ticket fees, equipment hire etc).

Special notes for Macquarie Auditorium and Oxley Room:

- Applies to Monday – Friday only.
- Set up of Macquarie auditorium will be set by DRTCC (reduces labour fees for constant change overs and enables discount to be applied).
- Any special requests of venue set is to be approved by Management or alternatively standard fees and charges apply

The COVID-19 Recovery Offer would be applicable for events held between 14 July and 31 December 2020 or until all restrictions are lifted (whichever comes first). The end date may be extended, conditional to Council approval. This offer could form part of Council’s COVID-19 taskforce offering to assist businesses recover.

Risk and Benefit Considerations

The economic risk to Council is the cost to operate the facility is outweighed by the fees charged (staff, equipment, ticket fees) and reduced venue hire charge (40% of standard fee) is not enough to cover the additional fees. Staff rosters will be reworked so overtime is not accrued and staff are already being paid for a venue being underutilised. The Recovery Offer is only applicable for six (6) months or if restrictions are lifted to allow for full capacity.

Another risk is that some events or shows may have chosen to proceed based on current capacities and therefore we would lose potential venue hire income. The range of loss income is between \$380 and \$1000 per day, however, many hirers are choosing not to proceed at current capacities and venue hire costs and therefore the DRTCC are not receiving any income. At this stage there is only one (1) event that this may be applicable to (Club Soda), however, it is envisaged that the additional bookings will counteract this potential loss of income.

Economic benefits of increased utilisation at the DRTCC:

- Casual staff employed where required.
- Catering organisations hired.
- Increased patrons at hospitality partners prior to shows.
- Bar sales (income for DRTCC and local wholesaler).

Social benefits of increased utilisation at the DRTCC:

- Casual staff feeling included and valued.
- Volunteers feeling included and valued (but cautious of vulnerable people).
- Perception that businesses and life are returning to normal.
- Social interaction and entertainment after a period of isolation can increase a person's wellbeing.

SUMMARY

The DRTCC has experienced a substantial number of cancelled and postponed shows/events from the Hirer/Promoter sector. This is an estimated impact of 60% loss of revenue for the 2020/2021 financial year. As a proactive approach to encouraging confidence in buying tickets and booking venues, the DRTCC is recommending a series of low-risk venue hire discounts for a period of six months to encourage the utilisation of the venue. The DRTCC is currently open with restricted capacities but remains mostly underutilised.

The recommended COVID-19 Recovery Offer of a 60% discount to the listed venue hire is proportionate to the capacity of the Theatre and the same discount fee has been applied to the Macquarie Auditorium for transparency, ease of understanding and proactive approach to business recovery. All other costs such as labour, equipment and ticket fee are still applicable.

The proposed COVID-19 Recovery Offer is recommended to commence 14 July until 31 December 2020. Should capacity restrictions lift to allow full capacity within four (4) weeks of any show or event, then full fees and charges will apply.



DUBBO REGIONAL
COUNCIL

REPORT: Investments Under Section 625 of the Local Government Act - June 2020

AUTHOR: Director Organisational Performance
REPORT DATE: 1 July 2020
TRIM REFERENCE: ID20/661

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 2020.

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 June 2020 has been accounted for on an accrual basis. This report details investments and annualised returns for the month of June 2020.

FINANCIAL IMPLICATIONS

Interest earned on investments has been included within Council's 2019/2020 Operational Plan, with total income generated from the Investment Portfolio forecast to be in excess of \$4,500,000.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

That the information contained within the report of the Director Organisational Performance dated 1 June 2020, be noted.

Craig Giffin

Director Organisational Performance

PORTFOLIO OVERVIEW as at 30/06/2020

The below table details Council's current investment portfolio:

Compliant	Bank Group	Term	Rating	Invested	Invested (%)	Limit (%)	Limit (\$)	Available
✓	Commonwealth Bank	Long	AA-	9,019,176.00	4.14	100.00	-	209,049,228.94
✓	NAB	Long	AA-	74,961,996.94	34.38	100.00	-	143,106,408.00
✓	Westpac	Long	AA-	79,500,000.00	36.46	100.00	-	138,568,404.94
✓	Suncorp	Long	A+	5,002,686.00	2.29	30.00	-	60,417,835.48
✓	Bendigo and Adelaide	Long	BBB+	12,500,000.00	5.73	10.00	-	9,306,840.49
✗	BOQ	Long	BBB+	22,072,500.00	10.12	10.00	-	-265,659.51
✓	AMP Bank	Long	BBB+	10,000,000.00	4.59	10.00	-	11,806,840.49
✓	Australian Unity Bank	Long	BBB+	2,000,000.00	0.92	10.00	-	19,806,840.49
✓	Newcastle Permanent	Long	BBB	1,012,046.00	0.46	5.00	-	9,891,374.25
✓	Macquarie Credit Union	Long	Unrated	2,000,000.00	0.92	5.00	-	8,903,420.25
TOTALS				218,068,404.94	100.00			

[^] NAB is inclusive of Councils cash account.

[^] At the time of purchase, Bank of Queensland investment compliance was upheld. Investment maturity in September 2020 is expected to rectify the appearance of non-compliance.

INTEREST INCOME From: 01/06/2020 To: 30/06/2020

The below table details payments of interest paid to Council between 1 June 2020 and 30 June 2020:

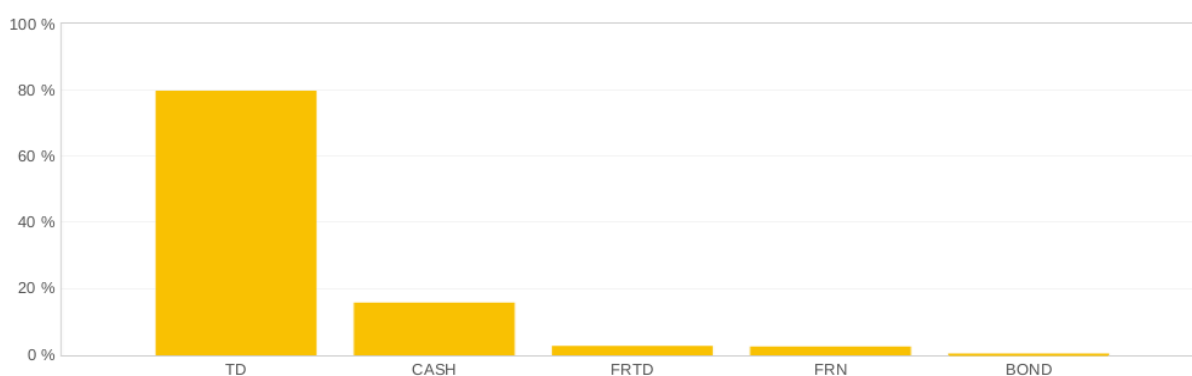
Issuer	Rating	Type	Alloc	Frequency	Value	Purchase	Maturity	Coupon Date	Type	Rate	Received
NAB	AA-	TD	GENERAL	Annual	2,000,000.00	06/06/2016	09/06/2020	09/06/2020	Maturity	2.9300	59,242.19
Westpac	AA-	TD	GENERAL	Quarterly	2,000,000.00	08/06/2017	09/06/2020	09/06/2020	Maturity	2.8000	14,115.07
Newcastle Permanent	BBB	TD	GENERAL	Quarterly	1,500,000.00	17/06/2016	17/06/2020	17/06/2020	Maturity	3.2000	12,098.63
Commonwealth Bank	AA-	FRTD	SEWER	Quarterly	3,000,000.00	09/03/2016	09/03/2021	09/06/2020	Periodic	1.7033	12,879.75
BOQ	BBB+	TD	GENERAL	Annual	3,000,000.00	07/06/2016	07/06/2021	09/06/2020	Periodic	3.4000	102,838.36
St George Bank	AA-	TD	SEWER	Annual	1,000,000.00	06/06/2016	07/06/2021	09/06/2020	Periodic	3.1000	31,339.73
St George Bank	AA-	TD	SEWER	Annual	2,000,000.00	06/06/2016	07/06/2021	09/06/2020	Periodic	3.1000	62,679.45
St George Bank	AA-	TD	SEWER	Annual	2,000,000.00	06/06/2016	07/06/2021	09/06/2020	Periodic	3.1000	62,679.45
BOQ	BBB+	TD	GENERAL	Annual	2,500,000.00	16/06/2016	16/06/2021	16/06/2020	Periodic	3.4000	85,000.00
Westpac	AA-	TD	WATER	Quarterly	2,000,000.00	08/06/2017	08/06/2022	09/06/2020	Periodic	3.1500	15,879.45
Westpac	AA-	TD	GENERAL	Quarterly	3,000,000.00	09/06/2017	09/06/2022	09/06/2020	Periodic	3.1500	23,819.18
Westpac	AA-	TD	GENERAL	Quarterly	5,000,000.00	20/09/2018	20/09/2022	22/06/2020	Periodic	3.1500	40,561.64
Westpac	AA-	TD	GENERAL	Quarterly	3,000,000.00	20/12/2017	20/12/2022	22/06/2020	Periodic	3.3000	25,495.89
TOTALS					32,000,000.00						548,628.79

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

INVESTMENT BY ASSET CLASS as at 30/06/2020

The following table details Councils investment holdings by investment type:

Code	Number of Trades	Invested	Invested (%)
TD	41	173,072,500.00	79.37
CASH	2	33,961,996.94	15.57
FRTD	5	5,500,000.00	2.52
FRN	4	5,025,500.00	2.30
BOND	1	508,408.00	0.23
TOTALS	52	218,068,404.94	100.0

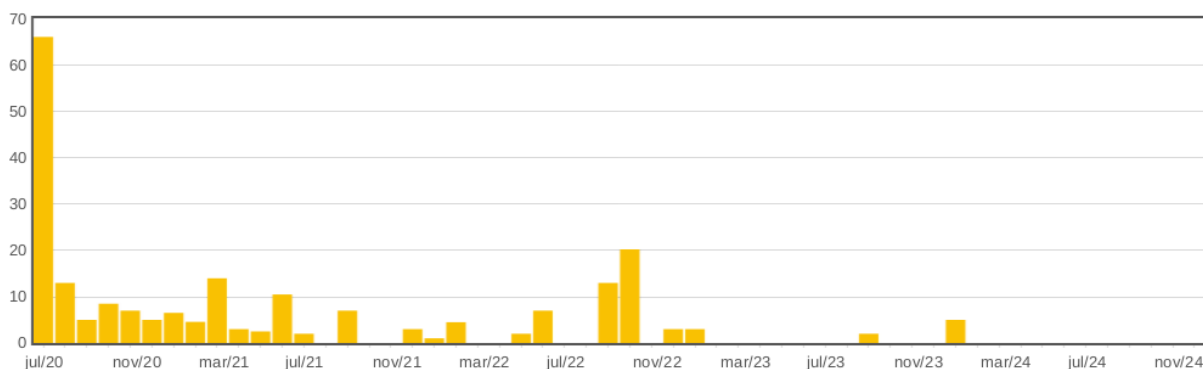


[^]Legend: TD = Term Deposit, FRTD = Floating Rate Term Deposit, FRN = floating Rate Note

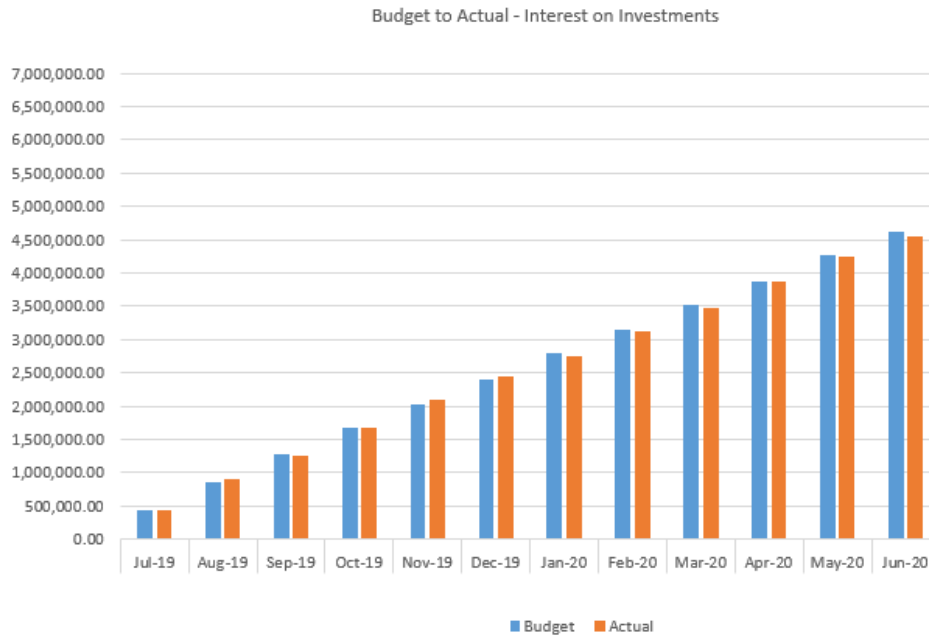
FUTURE MATURITY CASHFLOW as at 30/06/2020

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

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2020	-	-	-	-	-	-	65,962,292	13,000,000	5,000,000	8,502,686	7,000,000	5,000,000	104,464,978.94
2021	6,518,880	4,572,500	14,000,000	3,000,000	2,500,000	10,500,000	2,000,000	-	7,000,000	-	-	3,000,000	53,091,380.00
2022	1,012,046	4,500,000	-	-	2,000,000	7,000,000	-	-	19,000,000	20,000,000	-	3,000,000	50,512,046.00
2023	3,000,000	-	-	-	-	-	-	-	2,000,000	-	-	-	5,000,000.00
2024	5,000,000	-	-	-	-	-	-	-	-	-	-	-	5,000,000.00
TOTALS													218,068,404.94



BUDGET TO ACTUAL – INTEREST ON INVESTMENTS as at 30/06/2020



SUMMARY

Cash Account

Council outperformed the 11am Official Cash Rate market benchmark for 1 month annualised return of 0.25%, achieving a return of 0.65% for its At Call investments for the month of June 2020.

Investment Portfolio

Council outperformed the 1 year Bloomberg AusBond Bank Bill Index of 0.85%, with an average return of 2.63% for its overall portfolio return, including an average return on Term Deposits of 2.64%, Floating Rate Notes of 2.04% and Bonds of 3.51%.