



AGENDA

CORPORATE SERVICES COMMITTEE

13 JUNE 2024

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

The meeting is scheduled to commence at 5.30 pm.

	Page
CSC24/21 LEAVE OF ABSENCE (ID24/1147)	
CSC24/22 CONFLICTS OF INTEREST (ID24/1148) In accordance with their Oath/Affirmation under the Act, and Council's Code of Conduct, Councillors must disclose the nature of any pecuniary or non-pecuniary interest which may arise during the meeting, and manage such interests accordingly.	
CSC24/23 REPORT OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE - MEETING 3 JUNE 2024 (ID24/1188) The Committee had before it the report of the Audit, Risk and Improvement Committee meeting held 3 June 2024.	3
CSC24/24 MONTHLY REPORTING SNAPSHOT FOR COUNCILLORS - MAY 2024 (ID23/2981) The Committee had before it the report dated 3 June 2024 from the Corporate Strategy Performance Coordinator regarding Monthly Reporting Snapshot for Councillors - May 2024.	6
CSC24/25 INVESTMENT UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT - MAY 2024 (ID24/1075) The Committee had before it the report dated 3 June 2024 from the Revenue Accountant regarding Investment Under Section 625 of the Local Government Act - May 2024.	19

- CSC24/26 2024 COMMUNITY INPUT SURVEY RESULTS (ID24/1179)** 36
The Committee had before it the report dated 3 June 2024 from the Manager Customer Experience and Engagement regarding 2024 Community Input Survey Results.
- CSC24/27 DRAFT COUNCIL POLICY - FRAUD AND CORRUPTION PREVENTION (ID24/938)** 87
The Committee had before it the report dated 2 May 2024 from the Governance Officer regarding Draft Council Policy - Fraud and Corruption Prevention.
- CSC24/28 PROPOSED REVISION OF LOT PRICES AT KESWICK ESTATE (ID24/656)**
The Committee had before it the report dated 8 April 2024 from the Manager Property and Land Development regarding Proposed revision of lot prices at Keswick Estate.
- In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the Chief Executive Officer is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: commercial information of a confidential nature that would, if disclosed, confer a commercial advantage on a competitor of the Council (Section 10A(2)(d)(ii)).*
- CSC24/29 DELEGATED AUTHORITY UNDER SECTION 226 OF THE LOCAL GOVERNMENT ACT 1993 TO BID FOR WATER ON THE UPPER MACQUARIE ALLUVIAL GROUNDWATER SOURCE (UMAA) (ID24/1061)**
The Committee had before it the report dated 17 May 2024 from the Chief Executive Officer regarding Delegated Authority under section 226 of the Local Government Act 1993 to bid for water on the Upper Macquarie Alluvial Groundwater Source (UMAA).
- In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the Chief Executive Officer is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: commercial information of a confidential nature that would, if disclosed, confer a commercial advantage on a competitor of the Council (Section 10A(2)(d)(ii)).*



**DUBBO REGIONAL
COUNCIL**

Report of the Audit, Risk and Improvement Committee - meeting 3 June 2024

AUTHOR: Governance Officer
REPORT DATE: 3 June 2024

The Council had before it the report of the Audit, Risk and Improvement Committee meeting held 3 June 2024.

RECOMMENDATION

That the report of the Audit, Risk and Improvement Committee meeting held on 3 June 2024, be adopted.



REPORT
AUDIT, RISK AND IMPROVEMENT
COMMITTEE
3 JUNE 2024

PRESENT: Councillor S Chowdhury (non voting Councillor Member) Mr J Walkom (Independent Member and Council Appointed Chair), Mr G Matthews (Independent Member) and Mr T Breen (Independent Member).

ALSO IN ATTENDANCE:

The Director Organisational Performance, the Manager Corporate Governance and the Governance Officer.

Mr J Walkom assumed the Chair of the meeting.

The proceedings of the meeting commenced at 12:00 PM.

ARIC24/28 ACKNOWLEDGEMENT OF COUNTRY (ID24/1171)

Mr J Walkom delivered the Acknowledgement of Country.

ARIC24/29 LEAVE OF ABSENCE (ID24/1173)

A request for leave of absence was received from the Chief Executive Officer who was absent from the meeting.

That such request for Leave of Absence be accepted and the Chief Executive Officer be granted leave of absence from this meeting.

ARIC24/30 CONFLICTS OF INTERESTS (ID24/1172)

There were no Conflicts of Interest declared.

At this juncture, 12:15pm Mr T Breen joined the meeting.

ARIC24/31 FRAUD AND CORRUPTION PREVENTION POLICY (ID24/1177)

The Committee had before it the Draft Fraud and Corruption Prevention Policy.

Moved by Mr G Matthews and seconded by Mr T Breen.

The Committee recommends:

RECOMMENDATION

1. That the significant delay in the review of the Fraud and Corruption Policy be noted.
2. That the extended review period be noted.
3. That a report be included in the agenda for the Audit, Risk and Improvement Committee meeting regarding the timeframe for review of all DRC policies.
4. That the Fraud and Corruption Policy include the requirement for any investigation commenced and outcome be reported to the Audit, Risk and Improvement Committee.
5. That the policy be endorsed.

ARIC24/32 GENERAL BUSINESS (ID24/1174)

The following items of General Business were discussed:

- Risk Register – The ARIC formally requested that the Risk Register be placed on the Agenda for the next meeting.

The meeting closed at 12:30pm.

.....
CHAIRPERSON



REPORT: Monthly Reporting Snapshot for Councillors - May 2024

DIVISION: Strategy, Partnerships and Engagement
REPORT DATE: 3 June 2024
TRIM REFERENCE: ID23/2981

EXECUTIVE SUMMARY

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

STRATEGIC DIRECTION

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

- Theme: 4 Leadership
- CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance
- Delivery Program Strategy: 4.1.2 Council's decision-making processes are open, transparent and accountable
-
- Theme: 4 Leadership
- CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance
- Delivery Program Strategy: 4.1.3 Council provides quality customer service

RECOMMENDATION

That the information contained within the report of the Corporate Strategy and Performance Coordinator, dated 3 June 2024, be noted.

Steven Jennings
Director Strategy, Partnerships and Engagement

ZJ
Corporate Strategy
Performance Coordinator

BACKGROUND

Previous Resolutions of Council

11 May 2023 CSC23/19	<ol style="list-style-type: none">1. That the report from the Chief Executive Officer dated 11 April 2023, be noted.2. That the report in the current format continue to be produced monthly until the end of the current Council term.3. That upon election of a new Council in September 2024, a review of the Monthly Report for Councillors be undertaken in consideration of the new Councillor's priorities.
24 August 2023 CCL23/212	<ol style="list-style-type: none">1. That the information contained within the report of the Chief Executive Officer dated 1 July 2023, be noted.2. That the proposed changes to the presentation of Major Capital Projects dashboard, as outlined in the report, be endorsed.

REPORT

This report is a standing monthly report for Councillors and provides high level data, statistics and commentary for Councillors from the Financial Performance and Services and Facility Performance and Customer Experience dashboards. It should be noted that select data is public facing, data that is not public facing is not provided within the monthly report and is provided to Councillors via other methods.

Data collected at the time of the reporting may not have been validated/audited and numbers are subject to change pending published annual reports.

Comments relating to the May 2024 data has been provided within **Appendix 1** under the relevant charts.

Major Projects: As at the end of May 2024, Council's Your Say platform was showcasing **68** Community consultation or engagement projects, with **22** of these being active capital works projects.

APPENDICES:

[1](#) Dashboard Snapshots - May 2024

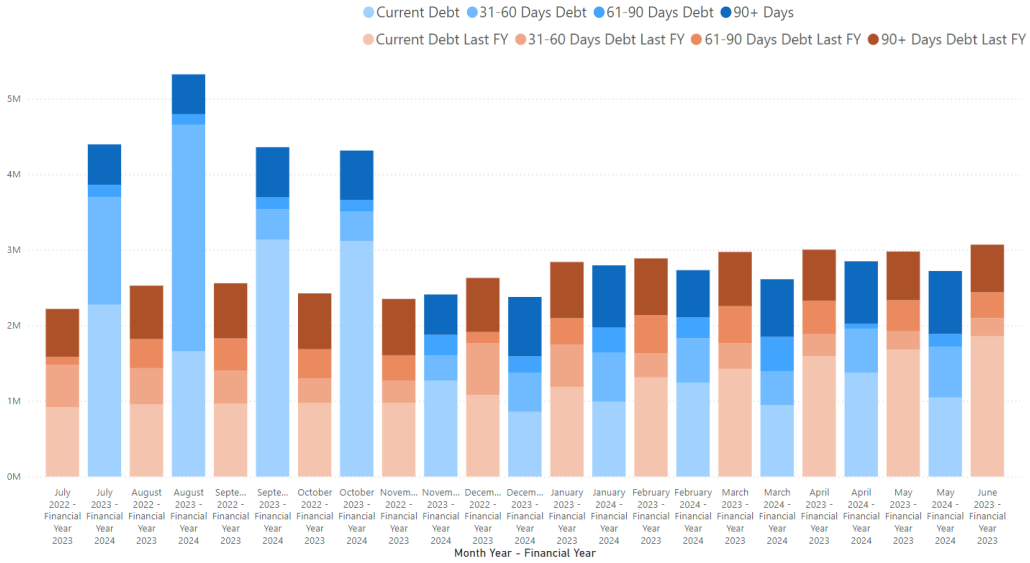


FINANCIAL PERFORMANCE DASHBOARD

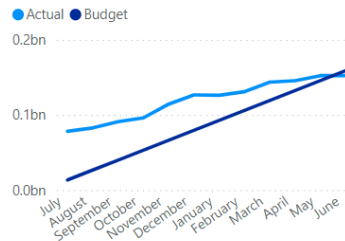
REPORT PRINT DATE: 03/06/2024

Associated fees are outline in Council’s Fees and Charges document; however the overdue balances below do not include rates, annual charges or capital grants.

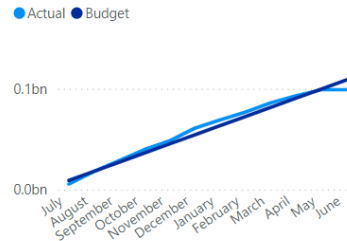
Current and last Financial Year Overdue Debt



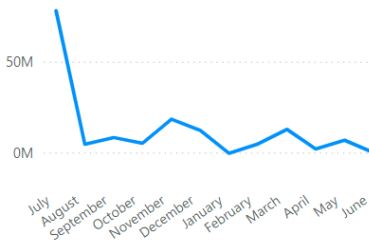
YTD Revenue



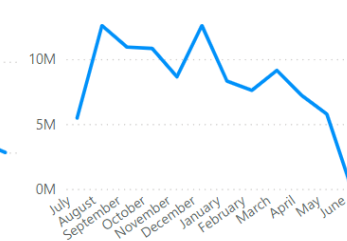
YTD Expenditure



Monthly Revenue



Monthly Expenditure

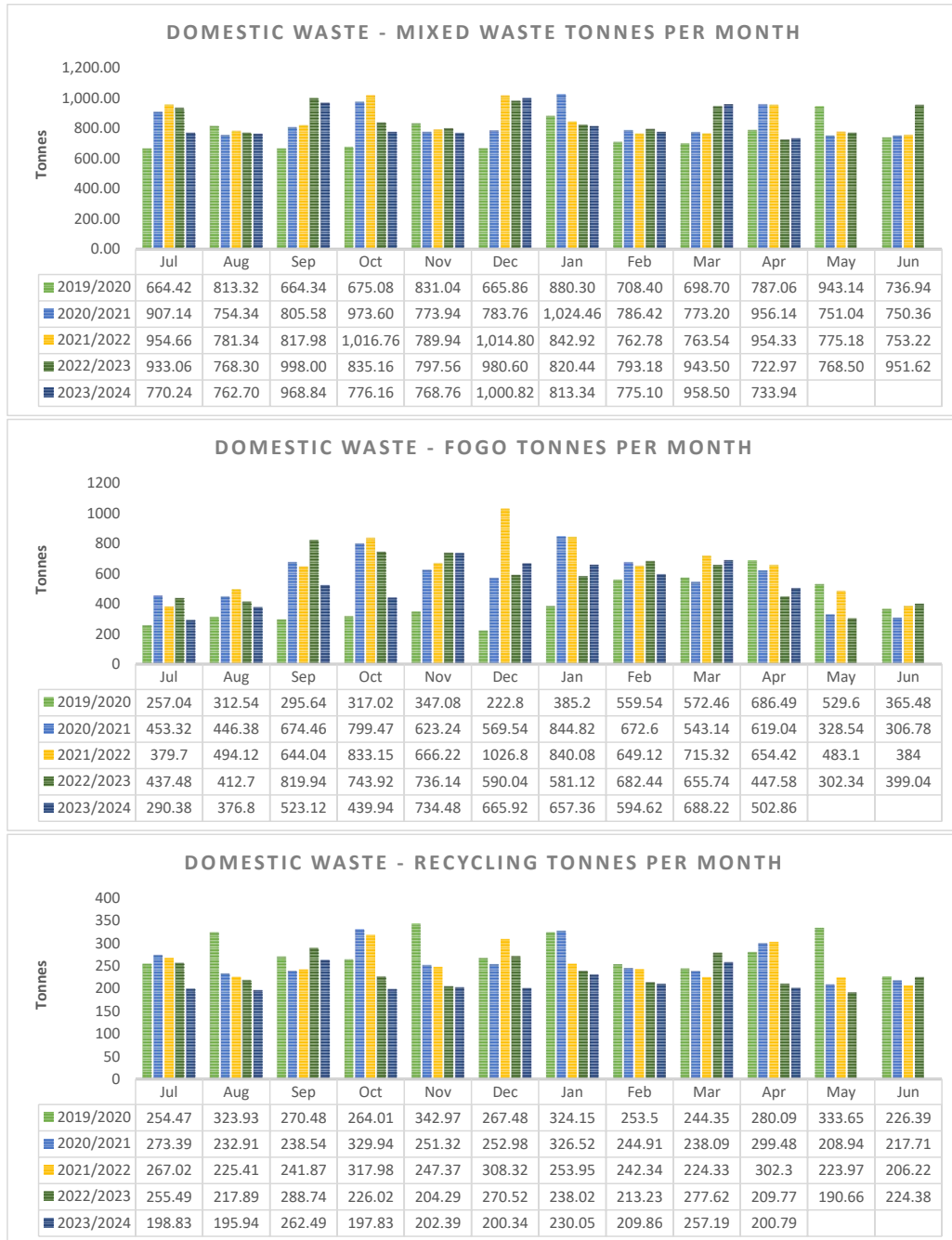




FACILITY AND SERVICE
PERFORMANCE DASHBOARD

REPORT PRINT DATE: 03/06/2024

SERVICES PERFORMANCE

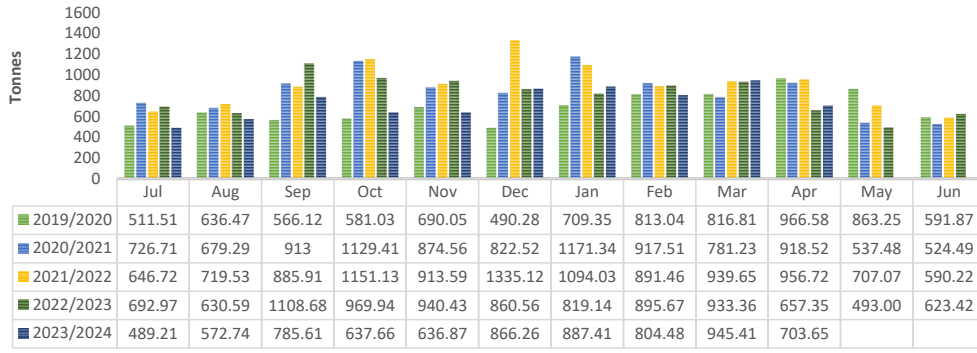




FACILITY AND SERVICE
PERFORMANCE DASHBOARD

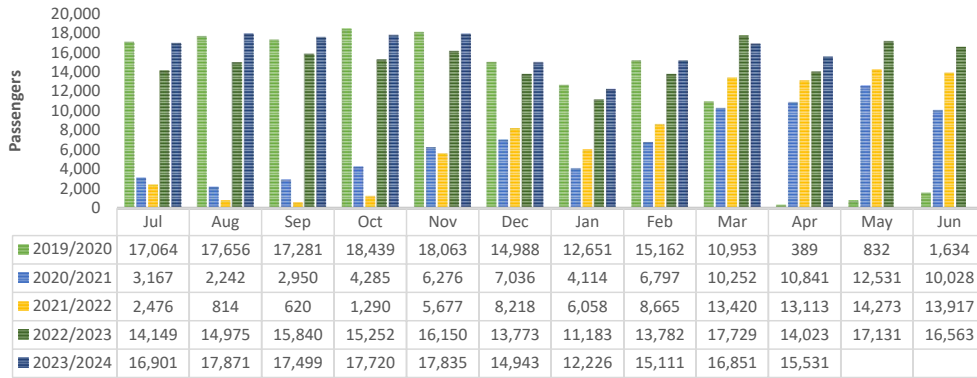
REPORT PRINT DATE: 03/06/2024

DOMESTIC WASTE - DIVERTED FROM LANDFILL
TONNES PER MONTH

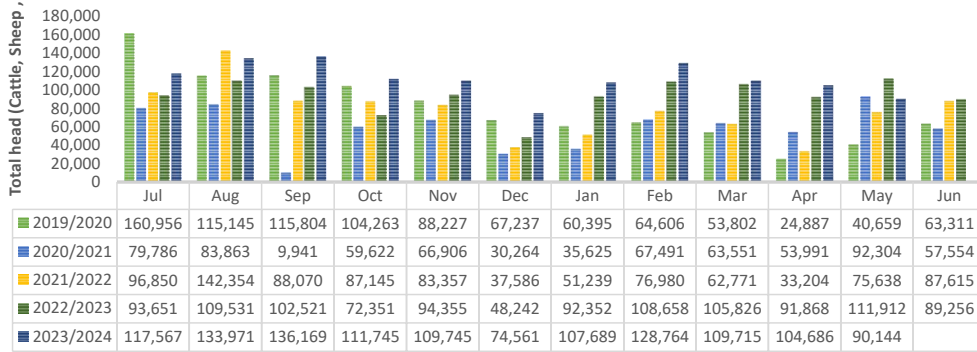


PASSENGERS & VOLUME – COMMERCIAL

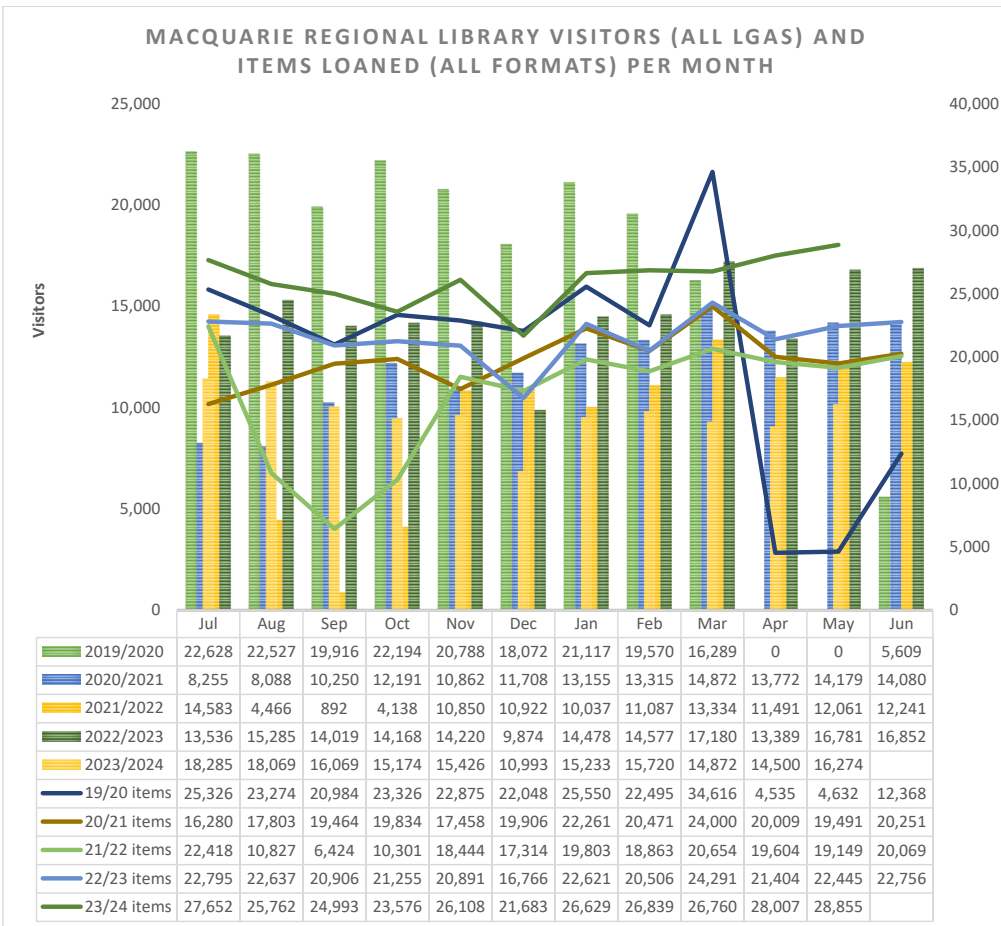
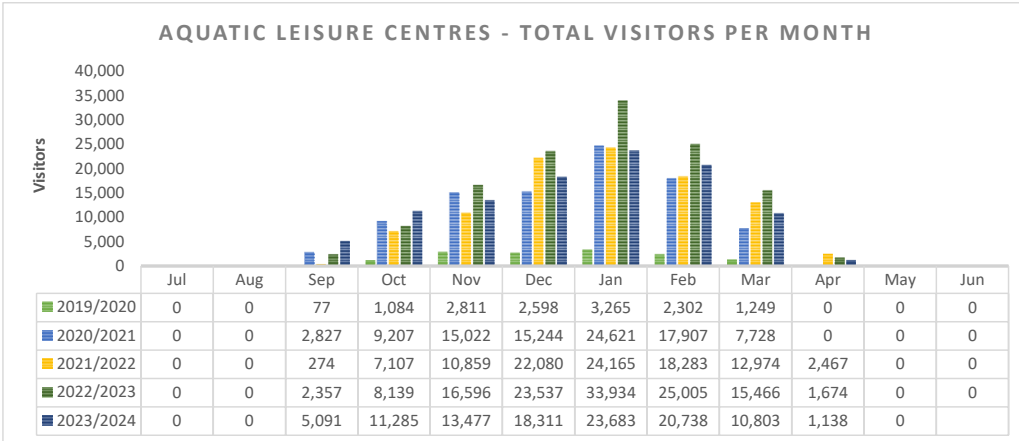
DUBBO REGIONAL AIRPORT - PASSENGERS PER MONTH



DUBBO REGIONAL LIVESTOCK MARKETS - TOTAL HEAD SOLD PER MONTH



VISITORS & CUSTOMERS – COMMUNITY

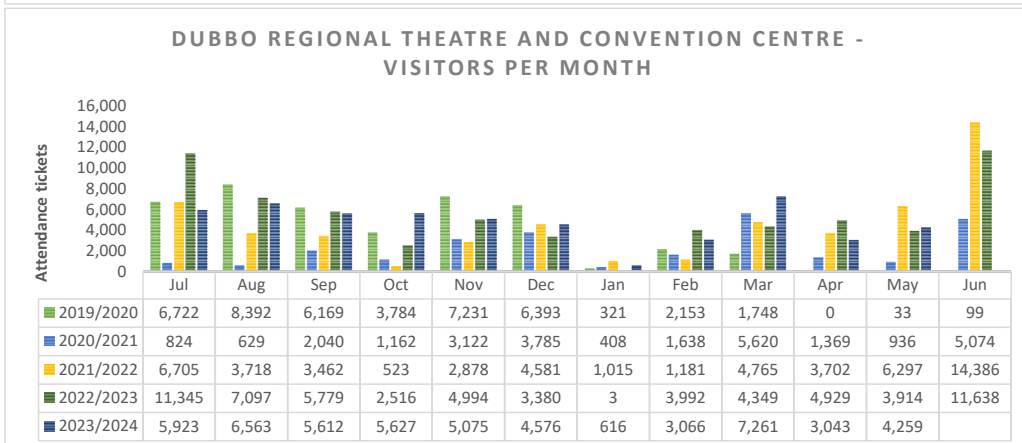
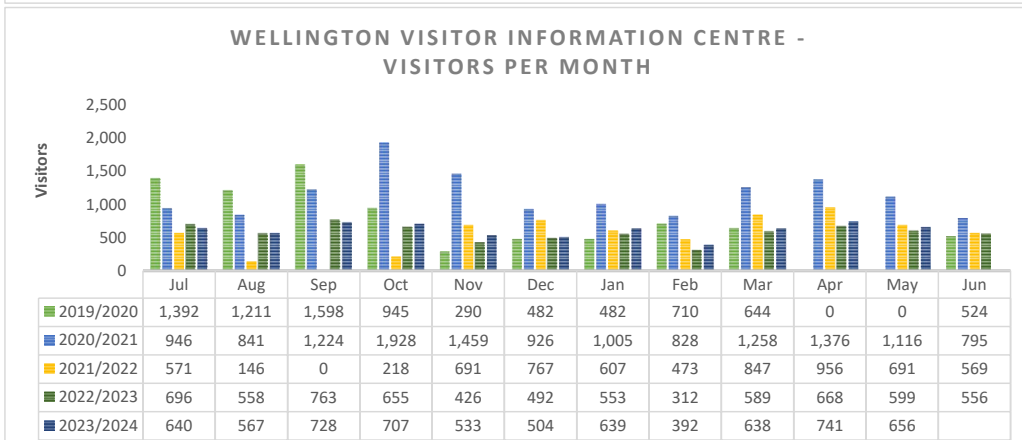
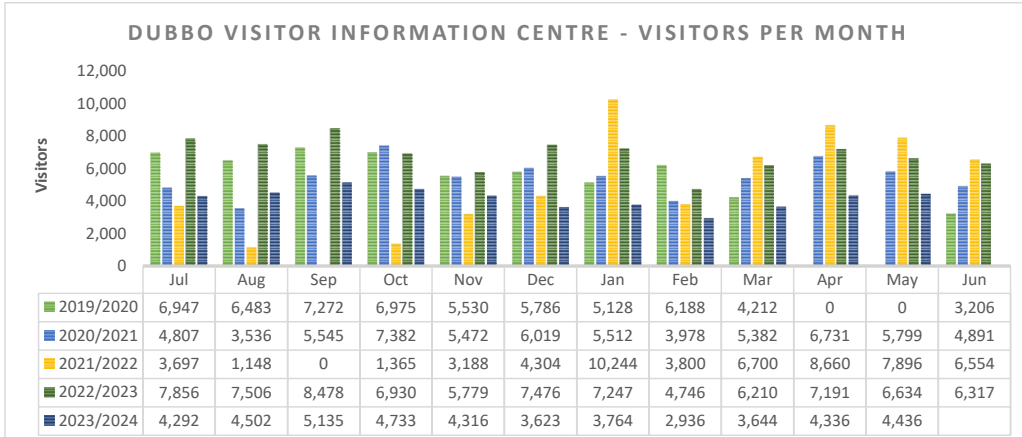




FACILITY AND SERVICE
PERFORMANCE DASHBOARD

REPORT PRINT DATE: 03/06/2024

VISITORS & CUSTOMERS – TOURISM & CULTURAL

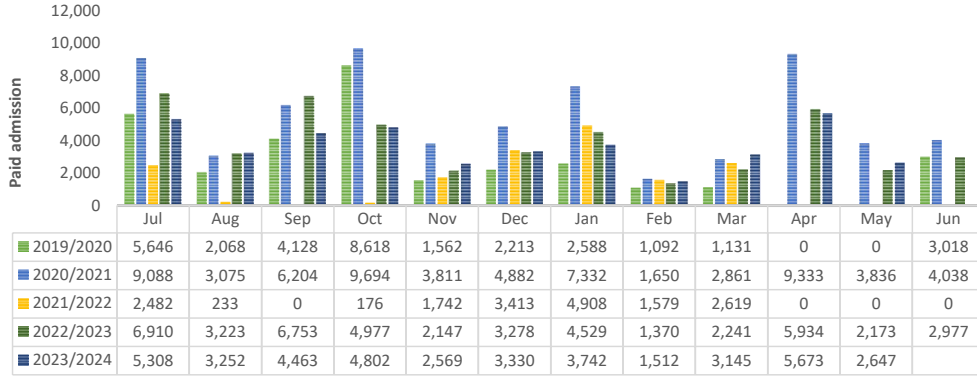




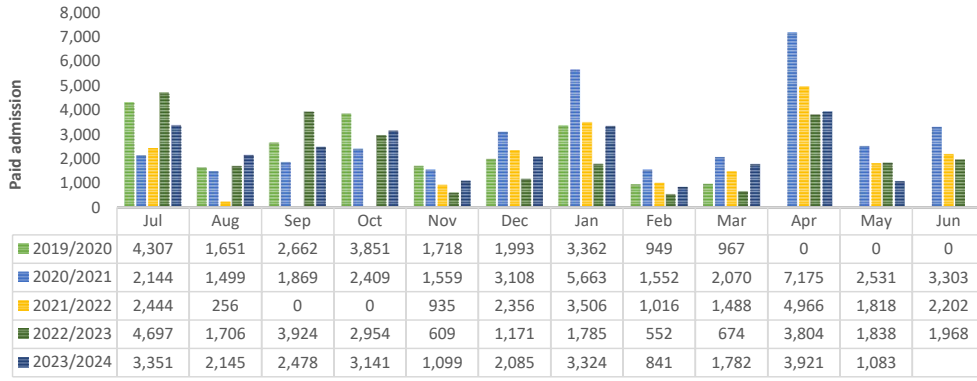
FACILITY AND SERVICE
PERFORMANCE DASHBOARD

REPORT PRINT DATE: 03/06/2024

OLD DUBBO GAOL - VISITORS PER MONTH



WELLINGTON CAVES - PAID ADMISSION PER MONTH

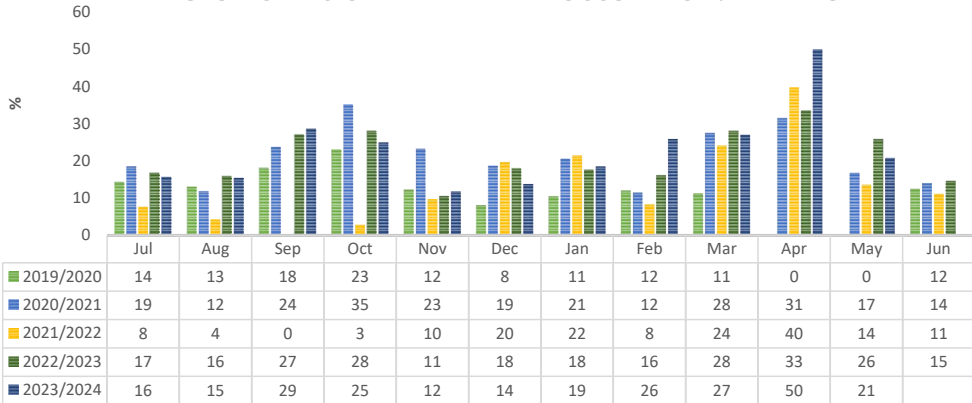




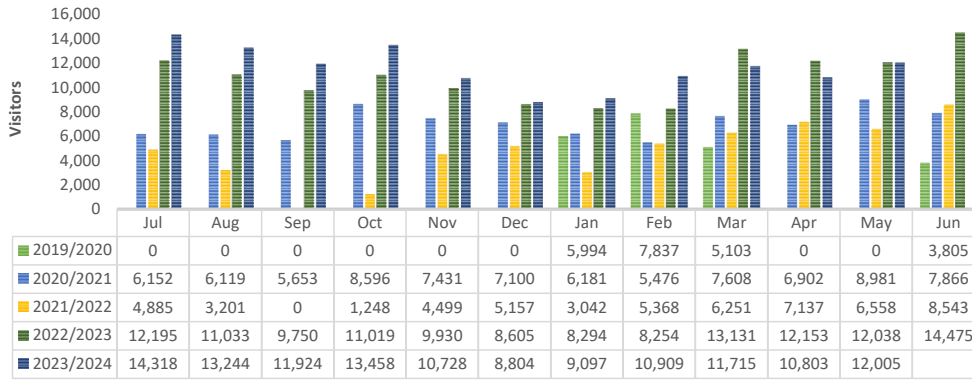
FACILITY AND SERVICE
PERFORMANCE DASHBOARD

REPORT PRINT DATE: 03/06/2024

WELLINGTON CAVES CARAVAN PARK - OCCUPANCY % PER MONTH



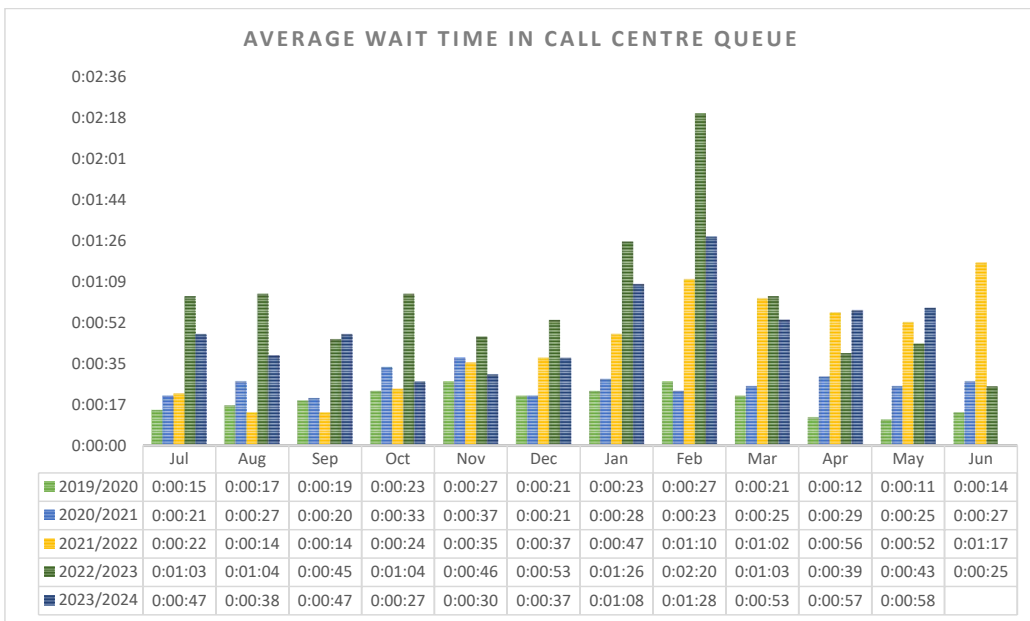
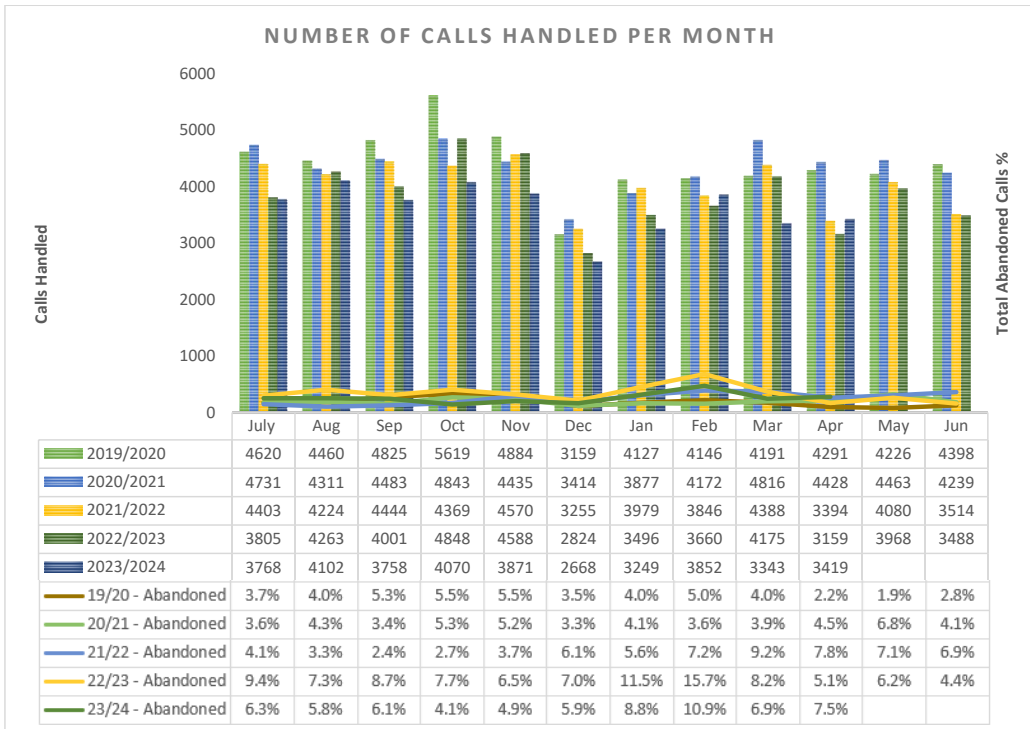
WESTERN PLAINS CULTURAL CENTRE - VISITORS PER MONTH





CUSTOMER EXPERIENCE
CHARTER DASHBOARD

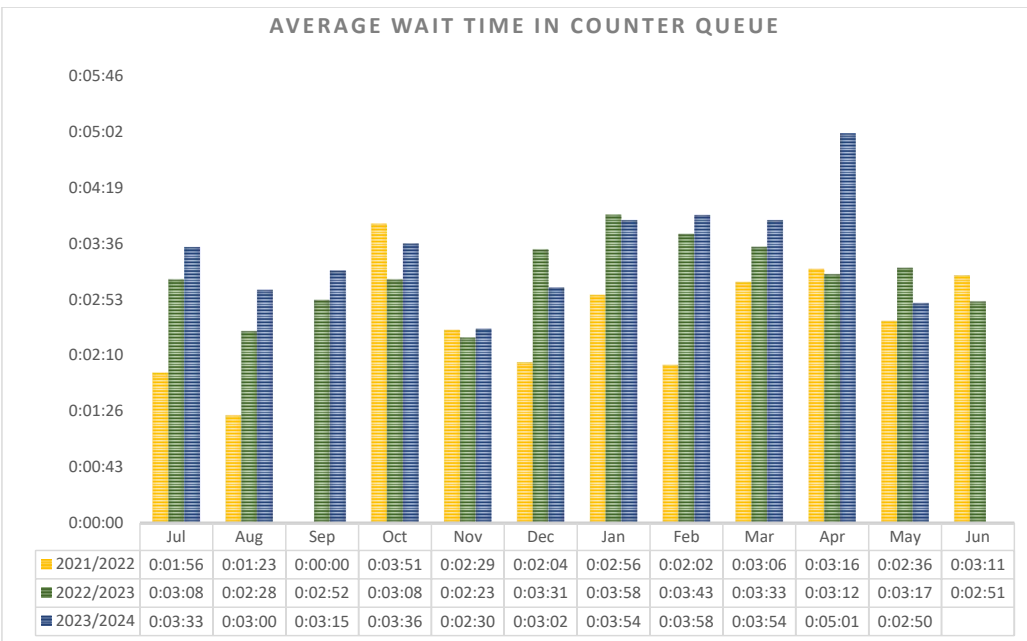
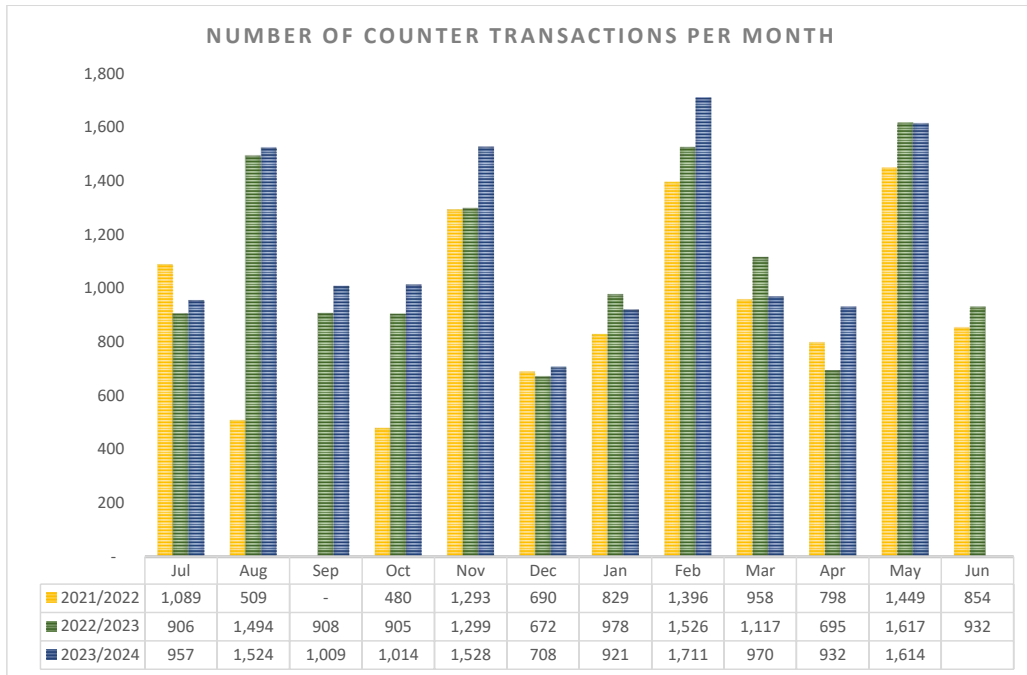
REPORT PRINT DATE: 03/06/2024





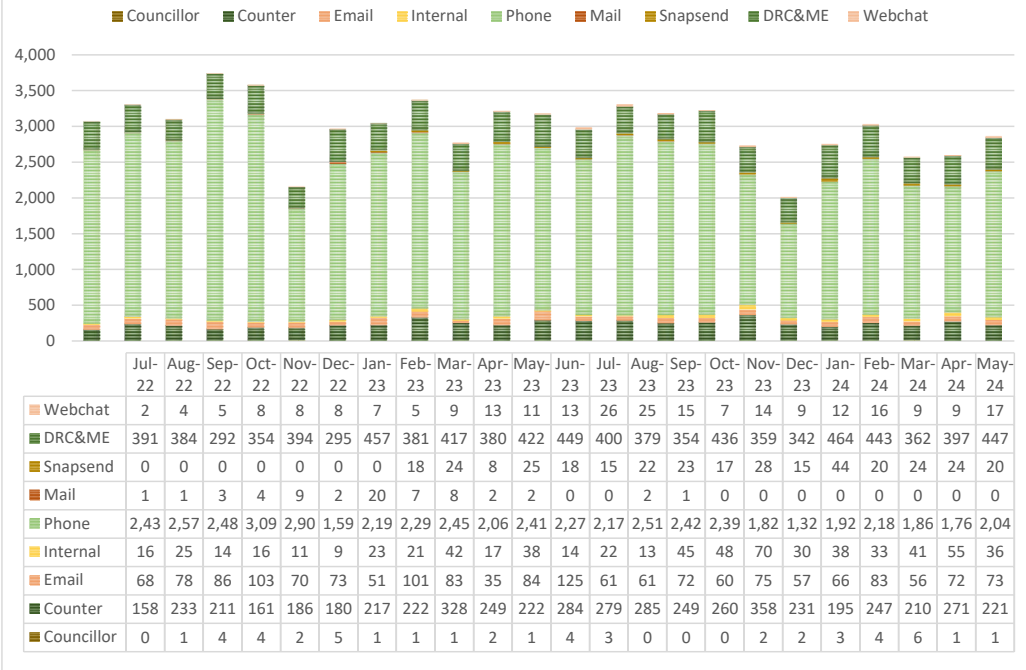
CUSTOMER EXPERIENCE
CHARTER DASHBOARD

REPORT PRINT DATE: 03/06/2024





CUSTOMER SERVICE REQUEST TOTAL PER MONTH BY CATEGORY





DUBBO REGIONAL
COUNCIL

REPORT: Investment Under Section 625 of the Local Government Act - May 2024

DIVISION: Organisational Performance
REPORT DATE: 3 June 2024
TRIM REFERENCE: ID24/1075

EXECUTIVE SUMMARY

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

STRATEGIC DIRECTION

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

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

RECOMMENDATION

That the information contained within the Investment under Section 625 of the Local Government Act Report, dated 3 June 2024, be noted.

Jane Bassingthwaighe
Director Organisational Performance

BM
Revenue Accountant

BACKGROUND

As required by Section 212 of the *Local Government (General) Regulation 2021*, this report contains the details of all monies that Council has invested under Section 625 of the *Local Government Act 1993* dated as at the last day of the reporting month.

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

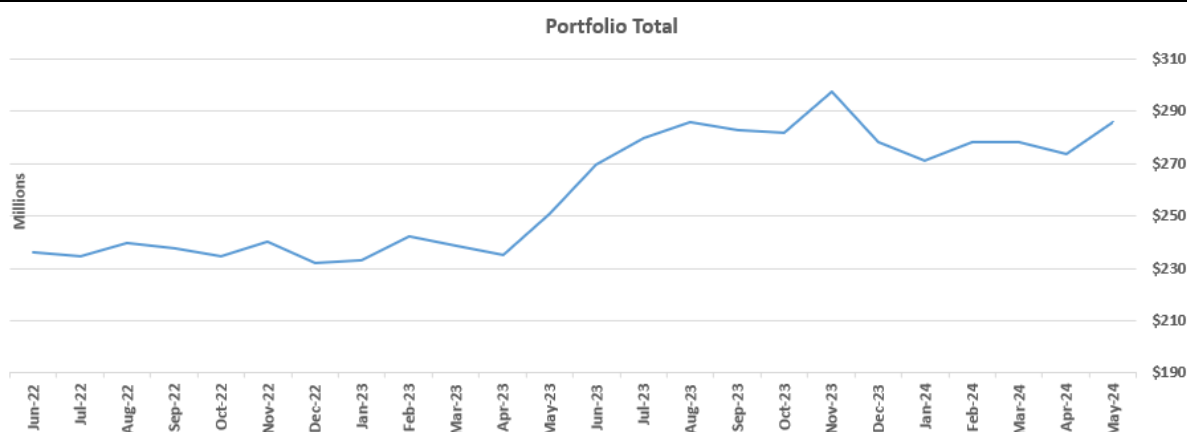
- a. any public funds or securities issued by or guaranteed by the Commonwealth, any State of the Commonwealth or a Territory;
- b. any debentures or securities issued by a council (within the meaning of the *Local Government Act 1993* (NSW));
- c. interest bearing deposits with, or any debentures or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

Investments, when placed, have been done so in accordance with the *Local Government Act*, *Local Government (General) Regulations 2021* and Council's Investment Policy and Strategy. Interest on investment has been accounted for on an accrual basis. This report details investments and annualised returns for the reporting month. Attachment 1 provides more detailed information on Council's investment portfolio for this period.

REPORT

Portfolio Overview

As of 31 May 2024, Council had a total investment Portfolio Face Value of \$285,877,986.22. This is inclusive of Councils Cash at bank consisting of General Funds, Sewer Funds, Water Funds, and restricted Grant Funding. Laminar Capital have provided a Market Value of \$290,748,010.54 for Council's Total Investment Portfolio.



Portfolio Fund Breakdown

Portfolio Breakdown – Current Month			
Fund	Total Amount Invested	PFA Bank Account Balance	Total
General	\$108,000,000.00	\$35,084,709.20	\$143,084,709.20
Water	\$52,000,000.00	\$6,423,466.99	\$58,423,466.99
Sewer	\$77,000,000.00	\$7,369,810.03	\$84,369,810.03
Total	\$237,000,000.00	\$48,877,986.22	\$285,877,986.22

Portfolio Breakdown – Previous Month			
Fund	Total Amount Invested	PFA Bank Account Balance	Total
General	\$101,750,000.00	\$34,842,571.69	\$136,592,571.69
Water	\$52,000,000.00	\$3,517,139.68	\$55,517,139.68
Sewer	\$74,000,000.00	\$7,823,824.68	\$81,823,824.68
Total	\$227,750,000.00	\$46,183,536.05	\$273,933,536.05

Key Movements

Investment Activity during the month was as follows:

- Investment Maturities – Funds Returned to Council:

ADI	Instrument	Amount	Funded by
Judo Bank	Term Deposit	\$4,000,000.00	General Fund
Bank of Queensland	Term Deposit	\$3,750,000.00	General Fund

- New Investments Purchased – Funds Paid Out by Council:

ADI	Instrument	Amount	Funded by
Judo Bank	Term Deposit	\$3,000,000.00	Sewer Fund
Judo Bank	Term Deposit	\$2,000,000.00	General Fund
Bank of Queensland	Term Deposit	\$2,000,000.00	General Fund
National Australia Bank	Term Deposit	\$5,000,000.00	General Fund
National Australia Bank	Term Deposit	\$5,000,000.00	General Fund

Notable Bank Account activity during the month was as follows:

- Notable Extraordinary Income – funds received by Council of an extraordinary nature:

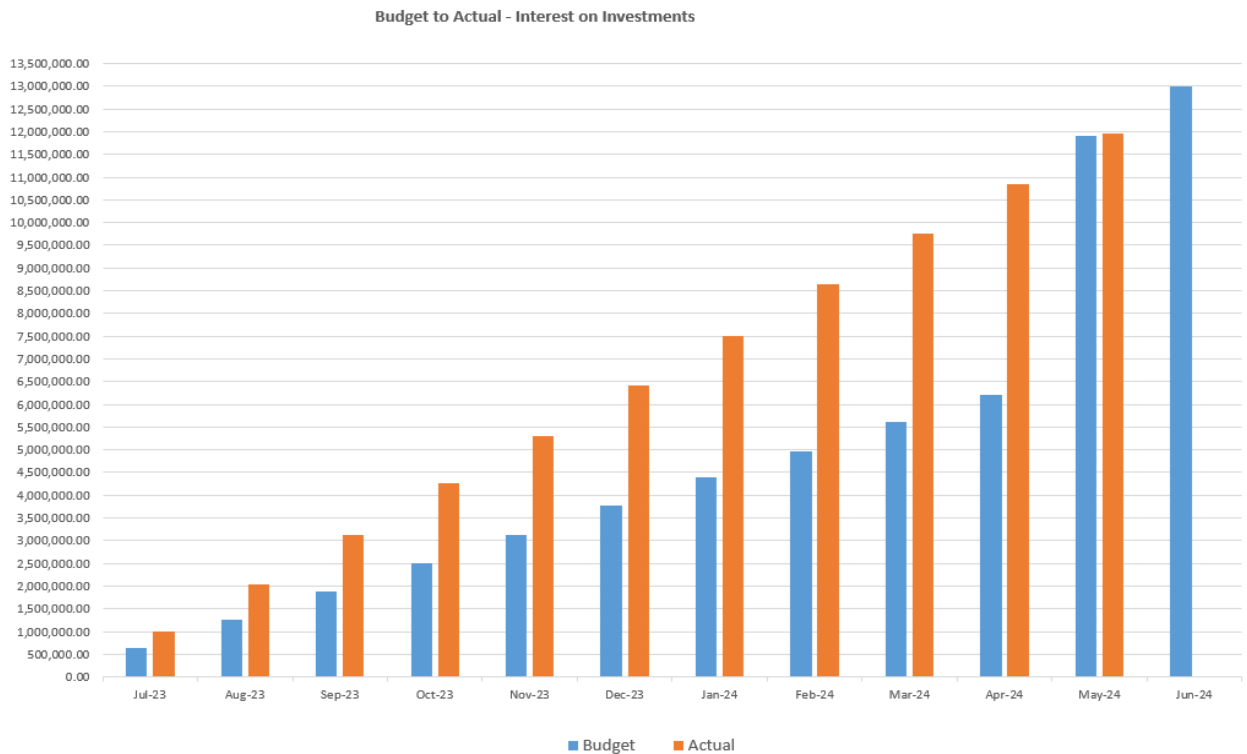
Reason for Income	Amount	Funded by
Payment of Grant Funds	\$1,723,321.91	General Fund
Payment of Grant Funds	\$2,814,136.09	General Fund

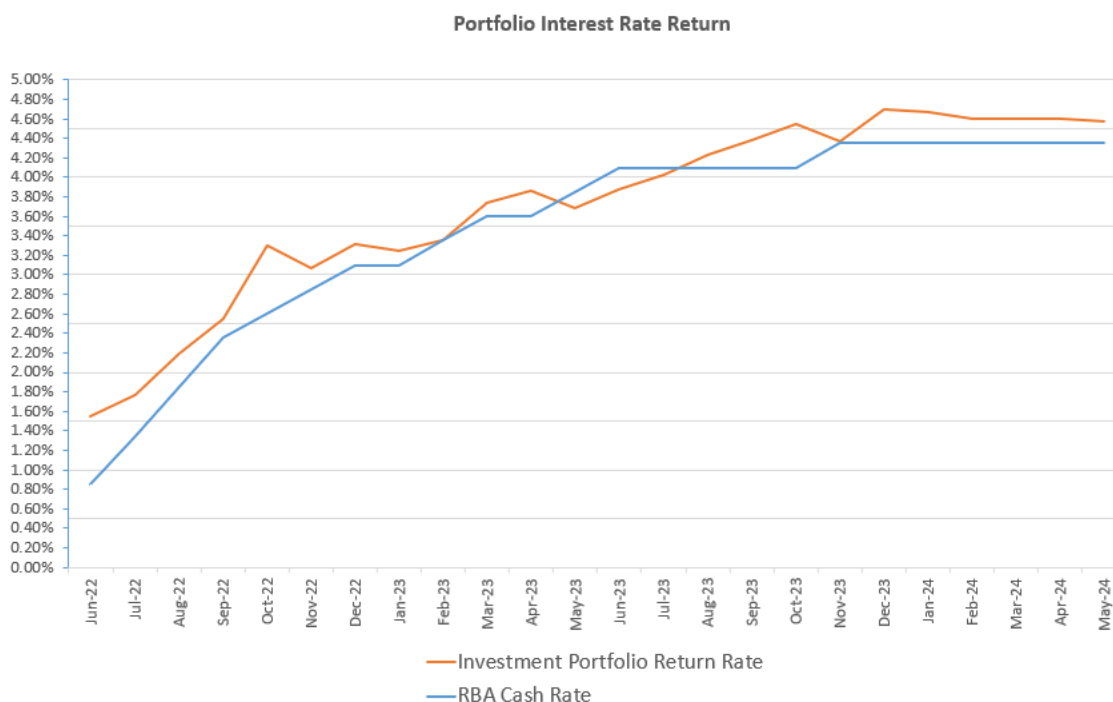
It is to be noted that the quarterly instalment of Council rates was due at the end of May, resulting in an increase in the total portfolio value.

- Notable Expenditure – funds paid out by Council:
 - Council had no Extraordinary Expenditure during the Month of May 2024.

Investment Interest Overview:

Interest earned on investments has been included within Council’s 2023/2024 Operational Plan, with total income generated from the Investment Portfolio forecast to be in excess of \$13,000,000.00. A budget adjustment for the additional income forecasted to be generated was made as part of the March quarterly review process.





Council has investments totalling \$34,000,000 Face Value which were invested with fixed interest rates below the current Official Cash Rate of 4.35%. There is one remaining investment of \$3,000,000 which will mature during June 2024 that has an interest rate of 0.80%. Longer term investments beyond 30 June 2024 totalling \$31,000,000 were invested with interest rates ranging from 0.90% to 4.25%. These investments were placed with competitive interest rates at the time the investments were made.

Summary

Cash Account

Council outperformed the 11.00 am Official Cash Rate market benchmark for one month return of 4.35%, achieving a return of 4.75% for its At Call investments.

Investment Portfolio

Council outperformed the one-month Bloomberg AusBond Bank Bill Index of 0.37%, with an average return of 4.57% for its overall portfolio return.

Consultation

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

Resourcing Implications

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

APPENDICES:

1 [📄](#) Investment Report - Laminar Capital - May 2024 - Attachment

Dubbo Regional Council

Investment Report

1 May 2024 to 31 May 2024



Portfolio Valuation as at 31 May 2024

Security	Security Rating	ISIN	Face Value Original	Face Value Current	FI Cap Price/ Unit Price/ Share Price	Unit Count/ Share Count	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Running Yield
At Call Investment											
NAB At Call In	S&P ST A1+		48,877,986.22	48,877,986.22	100.000		0.000	48,877,986.22	16.81%	4.75%	
			48,877,986.22	48,877,986.22				48,877,986.22	16.81%		4.75%
Covered Fixed Bond											
SunBank 3.25 24 Aug 2026 COVEREDFIX	Moodys Aaa	AU3CB0239267	5,000,000.00	5,000,000.00	96.428		0.866	4,864,700.00	1.67%	2.95%	
			5,000,000.00	5,000,000.00				4,864,700.00	1.67%		2.95%
Fixed Rate Bond											
MACQ 1.7 12 Feb 2025 Fixed	S&P A+	AU3CB0270387	8,000,000.00	8,000,000.00	97.850		0.509	7,868,720.00	2.71%	1.65%	
NTTC 0.8 15 Jun 2024 - Issued 8 Mar 2021 - Dubbo Regional Council Fixed	Moodys Aa3		3,000,000.00	3,000,000.00	100.000		0.769	3,023,070.00	1.04%	0.80%	
NTTC 0.9 15 Jun 2025 - Issued 04 Feb 2021 - Dubbo Regional Council Fixed	Moodys Aa3		5,000,000.00	5,000,000.00	100.000		0.865	5,043,250.00	1.73%	0.90%	
NTTC 0.9 15 Jun 2025 - Issued 10 Feb 2021 - Dubbo Regional Council Fixed	Moodys Aa3		5,000,000.00	5,000,000.00	100.000		0.865	5,043,250.00	1.73%	0.90%	
RABOBK 4.25 12 May 2026 Fixed	Moodys Aa2	AU3CB0233898	5,000,000.00	5,000,000.00	98.604		0.219	4,941,150.00	1.70%	3.71%	
			26,000,000.00	26,000,000.00				25,919,440.00	8.91%		1.72%
Floating Rate Note											
Auswide 0.9 17 Mar 2025 FRN	Moodys Baa2	AU3FN0067393	5,000,000.00	5,000,000.00	99.988		1.065	5,052,650.00	1.74%	5.25%	
Auswide 1.3 10 Jun 2025 FRN	Moodys Baa2	AU3FN0069555	5,000,000.00	5,000,000.00	100.292		1.253	5,077,250.00	1.75%	5.65%	
Auswide 1.5 07 Nov 2025 FRN	Moodys Baa2	AU3FN0073037	3,500,000.00	3,500,000.00	100.440		0.389	3,529,015.00	1.21%	5.92%	
BOQ 0.63 06 May 2026 FRN	S&P A-	AU3FN0060406	5,000,000.00	5,000,000.00	99.576		0.332	4,995,400.00	1.72%	5.05%	
MYS 0.65 16 Jun 2025 FRN	Moodys Baa2	AU3FN0061024	8,000,000.00	8,000,000.00	99.787		1.014	8,064,080.00	2.77%	5.00%	
MYS 1.3 13 Oct 2025 FRN	Moodys Baa2	AU3FN0072369	8,000,000.00	8,000,000.00	100.496		0.713	8,096,720.00	2.78%	5.66%	
UBS Aust 0.5 26 Feb 2026 FRN	Moodys Aa3	AU3FN0058608	4,500,000.00	4,500,000.00	99.700		0.053	4,488,885.00	1.54%	4.84%	
			39,000,000.00	39,000,000.00				39,304,000.00	13.52%		5.32%
Term Deposit											
BOQ 5.55 22 Jul 2024 396DAY TD	S&P ST A2		6,000,000.00	6,000,000.00	100.000		5.231	6,313,841.10	2.17%	5.55%	
BOQ 5.42 29 Nov 2024 365DAY TD	S&P ST A2		4,000,000.00	4,000,000.00	100.000		2.717	4,108,697.00	1.41%	5.42%	
BOQ 5.2 02 Dec 2024 549DAY TD	S&P ST A2		2,000,000.00	2,000,000.00	100.000		5.186	2,103,715.06	0.72%	5.20%	
BOQ 5.2 02 Dec 2024 549DAY TD	S&P ST A2		3,000,000.00	3,000,000.00	100.000		5.186	3,155,572.59	1.09%	5.20%	
BOQ 5.42 30 Jan 2025 427DAY TD	S&P ST A2		8,000,000.00	8,000,000.00	100.000		2.717	8,217,394.00	2.83%	5.42%	

BOQ 4.95 10 Apr 2025 762DAY TD	S&P ST A2	5,000,000.00	5,000,000.00	100.000	6.076	5,303,780.80	1.82%	4.95%
BOQ 4.76 21 Sep 2026 1461DAY TD	S&P A-	5,000,000.00	5,000,000.00	100.000	3.299	5,164,969.85	1.78%	4.76%
BOQ 4.91 23 Sep 2027 1826DAY TD	S&P A-	4,000,000.00	4,000,000.00	100.000	3.350	4,133,982.48	1.42%	4.91%
BOQ 5.15 03 Mar 2028 1827DAY TD	S&P A-	3,000,000.00	3,000,000.00	100.000	1.242	3,037,249.32	1.04%	5.15%
BOQ 5.15 03 Mar 2028 1827DAY TD	S&P A-	2,000,000.00	2,000,000.00	100.000	1.256	2,025,115.06	0.70%	5.15%
BOQ 5.15 03 Mar 2028 1827DAY TD	S&P A-	2,000,000.00	2,000,000.00	100.000	1.242	2,024,832.88	0.70%	5.15%
BOQ 5 23 May 2028 1462DAY TD	S&P A-	2,000,000.00	2,000,000.00	100.000	0.123	2,002,465.76	0.69%	5.00%
CBA 5.56 14 Jun 2024 366DAY TD	S&P ST A1+	4,000,000.00	4,000,000.00	100.000	5.362	4,214,478.92	1.45%	5.56%
CBA 5.75 05 Jul 2024 366DAY TD	S&P ST A1+	5,000,000.00	5,000,000.00	100.000	5.214	5,260,719.20	1.81%	5.75%
CBA 5.75 05 Jul 2024 366DAY TD	S&P ST A1+	2,000,000.00	2,000,000.00	100.000	5.214	2,104,287.68	0.72%	5.75%
CBA 5.54 02 Aug 2024 364DAY TD	S&P ST A1+	11,500,000.00	11,500,000.00	100.000	4.569	12,025,389.35	4.14%	5.54%
CBA 5.55 07 Aug 2024 365DAY TD	S&P ST A1+	1,500,000.00	1,500,000.00	100.000	4.516	1,567,740.41	0.54%	5.55%
CBA 5.46 23 Aug 2024 364DAY TD	S&P ST A1+	2,500,000.00	2,500,000.00	100.000	4.188	2,604,712.33	0.90%	5.46%
CBA 5.37 21 Oct 2024 332DAY TD	S&P ST A1+	4,000,000.00	4,000,000.00	100.000	2.781	4,111,225.20	1.41%	5.37%
CBA 5.39 22 Nov 2024 364DAY TD	S&P ST A1+	4,000,000.00	4,000,000.00	100.000	2.791	4,111,639.44	1.41%	5.39%
CBA 4.78 20 Dec 2024 731DAY TD	S&P ST A1+	5,000,000.00	5,000,000.00	100.000	1.977	5,098,873.95	1.75%	4.78%
PCCU 5.7 13 Jun 2024 336DAY TD	S&P ST A2	5,000,000.00	5,000,000.00	100.000	5.044	5,252,205.50	1.81%	5.70%
PCCU 5.8 12 Jul 2024 365DAY TD	S&P ST A2	5,000,000.00	5,000,000.00	100.000	5.133	5,256,630.15	1.81%	5.80%
JUDO 5.2 22 May 2025 365DAY TD	S&P ST A2	3,000,000.00	3,000,000.00	100.000	0.128	3,003,846.57	1.03%	5.20%
JUDO 5.2 22 May 2025 365DAY TD	S&P ST A2	2,000,000.00	2,000,000.00	100.000	0.128	2,002,564.38	0.69%	5.20%
JUDO 1.7 16 Sep 2026 1826DAY TD	S&P BBB	3,000,000.00	3,000,000.00	100.000	1.192	3,035,769.87	1.04%	1.70%
MACQCU 5.12 18 Feb 2025 365DAY TD	Unrated ST UR	2,000,000.00	2,000,000.00	100.000	1.431	2,028,615.90	0.70%	5.12%
ME Bank 4.6 21 Jun 2024 731DAY TD	Moody's ST P-2	5,000,000.00	5,000,000.00	100.000	8.948	5,447,397.25	1.87%	4.60%
NAB 5.17 03 Sep 2024 330DAY TD	S&P ST A1+	4,000,000.00	4,000,000.00	100.000	3.329	4,133,145.20	1.42%	5.17%
NAB 5.13 11 Sep 2024 240DAY TD	S&P ST A1+	3,000,000.00	3,000,000.00	100.000	1.926	3,057,765.21	1.05%	5.13%
NAB 5.07 28 Feb 2025 365DAY TD	S&P ST A1+	5,000,000.00	5,000,000.00	100.000	1.278	5,063,895.90	1.74%	5.07%
NAB 5.07 28 Feb 2025 365DAY TD	S&P ST A1+	3,000,000.00	3,000,000.00	100.000	1.278	3,038,337.54	1.05%	5.07%
NAB 5.25 02 Jul 2025 397DAY TD	S&P AA-	5,000,000.00	5,000,000.00	100.000	0.000	5,000,000.00	1.72%	5.25%
NAB 5.2 24 Sep 2025 488DAY TD	S&P AA-	5,000,000.00	5,000,000.00	100.000	0.100	5,004,986.30	1.72%	5.20%
SuncorpGp 5.11 13 Aug 2025 547DAY TD	S&P A+	5,000,000.00	5,000,000.00	100.000	1.512	5,075,600.00	1.75%	5.11%
SunBank 5.15 03 Oct 2024 240DAY TD	S&P ST A1	3,000,000.00	3,000,000.00	100.000	1.623	3,048,678.09	1.05%	5.15%
SunBank 5.18 05 Feb 2025 365DAY TD	S&P ST A1	1,500,000.00	1,500,000.00	100.000	1.632	1,524,480.83	0.52%	5.18%
SunBank 5.11 06 May 2025 455DAY TD	S&P ST A1	5,000,000.00	5,000,000.00	100.000	0.350	5,017,500.00	1.73%	5.11%

Westpac 5.09 18 Mar 2025 365DAY TD	S&P ST A1+	5,000,000.00	5,000,000.00	100.000	1.032	5,051,597.25	1.74%	5.09%
Westpac 5.09 18 Mar 2025 365DAY TD	S&P ST A1+	2,000,000.00	2,000,000.00	100.000	1.032	2,020,638.90	0.69%	5.09%
Westpac 5.29 30 Apr 2025 365DAY TD	S&P ST A1+	1,000,000.00	1,000,000.00	100.000	0.449	1,004,492.88	0.35%	5.29%
Westpac 5.01 23 Jul 2025 516DAY TD	S&P AA-	5,000,000.00	5,000,000.00	100.000	0.110	5,005,490.40	1.72%	5.01%
Westpac 5.17 30 Apr 2029 1826DAY TD	S&P AA-	4,000,000.00	4,000,000.00	100.000	0.439	4,017,563.84	1.38%	5.17%
		167,000,000.00	167,000,000.00			171,781,884.32	59.08%	5.18%
Total Portfolio		285,877,986.22	285,877,986.22			290,748,010.54	100.00%	4.76%

Portfolio Valuation By Categories as at 31 May 2024

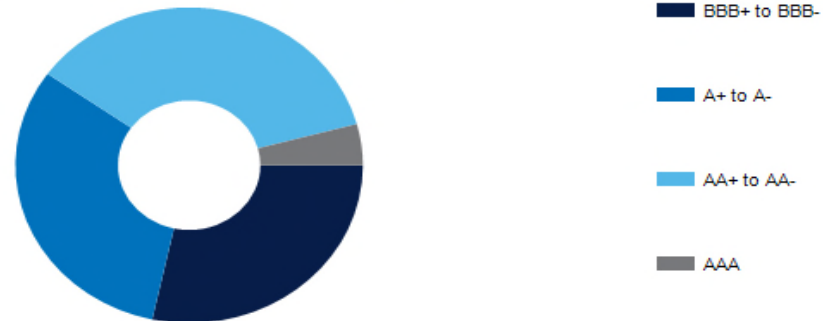
Short Term Issuer/Security Rating Group	Market Value	% Total Value
N/R	2,028,615.90	0.70%
A2	50,165,644.40	17.25%
A1	9,590,658.92	3.30%
A1+	113,346,925.57	38.98%
Portfolio Total	175,131,844.78	60.23%

Market Value by Security Rating Group (Short Term)



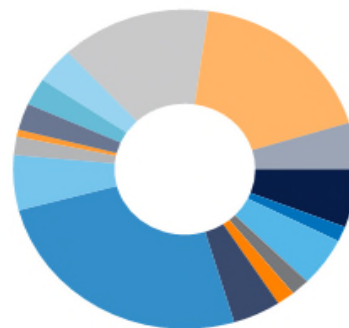
Long Term Issuer/Security Rating Group	Market Value	% Total Value
BBB+ to BBB-	32,855,484.87	11.30%
A+ to A-	36,328,335.35	12.49%
AA+ to AA-	41,567,645.54	14.30%
AAA	4,864,700.00	1.67%
Portfolio Total	115,616,165.76	39.77%

Market Value by Security Rating Group (Long Term)



Issuer	Market Value	% Total Value
Auswide Bank Limited	13,658,915.00	4.70%
Bank of Queensland Ltd	52,587,015.90	18.09%
Commonwealth Bank of Australia Ltd	41,099,066.47	14.14%
People's Choice Credit Union	10,508,835.65	3.61%
Judo Bank	8,042,180.82	2.77%
Macquarie Bank Ltd	7,868,720.00	2.71%
Macquarie Credit Union Limited	2,028,615.90	0.70%
Queensland Ltd	5,447,397.25	1.87%
MyState Bank Ltd	16,160,800.00	5.56%
National Australia Bank Ltd	74,176,116.37	25.51%
Northern Territory Treasury Corporation	13,109,570.00	4.51%
Rabobank Nederland Australia Branch	4,941,150.00	1.70%
Suncorp Group Ltd	5,075,600.00	1.75%
Suncorp-Metway Ltd	14,455,358.92	4.97%
UBS Australia Ltd	4,488,885.00	1.54%
Westpac Banking Corporation Ltd	17,099,783.27	5.88%
Portfolio Total	290,748,010.54	100.00%

Market Value by Issuer



Security Type	Market Value	% Total Value
At Call Investment	48,877,986.22	16.81%
Covered Fixed Bond	4,864,700.00	1.67%
Fixed Rate Bond	25,919,440.00	8.91%
Floating Rate Note	39,304,000.00	13.52%
Term Deposit	171,781,884.32	59.08%
Portfolio Total	290,748,010.54	100.00%

Market Value by Security Type



Term Remaining	Market Value	% Total Value
0 to < 1 Year	191,076,284.78	65.72%
1 to < 3 Years	82,430,516.42	28.35%
3 to < 5 Years	17,241,209.34	5.93%
Portfolio Total	290,748,010.54	100.00%

Note: Term Remaining is calculated using a weighted average life date (WAL) where appropriate and available

Market Value by Term Remaining



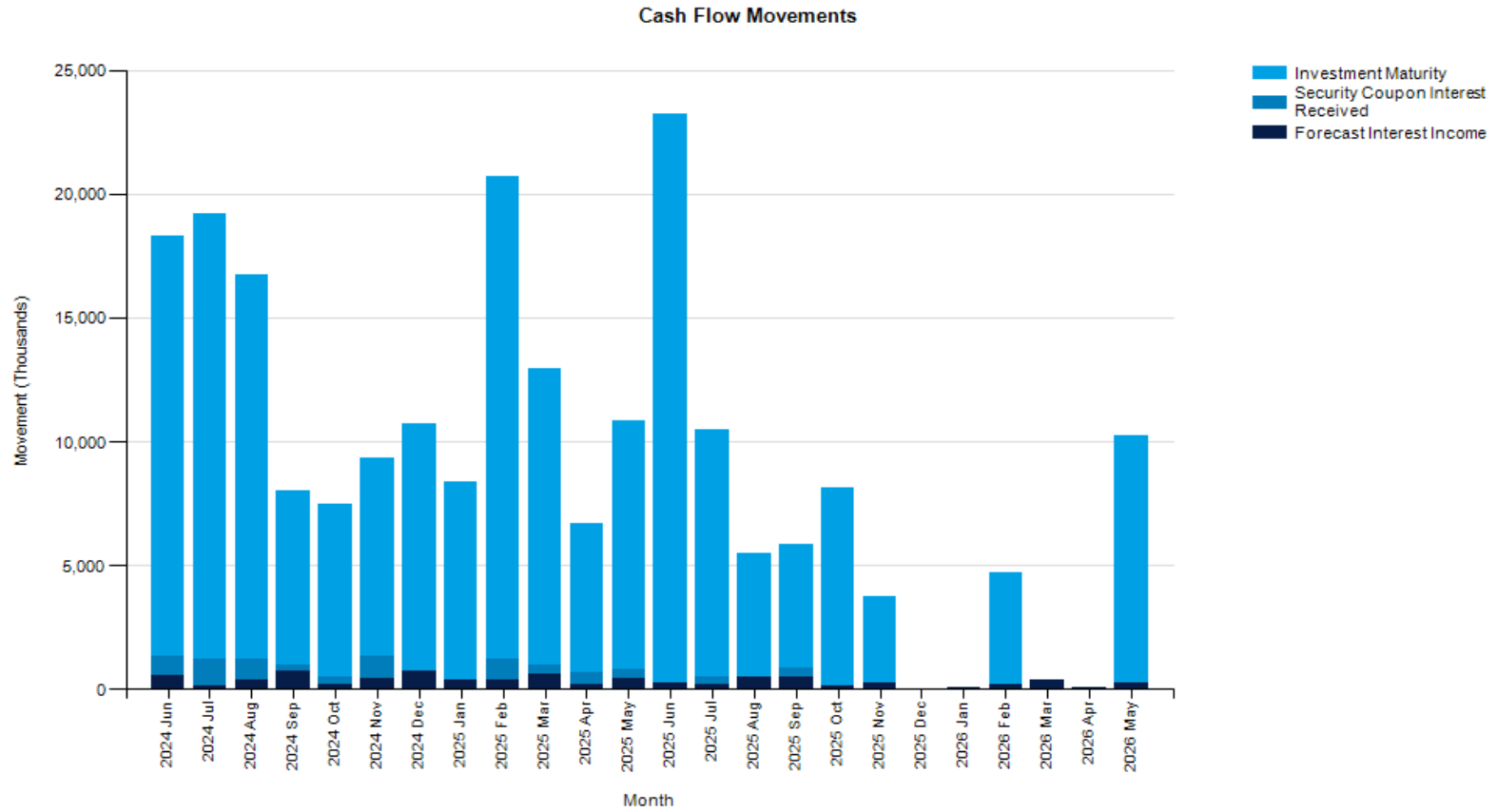
Performance Statistics For Period Ending 31 May 2024

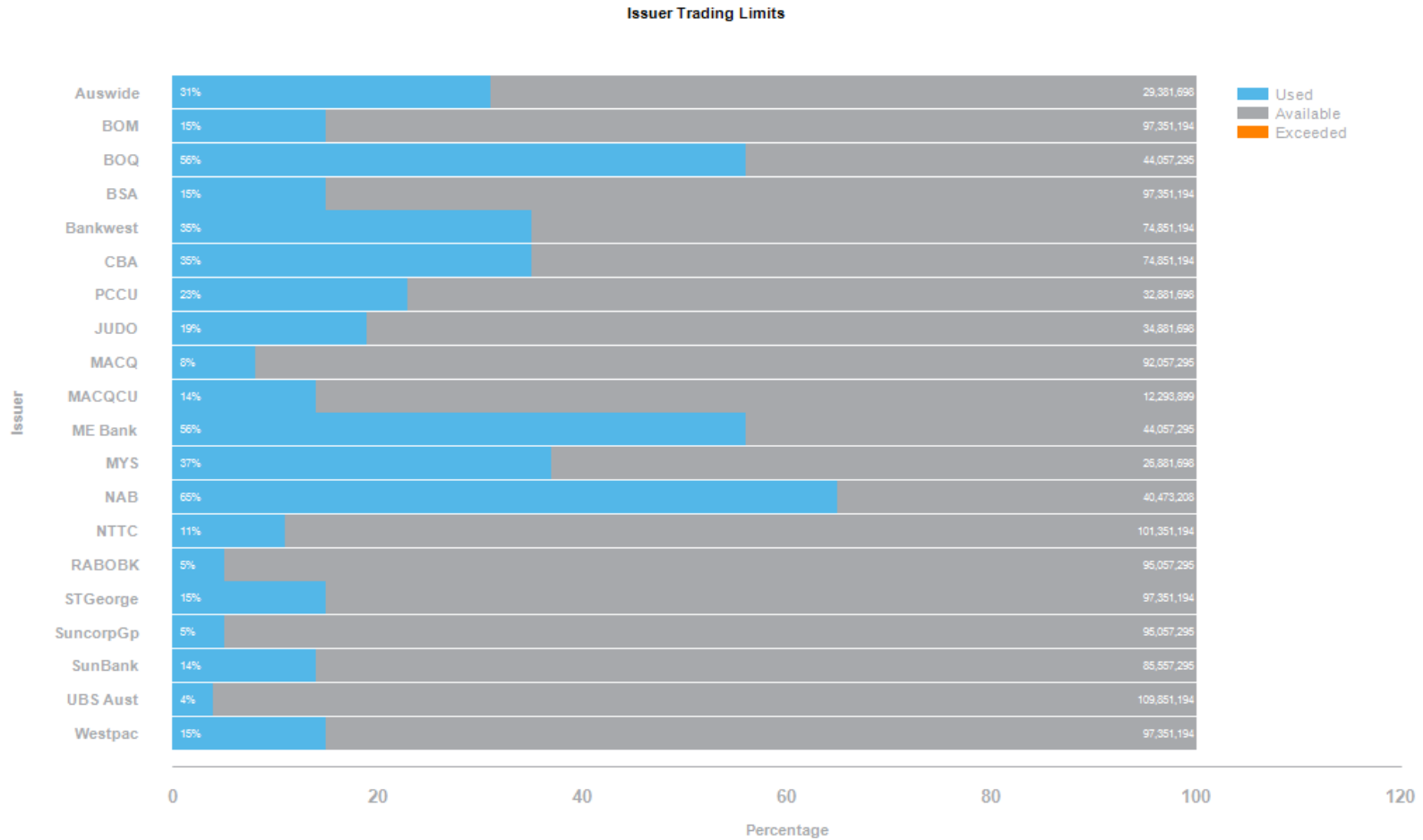
Trading Book		1 Month	3 Month	12 Month	Since Inception
Dubbo Regional Council					
	Portfolio Return (1)	0.40%	1.19%	4.74%	2.51%
	Performance Index (2)	0.37%	1.10%	4.32%	1.94%
	Excess Performance (3)	0.03%	0.09%	0.42%	0.57%

Notes

- 1 Portfolio performance is the rate of return of the portfolio over the specified period
- 2 The Performance Index is the Bloomberg AusBond Bank Bill Index (Bloomberg Page BAUBIL)
- 3 Excess performance is the rate of return of the portfolio in excess of the Performance Index

Trading Book	Weighted Average Running Yield
Dubbo Regional Council	4.76







REPORT: 2024 Community Input Survey Results

DIVISION: Strategy, Partnerships and Engagement
REPORT DATE: 3 June 2024
TRIM REFERENCE: ID24/1179

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none"> Provide review or update 	
Issue	<ul style="list-style-type: none"> The Dubbo Regional Council 2024 Community Input Self Complete Online Survey was conducted between 28 March 2024 and 30 April 2024 by industry consultants Micromex Research. 	
Reasoning	<ul style="list-style-type: none"> The objectives of the 2024 Community Input Survey process was to: <ul style="list-style-type: none"> Identify community priorities for the Dubbo Regional Local Government Area. Identify the community’s overall level of satisfaction with Council performance and individual service delivery measures. Explore residents' agreement with measures related to liveability, governance, and potential financial sustainability, including potential rate changes. The results of the Community Insights statistically valid phone survey were previously considered by Council at the May 2024 Ordinary Council Meeting. An associated presentation on the results of the survey will be provided to the Corporate Services Committee by Micromex Research. 	
Financial Implications	Budget Area	Customer Experience and Engagement
	Funding Source	Operational budget: Customer Experience and Engagement/Community Survey
	Proposed Cost	2024 Survey: \$51,964.00 2024 Advertising: \$2,913.50
	Ongoing Costs	<ul style="list-style-type: none"> Biennial Community Insights Survey 2026 \$50,000 “Check-in” Survey 2025 \$9,250
Policy Implications	Policy Title	Community Engagement Strategy
	Impact on Policy	The project was undertaken in accordance with the provisions of the Strategy.

STRATEGIC DIRECTION

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

Theme: 4 Leadership
CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance
Delivery Program Strategy: 4.1.1 Council encourages and facilitates two-way communication with and between stakeholders and the community

Theme: 4 Leadership
CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance
Delivery Program Strategy: 4.1.2 Council's decision-making processes are open, transparent and accountable

Theme: 4 Leadership
CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance
Delivery Program Strategy: 4.1.3 Council provides quality customer service

RECOMMENDATION

- 1. That the 2024 Community Input self-complete, opt-in online survey report (Appendix 1) be noted.**
- 2. That the presentation provided by Micromex Research be noted.**

Steven Jennings
Director Strategy, Partnerships and Engagement

CC
Manager Customer
Experience and
Engagement

BACKGROUND

Previous Resolutions of Council

<p>23 June 2022 CCL22/154</p>	<ol style="list-style-type: none"> 1. <i>That the findings from the 2022 Community Needs and Satisfaction Survey Report be noted.</i> 2. <i>That the report be further reviewed by staff across the organisation to support service improvement and increase community insight.</i> 3. <i>That the next Community Satisfaction and Needs Survey be conducted in March 2024.</i>
<p>23 May 2024 CCL24/131</p>	<ol style="list-style-type: none"> 1. <i>That statistically valid 2024 Community Insights phone survey report be noted.</i> 2. <i>That findings from the statistically valid 2024 Community Insights phone survey and the online opt-in 2024 Community Input Survey be presented to the June Corporate Service Committee meeting.</i> 3. <i>That a Community Insights 'check-in' survey be undertaken in March 2025.</i>

This report presents the findings of the 2024 Community Input self-complete, opt-in online survey conducted by Micromex Research.

In April 2024, Council conducted a representative, statistically valid telephone survey with residents living in the Dubbo Regional Local Government Area (LGA). The results of this survey were considered by Council at the May 2024 Ordinary Council meeting.

To enhance engagement, Council provided community an opportunity to self-complete the survey. An online link was made available via a dedicated YourSay project page and social media channels, and an insert flyer encouraging participation in the Input Survey was distributed to ratepayers in the May Rates Instalment notice. Residents were also approached and asked to participate in the survey via a QR code with interviews being conducted in the field at the Dubbo Farmers Market and Wellington Boot Racing Carnival during April.

The Input Survey provided community with an engagement opportunity, emphasising the importance of gaining and utilising community input for effective engagement. The outcomes from the survey will help inform the review of the Community Strategic Plan, priorities for the future Delivery Program, and to establish a baseline for performance monitoring in conjunction with the statistically valid phone survey insights. The findings can also inform shorter-term opportunities for service improvements, exploration, or review.

The Dubbo Regional Council 2024 Community Input survey was conducted from 28 March 2024 until 30 April 2024. The final analysis and recommendations, attached as **Appendix 1**, have been completed by Micromex Research.

Key objectives of the research are as follows:

- **Community Priorities:** Identify the key areas of focus for the Dubbo Regional LGA over the next decade.
- **Council Performance:** Assess the community's satisfaction with Council services and overall performance.
- **Liveability, Governance, and Financial Sustainability:** Explore resident opinions on factors like quality of life, governance effectiveness, and potential financial changes, including rate adjustments.

The goal of the Community Input Survey is to provide a detailed assessment of community views and perceptions and give the entire community an opportunity to be heard. Specifically, the Input Survey aimed to:

- Develop a comprehensive understanding of the community's perceptions.
- Incorporate this valuable feedback into performance and operational evaluations of programs and services.
- Inform future budget development and policy-making processes to create more equitable and data-driven administrative practices.

The survey questions and methodology were updated from the 2022 version to better reflect current priorities and provide insights for the Elected Body following the Local Government Elections on 14 September 2024.

In total, there was 1,336 click attempts to begin the survey, of which 734 participants completed the full survey. Comparisons are also made to the results from a statistically valid phone survey of 503 randomly selected residents. The findings of the online survey reflect the views of an engaged community. Throughout the report, comparisons are made between the representative phone survey and the opt-in survey. Despite widespread promotion of the online survey, the opt-in nature of this methodology is less representative of the wider community.

As the input survey data is from a self-select sample, the results are only reflective of those who have participated and not generalisable to the broader population.

The report benchmarks the results of the Dubbo Regional Council phone survey against the self-complete opt-in survey. Where comparable, performance against previous Dubbo Regional Council survey results from 2019 and 2022 are also included.

REPORT

The following provides a summary of the key findings of the 2024 Community Input Survey:

- **Quality of Life**

75% of online residents rated their quality of life living in the Dubbo Regional Local Government Area as “good” to “excellent”, compared to 87% of phone respondents.

- **Council Performance**

58% of online residents are at least somewhat satisfied with the performance of Council over the last 12 months, compared to 81% of phone respondents.

- **Service Area/Facility Satisfaction**

Overall, 21 of the 59 service areas included in the survey achieved a satisfaction of 80% or more (36%), with 20 falling below 60% (34%) among online respondents. In comparison, 37 of the 59 service areas achieved a satisfaction score of 80% or more (63%), and only three fell below 60% (housing, sealed roads, and unsealed roads) (5%) among phone respondents.

The most valued aspects of living in the Dubbo Regional Local Government Area for online respondents are:

- Quality and variety of services, facilities, and infrastructure
- Rural aspect, country living, lifestyle and open spaces
- Sense of community
- Location, close to services and facilities and being close to family/friends

Whilst citing fewer mentions, the key aspects valued by online respondents remained in line with the results of the phone survey. Online respondents were more likely to mention the rural aspect/country living/lifestyle/open spaces (27%).

The priority areas for the region in the next 10 years identified by respondents include:

- Addressing public issues
- Roads and Traffic
- Infrastructure, services, and facilities to cater for growth
- Housing affordability and availability

The top four priority areas for online respondents remained consistent with the phone results.

Community wellbeing agreement measures:

- The highest Community Wellbeing agreements were:
 - healthy lifestyle opportunities are available
 - opportunities to participate in arts, entertainment, and cultural activities

- I feel a part of my local community
- The lowest Community Wellbeing agreements were:
 - the elected body are available and visible, with 15% online agreeing compared to 29% via phone
 - new residential developments support our diverse community needs, with 19% online agreeing compared to 34% via phone

Online respondents had lower levels of agreement across all community wellbeing measures.

- Two areas which had a difference of greater than 20% between phone and online were
 - The LGA is a good place to live/I'm proud of where I live – 49% online, 74% phone
 - The LGA is an attractive place for visitors – 47% online, 68% phone.

Preference to receive information:

Findings highlighted the range of media channels of which residents prefer to consume their information. Online respondents prefer to receive information via Facebook (58%).

Compared to the phone results, online respondents expressed lower preference for receiving all promoted mediums, including a difference of 20% in the following mediums:

- Electronic Direct Mail (E-Newsletters): 37% online compared to 70% phone
- Website: 37% online compared to 66% phone
- Visiting Libraries: 9% online compared to 48% phone
- Visiting Council: 6% online compared to 46% phone

The results continue to highlight the importance of having a multiplicity of channels to reach our diverse community.

Financial sustainability:

The survey referred to the independent review of the financial sustainability of Council that was undertaken by the AEC Group Ltd in 2023 and the issues identified in the review in respect of long-term financial sustainability.

In response to questions regarding financial sustainability, the following was provided:

- Online respondents showed lower levels of support for all potential rate payment changes included in the survey.
- A net total of 44% are willing to pay more (selected at least somewhat supportive on either or both “maintain” and “increase” services compared to 58% for phone respondents.

- For online respondents, 21% indicated that Council spending, including wages and staffing, is a specific area of service that should be reduced. Comparatively, only 10% of phone respondents identified Council spending as an issue.
- 45% could not identify any specific areas that should be reduced.

Comparison to previous research satisfaction:

When comparing satisfaction ratings for 2024 vs 2022, 10 of the 32 comparable services and facilities achieved an increase in satisfaction of over 20% as provided below:

- Engagement with the community
- Events are supported within the community
- Parks, open spaces and recreational activities
- Playgrounds and public spaces
- Services for Aboriginal and Torres Strait Islander, Seniors, Youth and Disabled are supported
- Access to public transport
- Maintenance and provision of footpaths
- Maintenance of sealed roads
- Macquarie Regional Libraries
- Cemeteries

Five of the 32 services and facilities received a decrease in satisfaction of 20%

- Sewerage services
- Water Supply
- Water Conservation Initiatives
- A range of affordable housing
- Aquatic Centres

*It should be noted that measurements of satisfaction in 2024 were only recorded if respondents identified that the service or facility was important or very important.

Outcomes of the Community Input Survey will be utilised to inform operational decision-making and future strategic planning, including Council's Integrated Planning and Reporting Framework.

The combination of the Insights and Input surveys will also be used to inform Council's Service Review program for future years, in addition to informing additional service reviews or service improvement initiatives.

Importantly, such input from the community needs to be considered in the context of Council's ability to control, influence, finance and prioritise. In line with the adopted Community Engagement Strategy, the process of this full circle consideration will require further conversations with community to gain further input and build shared understanding.

Consultation

Micromex Research was commissioned to conduct and analyse the results the 2024 Community Input Survey. The data analysis within the report was analysed using Q Professional. 734 participants completed the full survey.

To ensure broad participation, the survey was promoted through various channels, engaging the community effectively. The following mechanisms were employed:

- A comprehensive marketing campaign, encompassing social media posts and stories.
- Establishment of a dedicated YourSay project page.
- Distribution of a media release.
- Production of a video featuring the Mayor, shared on social media platforms.
- Inclusion of prompts on Council's Call Centre Interactive Voice Response system to encourage participation.
- Radio advertising.
- Print advertising in local publications such as the Dubbo Photo News and Daily Liberal.
- Insertion of flyers in May Rates Instalment Notices.
- Distribution of an Economic Development E-Newsletter targeting businesses for participation.
- Consultation sessions conducted by consultants at local community events.
- Provision of hard copy surveys available at Customer Experience Centres and Libraries.

These efforts aimed to facilitate maximum engagement and representation across various demographic segments within the community.

Resourcing Implications

Utilisation of an external, independent consultant for the survey was undertaken for objective data collection, expertise and methodological rigor and enhanced community confidence for comprehensive data collection.

In addition, internal staff resources were allocated for pre-consultation and survey design in collaboration with stakeholders. Staff also contributed to the design of advertising collateral, communication strategies, marketing, and engagement planning.

Council will conduct a Community Insights "Check-in" in 2025 to gauge changes in community satisfaction. A sample of previous survey participants will be re-contacted in 2025 to assess any increase or decrease in satisfaction levels. These insights will identify key priority areas for the next 12 months, reinforcing Council's commitment to maintaining a high level of communication with our community and providing various feedback avenues. The data from the "Check-in" will complement our corporate measure reporting on a 12-month basis and

will help inform initiatives and strategies aimed at addressing community priorities identified in both Community surveys.

The next full community insight and input survey program will be conducted in 2026.

Total Financial Implications	Current year (\$)	Current year + 1 (\$)	Current year + 2 (\$)	Current year + 3 (\$)	Current year + 4 (\$)	Ongoing (\$)
a. Operating revenue	0	0	0	0	0	0
b. Operating expenses	54,877	9,250	50,000	0	50,000	0
c. Operating budget impact (a – b)	-54877	-9,250	-50,000	0	-50,000	0
d. Capital Expenditure	0	0	0	0	0	0
e. Total net impact (c – d)	-54877	-9,250	-50,000	0	-50,000	0
Does the proposal require ongoing funding?	Yes					
What is the source of this funding?	Operational Budget					

Table 1. Ongoing Financial Implications

Next Steps

- All reports for both Survey’s will be published on Council’s corporate website and YourSay project page.
- All phone and online survey participants who opted to provide their contact details and agreed to be added to a register of interest for future consultations, will be thanked for their contributions and be individually provided a copy of the results.
- A media release will be issued summarising the key findings and linking to the full report.
- Survey findings will be further reviewed and considered by staff across the organisation to strengthen community insight and support service improvement.
- A check-in survey will be conducted in March 2025 with a selection of respondents who participated in the 2024 Community Insights phone survey.
- Findings from the surveys will be utilised to inform the development of the next four-year Delivery Program in 2025, in further consultation with the community.
- Satisfaction performance indicators will be included as corporate performance measures and benchmarks within the new Delivery Program in 2025.

APPENDICES:

- 1. Report - Dubbo Regional Council - Community Input Survey 2024 - Micromex Research



Dubbo Regional Council

Community Input Survey 2024 | Online Survey

Prepared by: Micromex Research
Date: May 2024



Report Outline

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Detailed Results	
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Engagement Objectives

In April 2024, Dubbo Regional Council conducted a representative telephone survey with residents living in the Dubbo Regional Local Government Area.

The results of this research have been reported separately.

For engagement purposes, Council also provided the community an opportunity to self complete the survey. An online link was made available on Council's website and across social media channels. Face to face interviewers were also employed to promote the online survey. Residents were approached and asked to participate in the survey via a QR code and online self completion. Interviewers were in field at the Dubbo Farmers Market and Wellington Boot Racing Carnival during April.

Why?

- To provide the community with an engagement opportunity. To gauge community perception of Council's performance, quality of life, agreement with liveability statements, interaction with Council and community priorities.

How?

- N=734 respondents completed the survey online

When?

- The link was open from 28th March – 30th April

Background



Sample selection

The opt-in online survey link was made available by the Dubbo Regional Council. In total there were 1,336 click attempts to begin the survey, of which 734 participants completed the full survey.

Data analysis

The data within this report was analysed using Q Professional. All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.

Comparisons are also made to the results from a phone survey of 503 randomly selected residents.

Important Note

As this survey data is from a self select sample the results are only reflective of those who have participated, and not generalisable to a broader population.

Ratings questions

The Unipolar Scale of 1 to 5 was used in all rating questions, where 1 was the lowest importance or satisfaction and 5 the highest importance or satisfaction.

This scale allowed us to identify different levels of importance and satisfaction across respondents.

Top 2 (T2) Box: refers to the aggregate percentage (%) score of the top two scores for importance. (i.e. important & very important)

Note: Only respondents who rated services/facilities a 4 or 5 in importance were asked to rate their satisfaction with that service/facility.

Top 3 (T3) Box: refers to the aggregate percentage (%) score of the top three scores for satisfaction or support. (i.e. somewhat satisfied, satisfied & very satisfied)

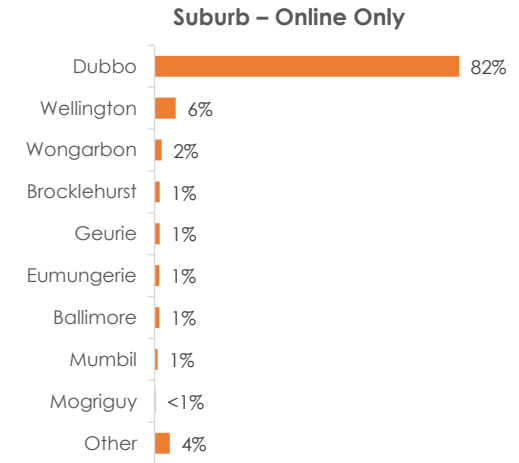
We refer to T3 Box Satisfaction in order to express moderate to high levels of satisfaction in a non-discretionary category. We only report T2 Box Importance in order to provide differentiation and allow us to demonstrate the hierarchy of community priorities.

Sample Profile | Online

	Online (N=734)	Phone (N=503)
Gender		
Male	34%	49%
Female	63%	51%
Prefer to self describe	3%	0%
Age		
18-34 years	13%	31%
35-54 years	46%	31%
55-64 years	21%	15%
65 years and older	20%	23%

	Online (N=734)	Phone (N=503)
Personal identifiers		
Culturally and linguistically diverse	10% ▼	32%
First Nations	9%	16%
Living with a disability	10%	17%
LGBTQ+	4%	4%
None of these	71% ▲	51%
Time lived in the area		
Under a year	1%	0%
1 to 3 years	6%	1%
4 to 6 years	9%	3%
7 to 10 years	7%	9%
Over 10 years	76%	86%

	Online (N=734)	Phone (N=503)
Ratepayer status		
Ratepayer	86%	77%
Non-ratepayer	14%	23%



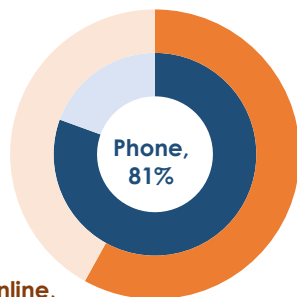
Note: ▲/▼ = difference equal to/greater than 20% between phone and online.

Summary Findings



Summary Findings

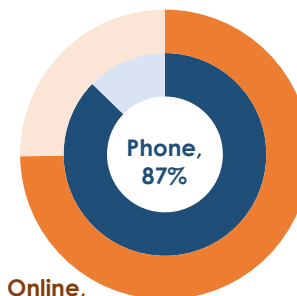
The findings of the online, opt-in Community Insights survey show the results of an engaged community. Throughout this report we make comparisons between the representative phone survey and the opt-in online survey. Despite widespread promotion of the online survey, the opt-in nature of this methodology is less representative of the wider community.



Overall satisfaction

58% of Online respondents are at least somewhat satisfied with the performance of Council over the last 12 months – compared to 81% of Phone respondents

Online,
58%



Quality of life

75% of Online respondents rated their quality of life living in the Dubbo Regional LGA as 'good' to 'excellent' – compared to 87% of Phone respondents

Online,
75%

What Council services/facilities are important to Online Respondents?




- 89%** Airports (Dubbo Regional & Bodangora)
- 87%** Sewage service
- 87%** Water supply
- 87%** Household waste collection
- 86%** Parks and open spaces for recreational activities

What Council Services/Facilities are Online Respondents less satisfied with?

- 33%** Maintenance of unsealed roads
- 35%** A range of affordable housing
- 37%** Maintenance of sealed roads
- 42%** Aquatic Centres (Dubbo, Wellington, Geurie)
- 44%** Financial management (Rates, budgets)


Satisfaction Scorecard | Online


21 of the 59 services and facilities received a satisfaction score of 80% or more and 20 fell below 60% (housing, sealed roads and unsealed roads) (continued overleaf).


- 
Good performance
 (T3B sat score ≥80%)
- 
Monitor
 (T3B sat score 60%-79%)
- 
Needs improvement
 (T3B sat score <60%)

Leadership	Housing	Liveability
Decisions by elected body are made in the interest of the community	Sewage service	Events are supported within the community
The elected body are visible and involved within the community	Water supply	Library services & programs
Civic events and recognition of community (Citizenship ceremonies, Anzac Ceremonies, Australia Day, Dubbo Day)	Household recycling	Parks and open spaces for recreational activities
Engagement with the community	Household waste collection	Playgrounds & public spaces
Financial management (Rates, budgets)	Water conservation initiatives	Community halls & hire
Being a well-run and managed Council	A range of affordable housing	Arts & Cultural services & programs
Managing commercial business to benefit the community		Urban tree preservation planning and planting
Provision of information		Urban tree maintenance & management
Plans and responds in natural events and disasters		Reserves including rivers and rural
	Economy	Sporting grounds
	Promotion of region as a Tourism destination	Interment & cemetery services
	Support local business development	Services for Aboriginal & Torres Strait Islander, Seniors, Youth and Disabled are supported
	Support investment in developing skills and trade for future growth industries	

Satisfaction Scorecard (Continued) | Online

 **Good performance**
(T3B sat score ≥80%)

 **Monitor**
(T3B sat score 60%-79%)

 **Needs improvement**
(T3B sat score <60%)

Environment & Sustainability
Waste & recycling initiatives
Environmental education & awareness
Environmental protection & enforcement (ranger services, illegal dumping, companion animals)
Development approvals
Managing commercial & industrial development
Managing residential development
Health inspections & enforcement
Infrastructure
Street lighting
Traffic management
CBD parking
Access to public transport
Maintenance & provision of footpaths
Maintenance of sealed roads
Maintenance of unsealed roads

Council Facilities & Maintenance
Western Plains Cultural Centre
Dubbo Regional Theatre & Convention Centre
Aquatic Centres (Dubbo, Wellington, Geurie)
Macquarie Regional Libraries (Dubbo and Wellington)
Old Dubbo Gaol
Wellington Caves
Dubbo Visitor Information Centres (Dubbo and Wellington)
Dubbo Regional Livestock Markets
Airports (Dubbo Regional & Bodangora)
Waste & Recycling Facilities (Dubbo, Wellington & villages)
Cemeteries (Dubbo, Wellington & Villages)
Showgrounds (Dubbo and Wellington)
Animal Shelter
Public Amenities
Sports Complex's and facilities (Dubbo, Wellington & Villages)



Section One

Living in the Dubbo LGA

This section explores residents' quality of life, what residents love about the LGA, what they want to see prioritised and agreement with community wellbeing/Council planning and engagement measures.

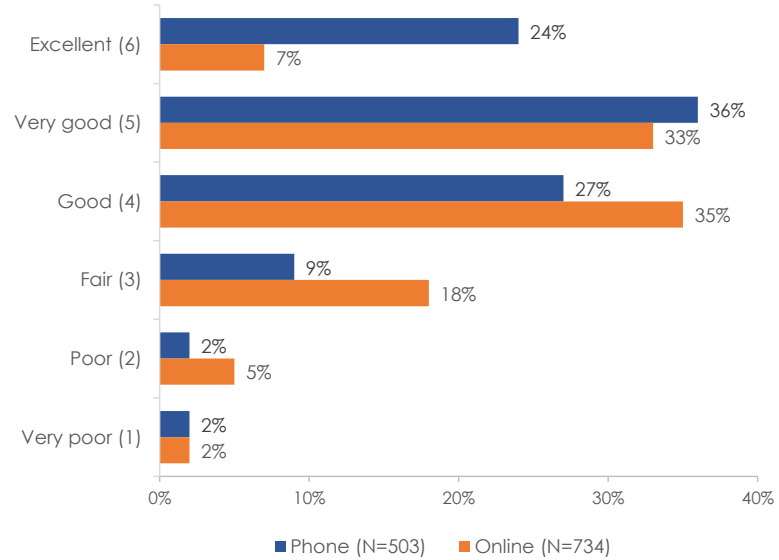


Quality of Life

Q1d. Overall, how would you rate the quality of life you have living in Dubbo Regional Council area?

Online respondents (i.e. those who opted-in to complete the survey) were less positive about their quality of life, with 75% rating their quality of life as 'good' to 'excellent' – a much lower rating compared to the Phone sample (87%).

	Phone	Online
Top 3 Box %	87%	75%
Mean rating	4.65	4.13
Base	503	734



	Overall	Gender		Age				Ratepayer status		Time lived in area		Suburb		
		Male	Female	18-34	35-54	55-64	65+	Ratepayer	Non-ratepayer	10 years or less	Over 10 years	Dubbo	Wellington	Other
Top 3 Box %	75%	74%	76%	65%	70%	82%	85%	77%	63%	76%	74%	76%	67%	72%
Mean rating	4.13	4.13	4.15	3.91	3.97	4.36	4.40	4.21	3.68	4.10	4.14	4.16	3.90	4.04
Base	734	251	461	97	334	154	149	630	104	176	558	602	42	90

Top 3 Box = 'good' to 'excellent' (scores 4-6)
 Note: Mean rating is on a 6 point scale

Scale: 1 = very poor, 6 = excellent
 A significantly higher/lower rating (by group)

Most Valued Aspects of Living in the Dubbo LGA

Q1a. What do you value most about living in the Dubbo Regional Council local government area?

The online responses have been grouped in several themes, with the most frequently mentioned shown below:

Online Participant Responses

"It's a city, but still small enough to be a peaceful lifestyle"

"I grew up here and have lots of familiar faces around town"

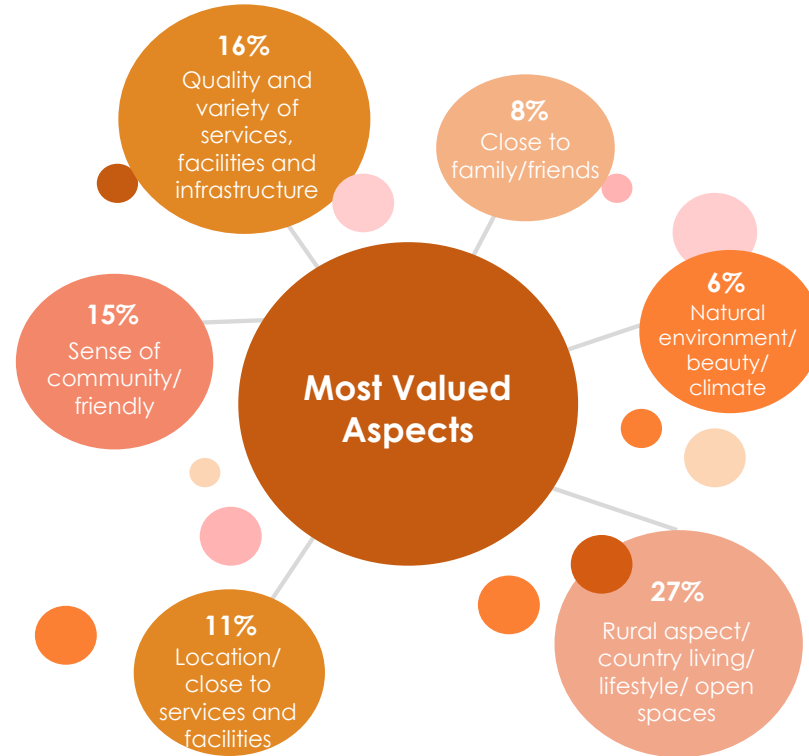
"Community focused, multicultural population, invested in cultural activities, generally safe & friendly"

"Great variety of shops and good private school options"

"Being a regional centre that has most of the essential services and amenities without being in a large metropolitan city"

"Convenience of city living, without the chaos of the city"

Base: N = 734

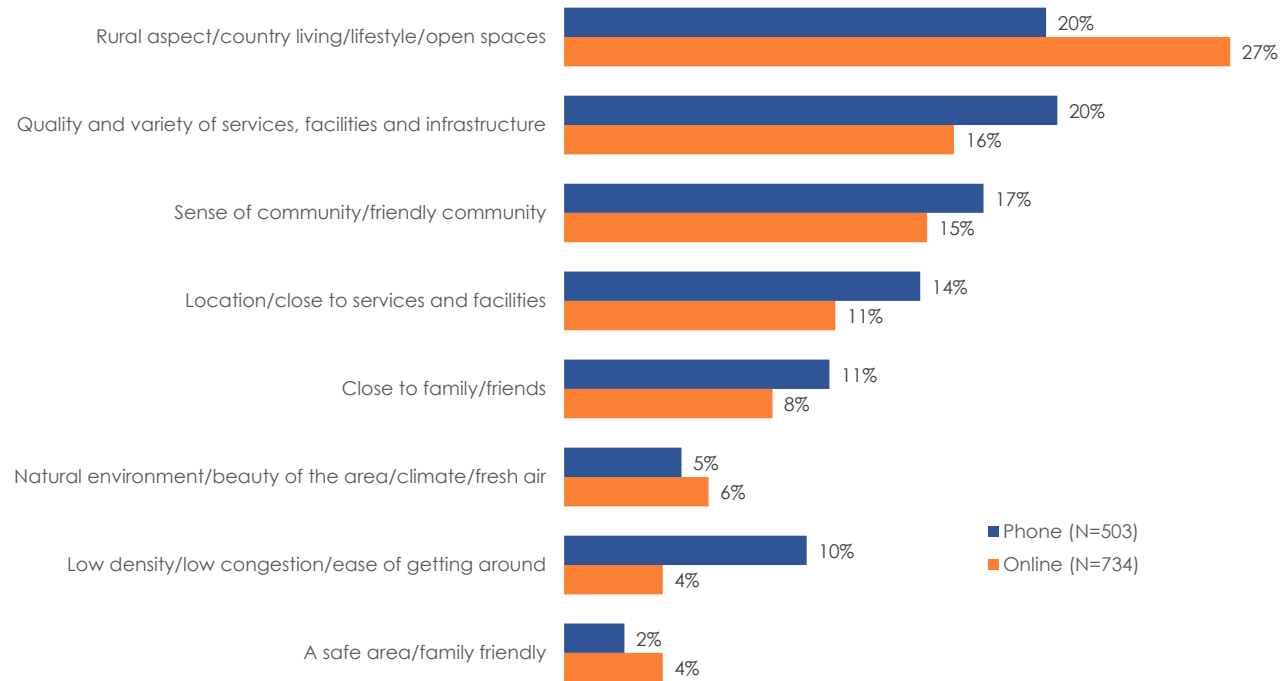


Please see Appendix 1 for complete list 12

Most Valued Aspects of Living in the Dubbo LGA

Q1a. What do you value most about living in the Dubbo Regional Council local government area?

Whilst citing fewer mentions, the key aspects valued by online respondents remained in line with the results of the phone survey. Online respondents were more likely to have mentioned the 'rural aspect/country living/lifestyle/open spaces'.



Please see Appendix 1 for complete list 13

Priority Areas for the Next 10 Years

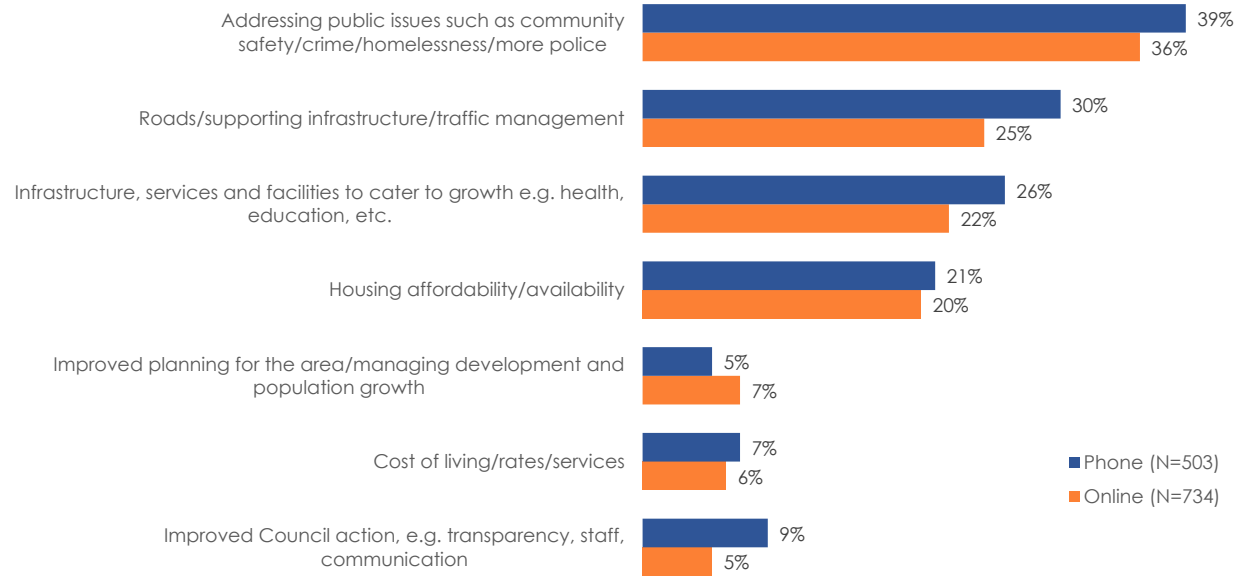
Q1b. Thinking of the next 10 years, what do you believe will be the highest priority issues within the Dubbo Regional Council local government area?



In an unprompted, open-ended question, 36% of online respondents believe 'addressing public issues such as community safety/crime/homelessness and policing' as the highest priority issue facing the DRC LGA.

The top 4 priority areas for online respondents remain consistent with the phone results.

The responses have been grouped into several priority/focus areas, with the most frequently mentioned shown below:



Please see Appendix 1 for complete list 14

Priority Areas for the Next 10 Years

Q1b. Thinking of the next 10 years, what do you believe will be the highest priority issues within the Dubbo Regional Council local government area?

In response to an unprompted, open-ended question, the following themes emerged as the most prominent.

Participant Comments



Note: The comments provided by participants above offer valuable insights into the community's perspective. Council can play varying roles of influence and impact across the identified issues.

Base: N = 734

15

Changes respondents would make to the LGA

Q1c. What would you change about living in Dubbo Regional Council local government area?

When asked what changes respondents would make to the LGA, key suggestions centred on reducing crime in the LGA/improving safety (26%), followed by improved Council management, including greater transparency, financial management and staff (20%).

Online Participant Responses

"The City needs a good clean up, crime is out of control and undesirable people roam the main business area harassing people"

"Access to range affordable housing. Youth services to reduce antisocial behaviour. Greater sense of community spirit. More collaborative problem solving from the ground up. More fun"

'Affordable housing for all, encourage more recreational facilities and services, encourage more doctor's and specialists'

"To improve living in the Dubbo Regional Council area, I might consider enhancing public transportation options, increasing access to healthcare services, promoting sustainable practices, and supporting local businesses to foster economic growth and job opportunities"

"Ensure the CBD area was free of unsavoury characters asking for money, swearing, riding bikes on footpaths etc"

"Council focusing on community improvement"

Base: N = 734

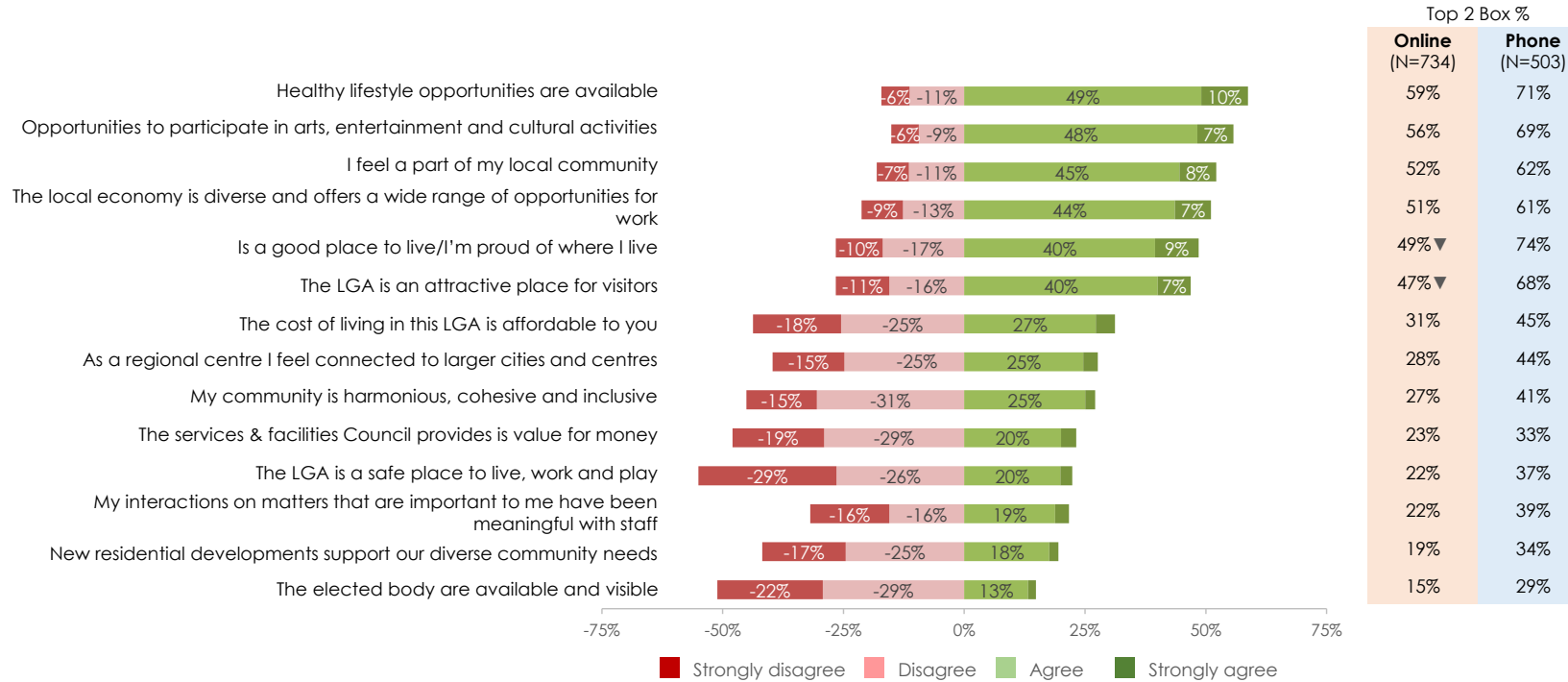
	Online (N=734)
Reduce crime in the LGA/Improve safety	26%
Council management (transparency, finances, and staff)	20%
Roads/supporting infrastructure/traffic management	13%
Build/maintain infrastructure (halls, retail, restaurants, schools)	7%
More/maintain parks, playgrounds, open spaces, sporting fields	6%
Affordability/accessibility of housing	5%
Access to health services	5%
Cost of living	4%
Support/activities/facilities for youth, LGBTQI+, Indigenous, those with disability	4%
More events/activities	4%
Improving community facilities/services e.g. waste, public toilets, recreation, etc.	4%
Footpaths/pathways	3%
Public transport options e.g. fast train, affordable, active transports, direct fights, etc.	3%
Maintenance of the area	3%
Wellington and Dubbo should be separate/de-amalgamate	2%
Improved water quality/service	2%
Address/decrease homelessness	2%
Managing growth and development	2%
Other	7%
Nothing/Don't know	6%

16

Agreement Measures: Community Wellbeing

Q4. In this section I will read out a number of statements. For each of these could you please indicate your level of agreement with each statement?

Online respondents had lower levels of agreement across all community wellbeing measures, lowest for 'the elected body are available and visible' (Online, 15% agree compared to 29% via Phone).



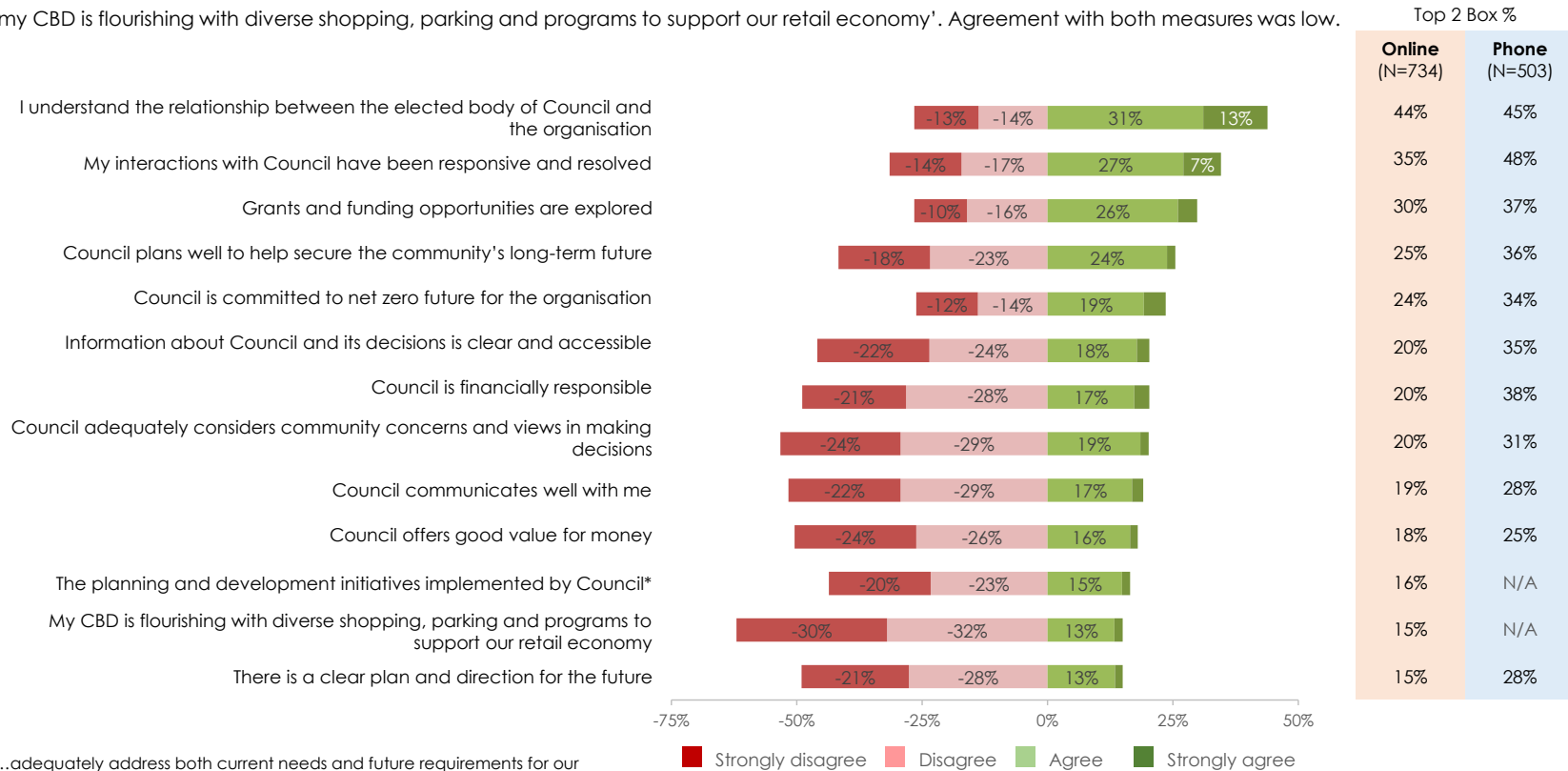
Please see Appendix 1 for results by demographics

Note: ▲/▼ = difference equal to/greater than 20% between phone and online.

Agreement Measures: Council Planning and Engagement

Q4. In this section I will read out a number of statements. For each of these could you please indicate your level of agreement with each statement?

Online respondents had lower agreement for all planning and engagement measures. The Online survey also tested agreement with 2 additional statements, 'the planning and development initiatives implemented by Council adequately address both current needs and future requirements for our environment and landscape' and 'my CBD is flourishing with diverse shopping, parking and programs to support our retail economy'. Agreement with both measures was low.



*...adequately address both current needs and future requirements for our environment and landscape

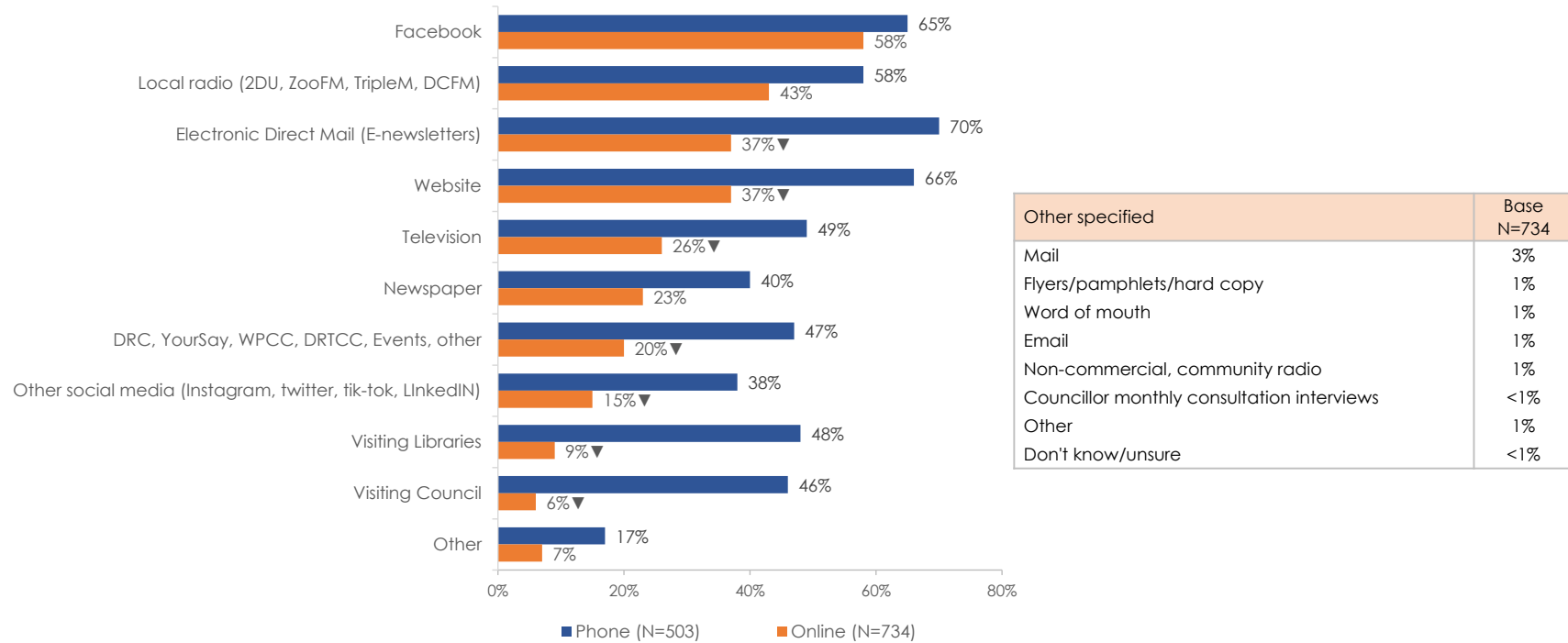
Please see Appendix 1 for results by demographics 18

Preference to Receive Information

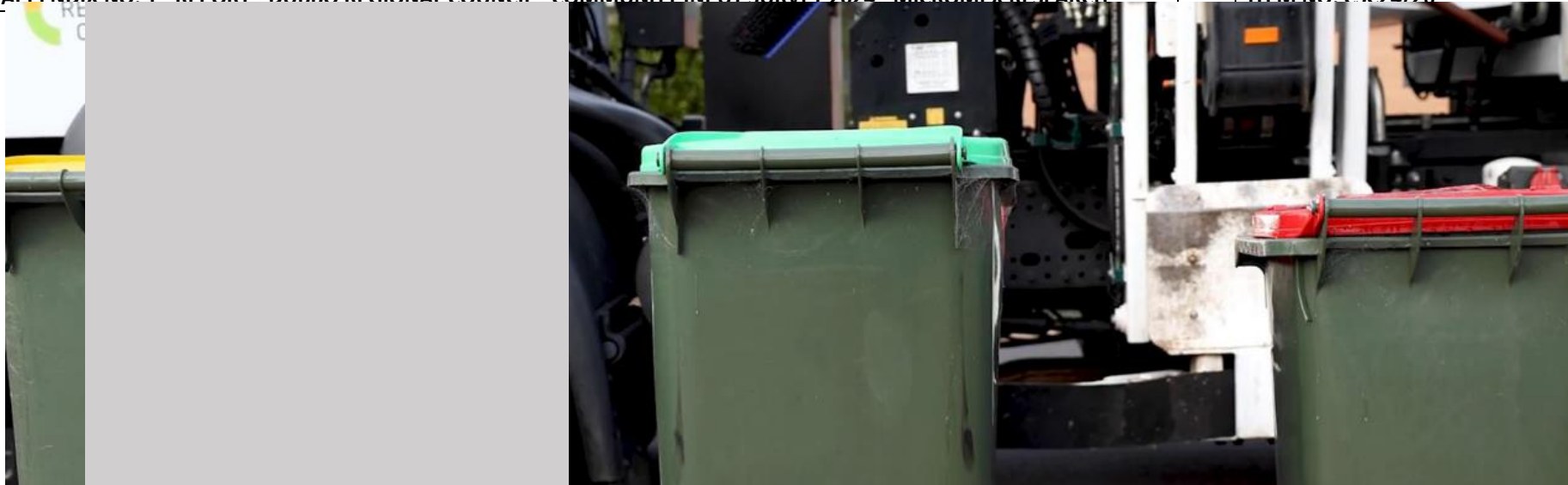
D5. How do you prefer to receive your information?

Online respondents prefer to receive information via Facebook.

Compared to the phone results, online respondents expressed a lower preference for receiving all prompted mediums.



Note:▲/▼ = difference equal to/greater than 20% between phone and online
 See Appendix 1 for all demographics and 'other' specified



Summary of Service Delivery

This section looks at satisfaction with Council's overall performance and summarises the importance and satisfaction ratings for the 59 services and facilities. In this section we explore trends to past research and comparative norms.

Section Two



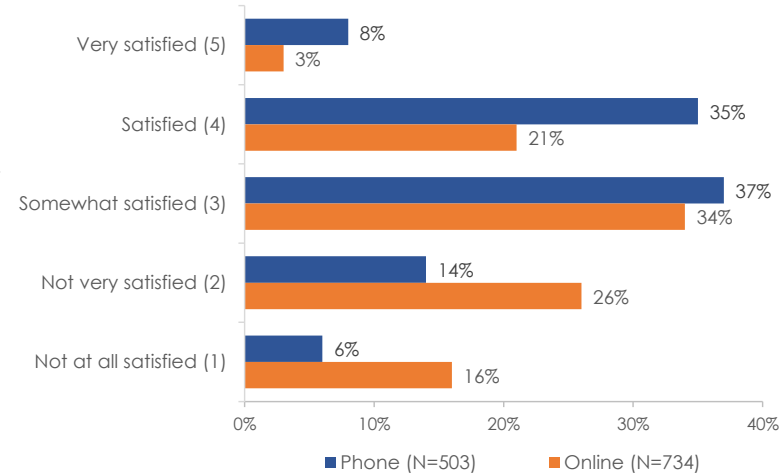
Overall Satisfaction with the Performance of Council

Q3. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

Online respondents were, again, generally less positive in their responses compared to the Phone sample. 58% of Online respondents were at least somewhat satisfied with the performance of Council over the last 12 months compared to 81% of Phone respondents.

Of the online respondents, ratepayers and those aged over 65 expressed higher levels of satisfaction with the performance of Council.

	Phone	Online
Top 3 Box %	81%	58%▼
Mean rating	3.26	2.69▼
Base	503	734



	Overall	Gender		Age				Ratepayer status		Time lived in area		Suburb		
		Male	Female	18-34	35-54	55-64	65+	Ratepayer	Non-ratepayer	10 years or less	Over 10 years	Dubbo	Wellington	Other
Top 3 Box %	58%	54%	61%	53%	54%	60%	68%	60%	49%	63%	56%	59%	52%	53%
Mean rating	2.69	2.60	2.76	2.58	2.62	2.64	2.97	2.73	2.46	2.81	2.65	2.73	2.45	2.54
Base	734	251	461	97	334	154	149	630	104	176	558	602	42	90

Note:▲/▼ = difference equal to/greater than 20% between phone and online.

Scale: 1 = not at all satisfied, 5 = very satisfied

A significantly higher/lower level of satisfaction (by group) 21

Importance – Highest/Lowest Rated Services/Facilities

'Airports (Dubbo Regional & Bodangora)' is considered higher in importance by Online respondents compared to 'maintenance of sealed roads; by Phone respondents.

The following services/facilities received the highest T2 box importance ratings:

Phone

Higher importance	T2 Box	Mean
Maintenance of sealed roads	93%	4.66
Household waste collection	93%	4.60
Parks and open spaces for recreational activities	93%	4.56
Airports	92%	4.66
Waste & Recycling Facilities	90%	4.59
Public Amenities	90%	4.57

Online

Higher importance	T2 Box	Mean
Airports (Dubbo Regional & Bodangora)	89%	4.57
Sewage service	87%	4.53
Water supply	87%	4.55
Household waste collection	87%	4.50
Parks and open spaces for recreational activities	86%	4.44

The following services/facilities received the lowest T2 box importance ratings:

Phone

Lower importance	T2 Box	Mean
Community halls & hire	55%	3.68
Arts & Cultural services & programs	60%	3.77
Western Plains Cultural Centre	63%	3.79
Civic events and recognition of community	64%	3.81
Old Dubbo Gaol	67%	3.87

Online

Lower importance	T2 Box	Mean
Arts & Cultural services & programs	61%	3.80
Environmental education & awareness	61%	3.79
Community halls & hire	62%	3.81
Services for Aboriginal & Torres Strait Islander, Seniors, Youth and Disabled are supported	64%	3.89
The elected body are visible and involved within the community	65%	3.85

T2B = important/very important
Scale: 1 = not at all important, 5 = very important

Satisfaction – Highest/Lowest Rated Services/Facilities

Similar to phone results, online respondents are most satisfied 'Old Dubbo Gaol' and least satisfied with 'Maintenance of unsealed roads'.

The following services/facilities received the highest T3 box satisfaction ratings:

Phone

Higher satisfaction	T2 Box	Mean
Old Dubbo Gaol	97%	4.29
Macquarie Regional Libraries	97%	4.22
Dubbo Regional Theatre & Convention Centre	96%	4.27
Wellington Caves	96%	4.25
Library services & programs	96%	4.21
Dubbo Visitor Information Centres	96%	4.16

Online

Higher satisfaction	T3 Box	Mean
Old Dubbo Gaol	97%	4.25
Dubbo Regional Theatre & Convention Centre	95%	4.19
Library services & programs	94%	4.07
Macquarie Regional Libraries	94%	4.14
Dubbo Visitor Information Centres	94%	4.11

The following services/facilities received the lowest T3 box satisfaction ratings:

Phone

Lower satisfaction	T2 Box	Mean
Maintenance of sealed roads	48%	2.53
Maintenance of unsealed roads	49%	2.48
A range of affordable housing	54%	2.60
Aquatic Centres	63%	3.05
Financial management (rates, budgets)	64%	2.91

Online

Lower satisfaction	T3 Box	Mean
Maintenance of unsealed roads	33%	2.07
A range of affordable housing	35%	2.16
Maintenance of sealed roads	37%	2.17
Aquatic Centres (Dubbo, Wellington, Geurie)	42%	2.37
Financial management (Rates, budgets)	44%	2.38

T3B = somewhat satisfied/satisfied/very satisfied
Scale: 1 = not at all satisfied, 5 = very satisfied

Importance & Satisfaction – 2024 Results Phone vs Online (T2B%/T3B%)

Service/Facility	Importance (T2B)		Satisfaction (T3B)		Service/Facility	Importance (T2B)		Satisfaction (T3B)	
	Phone	Online	Phone	Online		Phone	Online	Phone	Online
Decisions by the elected body are made in the interest of the community	69%	74%	75%	52%▼	Development approvals	75%	75%	69%	55%
The elected body are visible and involved within the community	68%	65%	71%	53%	Managing commercial & industrial development	75%	73%	76%	60%
Civic events and recognition of community	64%	71%	85%	86%	Managing residential development	83%	79%	75%	50%▼
Engagement with the community	75%	72%	76%	54%▼	Health inspections & enforcement	75%	76%	81%	64%
Financial management (Rates, budgets)	81%	77%	64%	44%	Street lighting	80%	78%	80%	79%
Being a well-run and managed Council	87%	78%	70%	49%▼	Traffic management	85%	82%	78%	67%
Managing commercial business to benefit the community	75%	68%	71%	48%	CBD parking	80%	75%	70%	58%
Provision of information	81%	74%	75%	57%	Access to public transport	72%	67%	81%	74%
Plans and responds in natural events and disasters	87%	78%	85%	73%	Maintenance & provision of footpaths	80%	74%	69%	57%
Sewage service	83%	87%	91%	89%	Maintenance of sealed roads	93%	85%	48%	37%
Water supply	88%	87%	81%	70%	Maintenance of unsealed roads	81%	76%	49%	33%
Household recycling	79%	80%	92%	84%	Promotion of region as a Tourism destination	79%	71%	88%	78%
Household waste collection	93%	87%	88%	85%	Support local business development	88%	78%	82%	63%
Water conservation initiatives	81%	74%	84%	72%	Support investment in developing skills and trade for future growth industries	84%	75%	76%	58%
A range of affordable housing	80%	72%	54%	35%	Western Plains Cultural Centre	63%	68%	95%	92%
Events are supported within the community	81%	71%	88%	72%	Dubbo Regional Theatre & Convention Centre	69%	70%	96%	95%
Library services & programs	69%	74%	96%	94%	Aquatic Centres (Dubbo, Wellington, Geurie)	81%	80%	63%	42%
Parks and open spaces for recreational activities	93%	86%	89%	83%	Macquarie Regional Libraries (Dubbo and Wellington)	76%	78%	97%	94%
Playgrounds & public spaces	88%	85%	89%	84%	Old Dubbo Gaol	67%	68%	97%	97%
Community halls & hire	55%	62%	82%	67%	Wellington Caves	75%	71%	96%	92%
Arts & Cultural services & programs	60%	61%	87%	81%	Dubbo Visitor Information Centres (Dubbo and Wellington)	74%	75%	96%	94%
Urban tree preservation, planning, and planting	74%	70%	79%	59%	Dubbo Regional Livestock Markets	77%	77%	95%	75%
Urban tree maintenance and management	77%	71%	77%	58%	Airports (Dubbo Regional & Bodangora)	92%	89%	94%	89%
Reserves including rivers and rural	86%	74%	77%	66%	Waste & Recycling Facilities (Dubbo, Wellington & villages)	90%	86%	88%	81%
Sporting grounds	84%	73%	95%	88%	Cemeteries (Dubbo, Wellington & Villages)	83%	77%	91%	80%
Interment & cemetery services	82%	71%	91%	81%	Showgrounds (Dubbo and Wellington)	83%	76%	92%	84%
Services for Aboriginal & Torres Strait Islander, Seniors, Youth and Disabled are supported	75%	64%	85%	70%	Animal Shelter	79%	73%	86%	71%
Waste & recycling initiatives	82%	77%	87%	79%	Public Amenities	90%	84%	68%	55%
Environmental education & awareness	73%	61%	84%	64%▼	Sports Complex's and facilities (Dubbo, Wellington & Villages)	83%	76%	91%	82%
Environmental protection & enforcement	76%	75%	81%	58%					

T2B = important/very important, T3B somewhat/satisfied/very satisfied

Note: ▲/▼ = difference equal to/greater than 20% between phone and online. 24

Importance & Satisfaction – 2024 Results Phone vs Online (Mean Rating)

Service/Facility	Importance		Satisfaction		Service/Facility	Importance		Satisfaction	
	Phone	Online	Phone	Online		Phone	Online	Phone	Online
Decisions by the elected body are made in the interest of the community	3.99	4.16▲	3.19	2.47▼	Development approvals	4.16	4.12	2.98	2.61▼
The elected body are visible and involved within the community	3.87	3.85	3.14	2.64▼	Managing commercial & industrial development	4.12	4.07	3.19	2.72▼
Civic events and recognition of community	3.81	4.07▲	3.62	3.69	Managing residential development	4.34	4.25	3.16	2.53▼
Engagement with the community	4.10	4.09	3.15	2.59▼	Health inspections & enforcement	4.23	4.19	3.33	2.87▼
Financial management (Rates, budgets)	4.34	4.24	2.91	2.38▼	Street lighting	4.30	4.25	3.54	3.32▼
Being a well-run and managed Council	4.51	4.26▼	3.02	2.46▼	Traffic management	4.45	4.33	3.35	2.96▼
Managing commercial business to benefit the community	4.06	3.92	3.11	2.45▼	CBD parking	4.25	4.16	3.14	2.73▼
Provision of information	4.27	4.08	3.14	2.67▼	Access to public transport	3.99	3.99	3.50	3.28▼
Plans and responds in natural events and disasters	4.48	4.26▼	3.58	3.21▼	Maintenance & provision of footpaths	4.23	4.13	3.05	2.68▼
Sewage service	4.35	4.53▼	3.99	3.83	Maintenance of sealed roads	4.66	4.40▼	2.53	2.17▼
Water supply	4.58	4.55	3.59	3.16▼	Maintenance of unsealed roads	4.28	4.13▼	2.48	2.07▼
Household recycling	4.25	4.30	4.01	3.69▼	Promotion of region as a Tourism destination	4.18	4.06	3.65	3.37▼
Household waste collection	4.60	4.50	3.95	3.78▼	Support local business development	4.47	4.19▼	3.32	2.85▼
Water conservation initiatives	4.30	4.13▼	3.51	3.09▼	Support investment in developing skills and trade for future growth industries	4.41	4.17▼	3.18	2.74▼
A range of affordable housing	4.31	4.06▼	2.60	2.16▼	Western Plains Cultural Centre	3.79	4.01▲	4.11	4.07
Events are supported within the community	4.25	4.02▼	3.57	3.15▼	Dubbo Regional Theatre & Convention Centre	3.93	4.06	4.27	4.19
Library services & programs	3.99	4.17▲	4.21	4.07	Aquatic Centres (Dubbo, Wellington, Geurie)	4.31	4.26	3.05	2.37▼
Parks and open spaces for recreational activities	4.56	4.44	3.89	3.62▼	Macquarie Regional Libraries (Dubbo and Wellington)	4.16	4.24	4.22	4.14
Playgrounds & public spaces	4.45	4.39	3.83	3.58▼	Old Dubbo Gaol	3.87	3.99	4.29	4.25
Community halls & hire	3.68	3.81	3.44	3.02▼	Wellington Caves	4.13	4.06	4.25	3.99
Arts & Cultural services & programs	3.77	3.80	3.83	3.51▼	Dubbo Visitor Information Centres (Dubbo and Wellington)	4.10	4.14	4.16	4.11
Urban tree preservation, planning, and planting	4.08	4.02	3.40	2.78▼	Dubbo Regional Livestock Markets	4.16	4.23	3.98	3.39▼
Urban tree maintenance and management	4.13	4.02	3.25	2.72▼	Airports (Dubbo Regional & Bodangora)	4.66	4.57	4.05	3.86▼
Reserves including rivers and rural	4.42	4.14▼	3.28	2.93▼	Waste & Recycling Facilities (Dubbo, Wellington & villages)	4.59	4.45	3.68	3.50▼
Sporting grounds	4.42	4.12▼	4.03	3.83▼	Cemeteries (Dubbo, Wellington & Villages)	4.41	4.25▼	3.87	3.48▼
Interment & cemetery services	4.31	4.07▼	3.89	3.48▼	Showgrounds (Dubbo and Wellington)	4.42	4.18▼	3.87	3.54▼
Services for Aboriginal & Torres Strait Islander, Seniors, Youth and Disabled are supported	4.14	3.89▼	3.43	3.16▼	Animal Shelter	4.23	4.10	3.55	3.10▼
Waste & recycling initiatives	4.29	4.20	3.69	3.34▼	Public Amenities	4.57	4.41	2.99	2.64▼
Environmental education & awareness	4.01	3.79▼	3.36	2.90▼	Sports Complex's and facilities (Dubbo, Wellington & Villages)	4.36	4.22	3.77	3.49▼
Environmental protection & enforcement	4.11	4.11	3.31	2.78▼					

Scale: 1 = not at all important/not at all satisfied, 5 = very important/very satisfied

Note:▲/▼ = difference equal to/greater than 0.15 between phone and online. 25



Section Three

Financial Sustainability

This section explores levels of support for potential changes to rate payments/user charges after the recent financial review.



Supporting Changes to Rate Payments

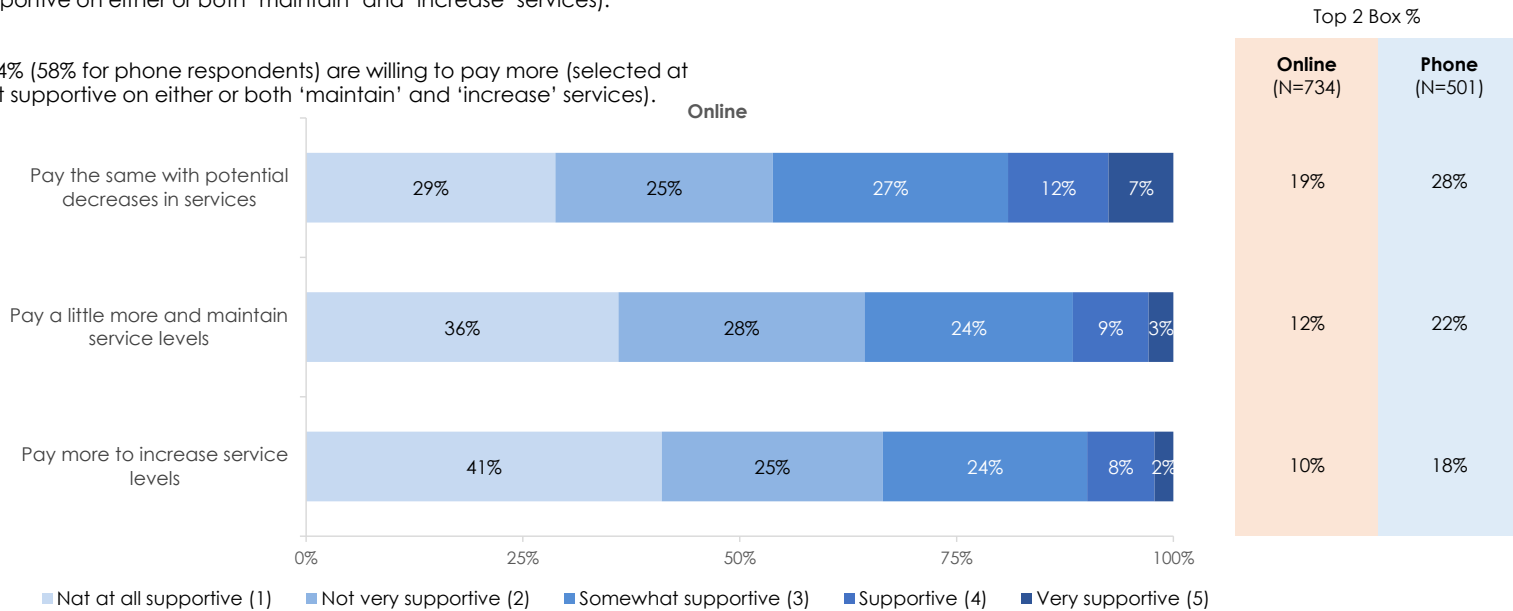
- Q5a. How supportive would you be to potentially pay the same rates, or user charges, with potential decreases in some service areas?
- Q5b. How supportive would you be to potentially pay a little more to ensure current levels of service are maintained?
- Q5c. How supportive would you be to potentially pay more through rates, or user charges, to increase levels of service (i.e. to accommodate new facilities, enhance service levels, introduce more programs or activities)?

'Council completed a financial sustainability review last year that identified Council does not have the financial capacity to meet required road and building renewals and maintain current levels of service to the community'

10% of online respondents are supportive/very supportive of paying more to increase service levels compared to 18% of Phone respondents.

Online respondents showed lower levels of support for all potential rate payment changes. A net total of 44% (58% for phone respondents) are willing to pay more (selected at least somewhat supportive on either or both 'maintain' and 'increase' services).

A net total of 44% (58% for phone respondents) are willing to pay more (selected at least somewhat supportive on either or both 'maintain' and 'increase' services).



Supporting Changes to Rate Payments

Q5a. How supportive would you be to potentially pay the same rates, or user charges, with potential decreases in some service areas?
 Q5b. How supportive would you be to potentially pay a little more to ensure current levels of service are maintained?
 Q5c. How supportive would you be to potentially pay more through rates, or user charges, to increase levels of service (i.e. to accommodate new facilities, enhance service levels, introduce more programs or activities)?

Top 2 Box % = supportive/very supportive
 Bottom 2 Box % = not at all supportive/not very supportive
 Scale: 1 = not at all supportive, 5 = very supportive
 A significantly higher/lower level of support (by group)

Pay the same with potential decreases in services	Overall	Gender		Age				Ratepayer status		Time lived in area		Suburb		
		Male	Female	18-34	35-54	55-64	65+	Ratepayer	Non-ratepayer	10 years or less	Over 10 years	Dubbo	Wellington	Other
Top 2 Box %	19%	27%	15%	18%	18%	21%	21%	20%	15%	21%	18%	19%	17%	21%
Bottom 2 Box %	54%	47%	57%	57%	57%	50%	50%	54%	53%	57%	53%	54%	60%	52%
Mean rating	2.44	2.69	2.32	2.29	2.37	2.56	2.58	2.44	2.41	2.39	2.46	2.44	2.33	2.47
Base	734	251	461	97	334	154	149	630	104	176	558	602	42	90

Pay a little more and maintain services	Overall	Gender		Age				Ratepayer status		Time lived in area		Suburb		
		Male	Female	18-34	35-54	55-64	65+	Ratepayer	Non-ratepayer	10 years or less	Over 10 years	Dubbo	Wellington	Other
Top 2 Box %	12%	13%	12%	16%	13%	8%	10%	12%	11%	16%	10%	13%	5%	8%
Bottom 2 Box %	64%	63%	64%	65%	66%	66%	58%	64%	67%	60%	66%	62%	76%	77%
Mean rating	2.14	2.17	2.15	2.16	2.09	2.13	2.26	2.15	2.11	2.27	2.10	2.20	1.79	1.92
Base	733	251	460	96	334	154	149	630	103	176	557	601	42	90

Pay more to increase services	Overall	Gender		Age				Ratepayer status		Time lived in area		Suburb		
		Male	Female	18-34	35-54	55-64	65+	Ratepayer	Non-ratepayer	10 years or less	Over 10 years	Dubbo	Wellington	Other
Top 2 Box %	10%	10%	10%	11%	11%	8%	7%	10%	10%	15%	8%	10%	5%	10%
Bottom 2 Box %	66%	70%	64%	58%	69%	67%	65%	67%	62%	61%	68%	65%	67%	78%
Mean rating	2.05	1.98	2.11	2.14	1.99	2.03	2.13	2.04	2.09	2.19	2.00	2.09	1.90	1.81
Base	734	251	461	97	334	154	149	630	104	176	558	602	42	90

Service Areas to be Reduced

Q5d. Thinking overall, can you identify any specific areas of services that should be reduced?

For online respondents Council spending, including wages and staffing was a specific area of service that should be reduced. Comparatively, only 10% of phone respondents identified Council spending as an issue.

Example of participant comments

"Arts and culture are not a priority in the current economic climate."

"Wasting money on things Dubbo doesn't need and more on Wellington does need"

"Councillor spending to be monitored and scrutinised as hard as lower down employees, for transparency and equity"

"Rate charges should be reduced due to the lack of council maintenance and unaffordable for most"

"The sports fields are endless and use a lot of irrigation and maintenance for a small proportion of the community"

"DRC management staff - reduce the cost of staff and consider outsourcing the work"

Services to be reduced	Online (N=734)	Phone (N=503)
Council spending/wages/staffing/efficiency	21%	10%
Sports, parks and recreation	5%	3%
Arts and cultural services/local activities/events	4%	6%
Environmental initiatives	3%	2%
Rates/charges/hiring fees	3%	3%
Research/advancements e.g. studies, 3D printing, etc.	2%	1%
Waste and recycling services	2%	3%
Welfare services/support for minority groups e.g. ATSI, LGBTQI+	1%	2%
Tourism/marketing and promotion/business support/grants	1%	1%
Roadworks	1%	2%
Unspecified/duplicated services	1%	1%
Sell off assets e.g. commercial blocks, livestock markets	1%	<1%
Beautification and maintenance	1%	2%
Developments	1%	1%
Water and sewerage	0%	1%
Other	5%	4%
No services should be reduced/service to be increased	4%	3%
Don't know/nothing/no response	45%	64%



Additional Analyses

Appendix 1



Most Valued Aspects

Q1a. What do you value most about living in the Dubbo Regional Council local government area?

	Online (N=734)	Phone (N=503)
Rural aspect/country living/lifestyle/open spaces	27%	20%
Quality and variety of services, facilities and infrastructure	16%	20%
Sense of community/friendly community	15%	17%
Location/close to services and facilities	11%	14%
Close to family/friends	8%	11%
Natural environment/beauty of the area/climate/fresh air	6%	5%
Low density/low congestion/ease of getting around	4%	10%
A safe area/family friendly	4%	2%
Lots of events/activities/things to do	4%	6%
Work opportunities/work in the area	4%	6%
Affordability	2%	3%
Born in the area/grew up here	2%	6%
Well maintained area/good roads	2%	2%
Great place to live/feels like home	1%	5%
Quiet/peaceful	1%	7%
Centre of growth	1%	2%
Happy with Council e.g. responsive, efficient, approachable	1%	2%
Good transport services	<1%	1%
Other	1%	5%
Don't know/nothing	9%	10%

Priority Areas for the Next 10 Years

Q1b. Thinking of the next 10 years, what do you believe will be the highest priority issues within the Dubbo Regional Council local government area?

	Online (N=734)	Phone (N=503)
Addressing public issues such as community safety/crime/homelessness/more police	36%	39%
Roads/supporting infrastructure/traffic management	25%	30%
Infrastructure, services and facilities to cater to growth e.g. health, education, etc.	22%	26%
Housing affordability/availability	20%	21%
Improved Council action e.g. transparency, staff, communication	7%	9%
Cost of living/rates/services	6%	7%
Improved planning for the area/managing development and population growth	5%	5%
Supply of resources/quality e.g. water, electricity	4%	5%
Environmental management/more trees/climate change	3%	3%
Managing youth e.g. antisocial behaviour, need activities, etc.	2%	3%
Equitable distribution of resources/services across LGA	2%	2%
Area maintenance e.g. cleanliness, trees, streets	2%	4%
Supporting/attracting business	1%	2%
Employment opportunities/job security	1%	6%
More family friendly activities/events in area	1%	2%
Encourage tourism	1%	2%
Attracting people to the area/retaining people	1%	1%
Footpaths/accessibility/safety for pedestrians	1%	1%
Parking availability	1%	1%
Provision of public transport	1%	3%
More recreational activities/events	1%	N/A
Stormwater and flood management	<1%	1%
Stop renewable energy farm development	<1%	1%
Maintaining country atmosphere/lifestyle	<1%	2%
Other	2%	2%
Don't know/nothing	2%	4%

Agreement Measures: Community Wellbeing

Q4. In this section I will read out a number of statements. For each of these could you please indicate your level of agreement with each statement?

Agreement Top 2 Box – Agree/ Strongly agree %	Overall	Gender		Age				Ratepayer status		Time lived in area		Suburb		
		Male	Female	18-34	35-54	55-64	65+	Ratepayer	Non-ratepayer	10 years or less	Over 10 years	Dubbo	Wellington	Other
I feel a part of my local community	52%	52%	52%	52%	51%	51%	56%	55%	36%	49%	53%	52%	62%	51%
My community is harmonious, cohesive and inclusive	27%	27%	27%	32%	22%	25%	37%	29%	18%	28%	27%	25%	38%	33%
Is a good place to live/I'm proud of where I live	49%	51%	48%	42%	40%	56%	63%	50%	37%	42%	51%	47%	57%	58%
Opportunities to participate in arts, entertainment and cultural activities	56%	50%	59%	49%	55%	53%	64%	57%	47%	55%	56%	58%	50%	44%
Healthy lifestyle opportunities are available	59%	61%	57%	56%	56%	60%	66%	61%	43%	55%	60%	61%	45%	48%
The local economy is diverse and offers a wide range of opportunities for work	51%	53%	51%	52%	49%	52%	55%	54%	34%	47%	52%	54%	24%	46%
The LGA is an attractive place for visitors	47%	50%	46%	42%	40%	49%	62%	50%	31%	43%	48%	47%	45%	44%
The cost of living in this LGA is affordable to you	31%	33%	31%	22%	26%	38%	42%	34%	15%	31%	31%	32%	43%	23%
The services & facilities Council provides is value for money	23%	20%	25%	18%	23%	21%	30%	25%	14%	28%	22%	25%	14%	14%
The LGA is a safe place to live, work and play	22%	24%	22%	20%	20%	23%	29%	23%	17%	19%	23%	22%	24%	26%
As a regional centre I feel connected to larger cities and centres	28%	29%	28%	27%	28%	24%	31%	30%	15%	23%	29%	29%	17%	26%
The elected body are available and visible	15%	12%	17%	13%	15%	10%	21%	15%	13%	17%	14%	15%	21%	13%
New residential developments support our diverse community needs	19%	17%	21%	18%	19%	18%	24%	21%	13%	20%	19%	20%	19%	17%
My interactions on matters that are important to me have been meaningful with staff	22%	20%	23%	12%	22%	19%	30%	22%	18%	26%	20%	23%	17%	13%

Base: N = 734

A significantly higher/lower percentage (by group) 33

Agreement Measures: Council Planning and Engagement

Q4. In this section I will read out a number of statements. For each of these could you please indicate your level of agreement with each statement?

Agreement Top 2 Box – Agree/ Strongly agree %	Overall	Gender		Age				Ratepayer status		Time lived in area		Suburb		
		Male	Female	18-34	35-54	55-64	65+	Ratepayer	Non-ratepayer	10 years or less	Over 10 years	Dubbo	Wellington	Other
Council adequately considers community concerns and views in making decisions	20%	19%	21%	16%	20%	16%	28%	21%	16%	24%	19%	22%	14%	13%
Council offers good value for money	18%	16%	20%	16%	18%	10%	27%	19%	13%	19%	18%	19%	7%	13%
Council plans well to help secure the community's long-term future	25%	24%	27%	23%	22%	23%	38%	27%	19%	30%	24%	26%	14%	27%
Information about Council and its decisions is clear and accessible	20%	18%	22%	22%	19%	14%	28%	20%	19%	27%	18%	22%	12%	16%
Council communicates well with me	19%	17%	21%	15%	18%	14%	28%	20%	14%	24%	18%	21%	7%	13%
There is a clear plan and direction for the future	15%	15%	16%	14%	13%	13%	22%	16%	11%	17%	14%	15%	12%	18%
Council is financially responsible	20%	20%	21%	19%	16%	19%	32%	22%	13%	21%	20%	20%	24%	19%
Council is committed to net zero future for the organization	24%	25%	23%	21%	22%	22%	30%	24%	19%	23%	24%	23%	24%	28%
My interactions with Council have been responsive and resolved	35%	35%	35%	31%	35%	27%	44%	37%	23%	38%	34%	38%	29%	18%
I understand the relationship between the elected body of Council and the organisation	44%	45%	43%	29%	45%	46%	50%	47%	28%	39%	45%	44%	52%	42%
Grants and funding opportunities are explored	30%	27%	32%	20%	29%	30%	39%	31%	20%	30%	30%	30%	29%	31%
The planning and development initiatives implemented by Council adequately address both current needs and future requirements for our environment and landscape	16%	12%	20%	18%	14%	14%	23%	17%	13%	18%	16%	16%	21%	14%
My CBD is flourishing with diverse shopping, parking and programs to support our retail economy	15%	14%	16%	18%	13%	12%	19%	16%	10%	17%	14%	15%	7%	20%

Base: N = 734

A significantly higher/lower percentage (by group) 34

Preference to Receive Information

D5. How do you prefer to receive your information?

	Overall	Gender		Ratepayer status		Time lived in area		Suburb		
		Male	Female	Ratepayer	Non-ratepayer	10 years or less	Over 10 years	Dubbo	Wellington	Other
Local radio (2DU, ZooFM, TripleM, DCFM)	43%	47%	40%	42%	42%	36%	44%	41%	43%	48%
Television	26%	29%	25%	26%	25%	19%	28%	26%	29%	23%
Newspaper	23%	24%	22%	22%	24%	18%	24%	21%	31%	28%
Electronic Direct Mail (E-newsletters)	37%	42%	34%	40%	16%	35%	37%	35%	43%	42%
Website	37%	43%	34%	37%	39%	38%	37%	38%	31%	33%
DRC, YourSay, WPCC, DRTCC, Events, other	20%	22%	20%	21%	16%	22%	20%	21%	14%	19%
Facebook	58%	53%	61%	56%	68%	66%	55%	59%	55%	50%
Other social media (Instagram, twitter, tik-tok, LinkedIn)	15%	12%	17%	13%	25%	22%	13%	15%	7%	16%
Visiting Council	6%	7%	5%	6%	3%	4%	6%	6%	5%	7%
Visiting Libraries	9%	8%	10%	9%	9%	11%	8%	9%	5%	9%
Other	7%	6%	7%	8%	5%	7%	7%	6%	7%	13%
Base	734	251	461	630	104	176	558	602	42	90

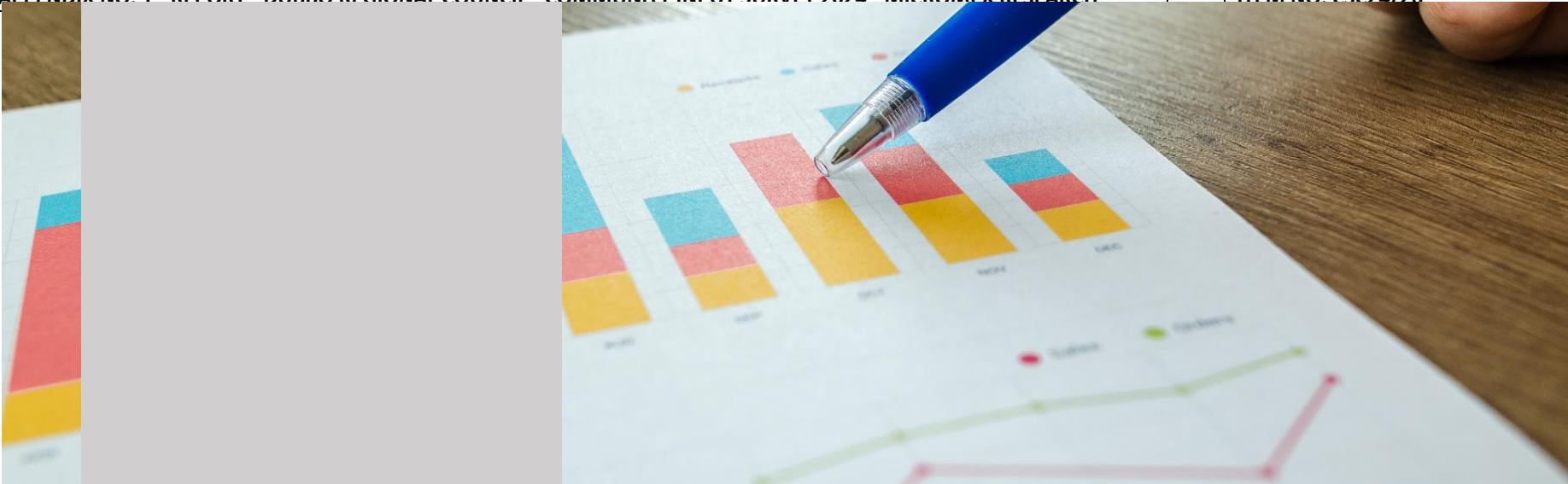
A significantly higher/lower percentage (by group)

Comparison to Previous Research

Service/Facility – Satisfaction ratings	Satisfaction			Other measures	2024	2022	2019
	2024	2022	2019				
Decisions by the elected body are made in the interest of the community	2.5	2.4	2.6	Overall Satisfaction (mean rating) Scale is now 1=not at all satisfied, 5=very satisfied (was: 1=very dissatisfied, 5=very satisfied) Agreement measures (strongly agree/agree %) My community is harmonious, cohesive and inclusive (was: 'I live in an inclusive community') Is a good place to live/I'm proud of where I live (was: 'Overall, I believe Dubbo Regional Council is a good place to live') The local economy is diverse and offers a wide range of opportunities for work (was: 'There is a range of employment and business opportunities') The cost of living in this LGA is affordable to you (was: 'It is affordable to live in the region') The LGA is a safe place to live, work and play (was: 'I feel safe where I live')			
Engagement with the community	2.6▲	2.4	2.7		2.7▲	2.3	2.9
Financial management (rates, budgets)	2.4	2.3	2.8				
Being a well-run and managed Council	2.5	2.5	2.7				
Provision of information	2.7	2.6	2.9				
Sewage service	3.8▼	4.1	4.1				
Water supply	3.2▼	3.6	3.7				
Household recycling	3.7	3.8	3.8				
Household waste collection	3.8	3.9	3.7				
Water conservation initiatives	3.1▼	3.3	3.0				
A range of affordable housing	2.2▼	2.7	3.3				
Events are supported within the community	3.2▲	3.0	3.3		27%▼	48%	45%
Parks and open spaces for recreational activities	3.6▲	3.2	3.7				
Playgrounds & public spaces	3.6▲	3.4	3.7				
Sporting grounds	3.8	3.7	3.6				
Services for Aboriginal & Torres Strait Islander, Seniors, Youth and Disabled are supported	3.2▲	3.0	3.3		49%	63%	69%
Environmental education & awareness	2.9	2.8	3.0				
Development approvals	2.6	2.5	2.9				
Managing commercial & industrial development	2.7	2.7	2.9				
Managing residential development	2.5	2.5	3.1				
Street lighting	3.3	3.4	3.1		51%	51%	47%
Traffic management	3.0	3.1	3.0				
CBD parking	2.7	2.8	2.9				
Access to public transport	3.3▲	2.8	3.0				
Maintenance & provision of footpaths	2.7▲	2.4	2.7				
Maintenance of sealed roads	2.2▲	2.0	2.7		31%	42%	55%
Maintenance of unsealed roads	2.1	2.1	2.5				
Promotion of region as a tourism destination	3.4	3.4	3.6				
Support local business development	2.9	2.9	3.2				
Aquatic Centres	2.4▼	3.5	3.5				
Macquarie Regional Libraries	4.2▲	3.8	4.1	22%▼	57%	53%	
Cemeteries	3.5▲	2.9	3.6				

Note: In previous years satisfaction was asked of all, now we only ask satisfaction of those who rated the service/facility as important or very important. Therefore results should be viewed from a point of interest only. The scale has changed for all satisfaction measures (including overall satisfaction) and wording changes within the agreement measures. 'Don't know' was included in satisfaction and agreement measures in previous years.

Scale: 1 = not at all satisfied/strongly disagree, 5 = very satisfied/strongly agree
 Note: ▲/▼ = difference equal to/greater than 20%/0.2 compared to 2022. 36



Questionnaire

Appendix 2



Dubbo Regional Council
Community Insights Survey--
February 2024

S1. Can you please confirm that you do live in the Dubbo Regional Council local government area? (SCREENER)

Position	Answers	Notes
1	Yes	
2	No	Terminate

S2. And do you or an immediate family member work for Dubbo Regional Council or are an elected Councillor? (SR)

Position	Answers	Notes
1	Yes	
2	No	

S3. Which suburb/village do you live in? (SR)

Position	Answers	Notes
1	Dubbo	
2	Brocklehurst	
3	Eumungerie	
4	Mogriguy	
5	Wongarbon	
6	Ballimore	
7	Wellington	
8	Nanima Village	
9	Geurie	
10	Mumbil	
11	Other	

Section A – Priority Issues

Q1a. What do you value most about living in the Dubbo Regional Council local government area? (TEXT)

Position	Answers	Notes
1		5 lines

Q1b. Thinking of the next 10 years, what do you believe will be the highest priority issues within the Dubbo Regional Council local government area? (TEXT)

Position	Answers	Notes
1		5 lines

Q1c. What would you change about living in Dubbo Regional Council local government area? (TEXT)

Position	Answers	Notes
1		5 lines

Q1d. Overall, how would you rate the quality of life you have living in the Dubbo Regional Council area? Prompt (SR)

Value	Answers	Notes
6	Excellent	
5	Very good	
4	Good	
3	Fair	
2	Poor	
1	Very poor	

Section B – Importance of, and satisfaction with, Council services

Q2. In this section I will read out different Council services or facilities. For each one could you please rate your opinion of the importance of the service/facility to you, and your level of satisfaction with Council's performance/delivery of that service. The scale is from 1 to 5, where 1 is low importance and low satisfaction and 5 is high importance and high satisfaction. Prompt (SCALE)

Note: Please only rate your satisfaction if you rated importance to be a 4 or a 5.

LEADERSHIP

Position	Answers	Importance					Satisfaction				
		Low				High	Low				High NA
		1	2	3	4	5	1	2	3	4	5
1	Decisions by elected body are made in the interest of the community										
2	The elected body are visible and involved within the community										
3	Civic events and recognition of community (Citizenship ceremonies, Anzac Ceremonies, Australia Day, Dubbo Day)										
4	Engagement with the community										
5	Financial management (Rates, budgets)										
6	Being a well-run and managed Council										
7	Managing commercial business to benefit the community										
8	Provision of information										
9	Plans and responds in natural events and disasters										

HOUSING

Position	Answers	Importance					Satisfaction				
		Low	High			Low	High			NA	
		1	2	3	4	5	1	2	3	4	5
1	Sewage service										
2	Water supply										
3	Household recycling										
4	Household waste collection										
5	Water conservation initiatives										
6	A range of affordable housing										

LIVEABILITY

Position	Answers	Importance					Satisfaction				
		Low	High			Low	High			NA	
		1	2	3	4	5	1	2	3	4	5
1	Events are supported within the community										
2	Library services & programs										
3	Parks and open spaces for recreational activities										
4	Playgrounds & public spaces										
5	Community halls & hire										
6	Arts & Cultural services & programs										
7	Urban tree preservation planning and planting										
8	Urban tree maintenance & management										
9	Reserves including rivers and rural										
10	Sporting grounds										
11	Interment & cemetery services										
12	Services for Aboriginal & Torres Strait Islander, Seniors, Youth and Disabled are supported										

ENVIRONMENT & SUSTAINABILITY

Position	Answers	Importance					Satisfaction				
		Low	High			Low	High			NA	
		1	2	3	4	5	1	2	3	4	5
1	Waste & recycling initiatives										
2	Environmental education & awareness										
3	Environmental protection & enforcement (ranger services, illegal dumping, companion animals)										
4	Development approvals										
5	Managing commercial & industrial development										
6	Managing residential development										
7	Health inspections & enforcement										

INFRASTRUCTURE

Position	Answers	Importance					Satisfaction				
		Low	High			Low	High			NA	
		1	2	3	4	5	1	2	3	4	5
1	Street lighting										
2	Traffic management										
3	CBD parking										
4	Access to public transport										
5	Maintenance & provision of footpaths										
6	Maintenance of sealed roads										
7	Maintenance of unsealed roads										

ECONOMY

Position	Answers	Importance					Satisfaction				
		Low	High			Low	High			NA	
		1	2	3	4	5	1	2	3	4	5
1	Promotion of region as a Tourism destination										
2	Support local business development										
3	Support investment in developing skills and trade for future growth industries										

COUNCIL FACILITIES AND MAINTENANCE

Position	Answers	Importance					Satisfaction				
		Low	High			Low	High			NA	
		1	2	3	4	5	1	2	3	4	5
1	Western Plains Cultural Centre										
2	Dubbo Regional Theatre & Convention Centre										
3	Aquatic Centres (Dubbo, Wellington, Geurie)										
4	Macquarie Regional Libraries (Dubbo and Wellington)										
5	Old Dubbo Gaol										
6	Wellington Caves										
7	Dubbo Visitor Information Centres (Dubbo and Wellington)										
8	Dubbo Regional Livestock Markets										
9	Airports (Dubbo Regional & Badangora)										
10	Waste & Recycling Facilities (Dubbo, Wellington & villages)										
11	Cemeteries (Dubbo, Wellington & Villages)										
12	Showgrounds (Dubbo and Wellington)										
13	Animal Shelter										
14	Public Amenities										
15	Sports Complex's and facilities (Dubbo, Wellington & Villages)										

Q3. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas? Prompt (SR)

Value	Answers	Notes
5	Very satisfied	
4	Satisfied	
3	Somewhat satisfied	
2	Not very satisfied	
1	Not at all satisfied	

Q4. For each of these statements could you please indicate your level of agreement with each? The scale is from 1 to 5, where 1 is strongly disagree and 5 is strongly agree. Prompt (SCALE)

Value	Answers	Notes
5	Strongly agree	
4	Agree	
3	Neither	
2	Disagree	
1	Strongly disagree	

COUNCIL PLANNING AND ENGAGEMENT

Position	Answers	Notes
1	Council adequately considers community concerns and views in making decisions	
2	Council offers good value for money	
3	Council plans well to help secure the community's long-term future (strategies and master planning, identifying grant opportunities)	
4	Information about Council and its decisions is clear and accessible	
5	Council communicates well with me	
6	There is a clear plan and direction for the future	
7	Council is financially responsible	
8	Council is committed to net zero future for the organisation (renewable energy, energy efficiency and sustainable building practices)	
9	My interactions with Council have been responsive and resolved	
10	I understand the relationship between the Elected body of Council and the organisation	
11	Grants and funding opportunities are explored	
12	The planning and development initiatives implemented by Council adequately address both current needs and future requirements for our environment and landscape	
13	My CBD is flourishing with diverse shopping, parking and programs to support our retail economy	

COMMUNITY WELLBEING – LGA

Position	Answers	Notes
1	I feel a part of my local community	
2	My community is harmonious, cohesive and inclusive	
3	Is a good place to live/I'm proud of where I live	
4	Opportunities to participate in arts, entertainment and cultural activities	
5	Healthy lifestyle opportunities are available	
6	The local economy is diverse and offers a wide range of opportunities for work	
7	The LGA is an attractive place for visitors	
8	The cost of living in this LGA is affordable to you	
9	The services & facilities council provides is value for money	
10	The LGA is a safe place to live, work and play	
11	As a regional centre I feel connected to larger cities and centres	
12	The elected body are available and visible	
13	New residential developments support our diverse community needs	
14	My interactions on matters that are important to me have been meaningful with staff (Information sessions, forums, pop-ups, and formal meetings)	

Council completed a financial sustainability review last year that identified Council does not have the financial capacity to meet required road and building renewals and maintain current levels of service to the community. Prompt (SCALE) Rotate Q5a/Q5b/Q5c, Q5c/Q5b/Q5a

Q5a. How supportive would you be to potentially pay the same rates, or user charges, with potential decreases in some service areas? Prompt (SCALE)

Value	Answers	Notes
5	Very supportive	
4	Supportive	
3	Somewhat supportive	
2	Not very supportive	
1	Not at all supportive	

Q5b. How supportive would you be to potentially pay a little more to ensure current levels of service are maintained? Prompt (SCALE)

Value	Answers	Notes
5	Very supportive	
4	Supportive	
3	Somewhat supportive	
2	Not very supportive	
1	Not at all supportive	

Q5c. How supportive would you be to potentially pay more through rates, or user charges, to increase levels of service (i.e. to accommodate new facilities, enhance service levels, introduce more programs or activities)? Prompt (SCALE) (Randomise)

Value	Answers	Notes
5	Very supportive	
4	Supportive	
3	Somewhat supportive	
2	Not very supportive	
1	Not at all supportive	

Q5d. Thinking overall, can you identify any specific areas of services that should be reduced?

Position	Answers	Notes
1		5 lines

Section D – Demographic & Profiling Questions

D1. Please select your age group: Prompt (SR)

Position	Answers	Notes
1	18-24 years	
2	25-34 years	
3	35-44 years	
4	45-54 years	
5	55-64 years	
6	65 years and older	

D2. Which of the following best describes the dwelling where you are currently living? Prompt (SR)

Position	Answers	Notes
1	I/We own/are currently buying this property	
2	I/We currently rent this property	

D3. Which of the following best describes you: Prompt (MR)

Position	Answers	Notes
1	Culturally and linguistically diverse	
2	First Nations	
3	Living with a disability	
4	LGBTQ+	
5	None of these	

D4. How long have you lived in the Dubbo Regional Council area? Prompt (SR)

Position	Answers	Notes
1	Under a year	
2	1 to 3 years	
3	4 to 6 years	
4	7 to 10 years	
5	Over 10 years	

D5. How do you prefer to receive your information? (MR) Prompt

Position	Answers	Notes
1	Local radio (2DU, ZooFM, TripleM, DCFM)	
2	Television	
3	Newspaper	
4	Electronic Direct Mail (Enewsletters)	
5	Website	
6	DRC, YourSay, WPCC, DRTCC, Events, other	
7	Facebook	
8	Other social media (instagram, twitter, tik-tok, LinkedIN)	
9	Visiting Council	
10	Visiting Libraries	
11	Other	

D6. Gender: (SR)

Position	Answers	Notes
1	Male	
2	Female	

As a participant in this research, you may be invited to participate in further community consultation, such as focus groups, about specific issues. At this stage we are developing a register of interest for future consultations.

D7a. Would you be interested in registering your interest? (SR)

Position	Answers	Notes
1	Yes	
2	No	

D7b. Can you please supply your contact details? (TEXT)

Position	Answers	Notes
1	First name	1 line
2	Surname	1 line
3	Phone number	1 line
4	Email address	1 line

Thank you for your time and assistance. This market research is carried out in compliance with the Privacy Act, and the information you provided will be used only for research purposes. The research has been conducted by Micromex Research on behalf of Dubbo Regional Council - Council Contact is Customer Service 02 6801 4000.

The information contained herein is believed to be reliable and accurate, however, no guarantee is given as to its accuracy and reliability, and no responsibility or liability for any information, opinions or commentary contained herein, or for any consequences of its use, will be accepted by Micromex Research, or by any person involved in the preparation of this report.





DUBBO REGIONAL
COUNCIL

REPORT: Draft Council Policy - Fraud and Corruption Prevention

DIVISION: Organisational Performance
REPORT DATE: 2 May 2024
TRIM REFERENCE: ID24/938

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none"> Adopt a policy. 	
Issue	<ul style="list-style-type: none"> Review of current Fraud and Corruption Prevention Policy. 	
Reasoning	<ul style="list-style-type: none"> To review and update policy to ensure that it meets with requirements. 	
Financial Implications	<ul style="list-style-type: none"> There are no financial implications arising from this report. 	
Policy Implications	Policy Title	Council Policy – Fraud and Corruption Prevention
	Impact on Policy	Upon adoption the draft Council Policy – Fraud and Corruption Prevention will become a policy of Council.

STRATEGIC DIRECTION

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

Theme:	4 Leadership
CSP Objective:	4.1 Council provides transparent, fair and accountable leadership and governance
Delivery Program Strategy:	4.1.1 Council encourages and facilitates two-way communication with and between stakeholders and the community
Theme:	4 Leadership
CSP Objective:	4.1 Council provides transparent, fair and accountable leadership and governance
Delivery Program Strategy:	4.1.2 Council's decision-making processes are open, transparent and accountable

RECOMMENDATION

That the Draft Fraud and Corruption Prevention Policy be adopted.

Jane Bassingthwaite
Director Organisational Performance

CW
Governance Officer

BACKGROUND

In 2019 Council adopted its initial Fraud and Corruption policy. Council is committed to a 'zero tolerance' approach to fraudulent and corrupt behaviour and as such has created a culture of good governance and ethical behaviour from all staff, officials, and representatives.

Previous Resolutions of Council

9 September 2019 EDBC19/37	<i>The Committee recommends that the Fraud and Corruption Prevention policy be endorsed.</i>
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The draft Fraud and Corruption Prevention policy, attached as **Appendix 1**, has been reviewed and updated to reinforce Council's commitment to fraud and corruption prevention.

REPORT

The draft Fraud and Corruption Prevention policy has been based on the *Fraud Control Framework* of the *Audit Office of NSW*, which is consistent with the current policy, and ensures Council and its representatives continue to maintain an ethical and accountable work environment. The policy gives clear direction on the framework and how it relates to each individual by providing guidance on the processes and behaviours associated with preventing fraud and corruption.

The changes to the policy are primarily administrative and reflect the current Council structure and related policies. The draft policy should be read in conjunction with the Code of Conduct, Public Interest Disclosures, and Internal Reporting Policy to ensure each individual is aware of their responsibilities and obligations to report instances of fraudulent or corrupt behaviours. Council's *Statement of Business Ethics* further provides information on reporting fraud and corruption.

It is noted that this policy is overdue for review. Council staff have been working on a Policy Framework to combat overdue policies. The framework will operate within Council's PULSE system under a traffic light classification model to provide reminders and escalation avenues for each policy as it is due for review.

The draft Fraud and Corruption Prevention policy as attached to this report as **Appendix 1** for consideration for adoption.

Planned Communications

Once adopted the Policy will be implemented and placed onto Council's Website.

Consultation

- Our policy follows the *Sample Fraud and Corruption Control Policy* as provided by ICAC in 2021 (being the most recent sample).

- Consideration has been given to the current Fraud and Corruption Prevention policies adopted in the Newcastle City Council, Sydney City Council, Mid-Western Regional Council, Orange City and Parkes Shire Council. These Councils also follow the sample policy as provided by ICAC.
- The Fraud and Corruption Prevention Policy was considered by Council's Audit, Risk and Improvement Committee on 3 June 2024 and was endorsed, subject to feedback and minor amendments. These changes have been incorporated into the attached draft.

Resource Implications

There are no budgetary resource implications to consider for the review of this policy.

Options Considered

The policy was developed with consideration to the *Sample Fraud and Corruption Control Policy* as provided by ICAC.

APPENDICES:

- [1](#) Draft Fraud and Corruption Prevention Policy



COUNCIL POLICY

Fraud and Corruption Prevention

Date	24 May 2024
Council Resolution Date	
Clause Number	
Responsible Position	Manager Corporate Governance
Branch	Corporate Governance
Division	Organisational Performance
Version	2
TRIM Reference Number	ED
Review Period	Three years
Review Date	April 2027
Consultation	

Document Revision History	
Description	Date
Updated	27 March 2019
Adopted by Council	9 September 2019
Updated	24 May 2024
Adopted by Council	
Notes	

POLICY

PURPOSE

Council is committed to a 'zero tolerance' approach to fraudulent and corrupt behaviour and seeks to minimise the incidence of fraud by implementing and regularly reviewing a range of strategies that aim to prevent, detect and respond to such behaviour.

This policy serves to outline the high standards of ethical behaviour expected by Council and introduces a Fraud and Corruption Control Framework to ensure appropriate mechanisms are in place to prevent, deter, detect, and respond to fraud and corruption.

BACKGROUND AND RELATED LEGISLATION

This Framework links with the following legislation:

- *Local Government Act 1993*
- *Local Government (General) Regulation 2005*
- *Independent Commission Against Corruption Act 1988*
- *Public Interest Disclosures Act 2022*

The following Council policies and procedures support this Policy:

- Code of Conduct
- Public Interest Disclosures and Internal Reporting Policy
- Secondary Employment Policy
- Enterprise Risk Management Framework
- Statement of Business Ethics
- Complaints Management Policy
- Internal Audit Framework

Principles

Council is committed to a culture of good governance and ethical behaviour. As such, it will not tolerate fraudulent or corrupt behaviour and is committed to building a corruption resistant culture supported by appropriate policies, procedures and strategies that prevent fraudulent and corrupt behaviour through:

- Minimising the opportunity for fraudulent or corrupt conduct through ongoing education and training of all Council officials and stakeholders in relation to their obligations in combating dishonest and fraudulent behaviour
- Regular review of fraud and corruption risk assessments to identify circumstances where fraud and corruption could occur
- Implementation of procedures that have regard to, and mitigate, the risks identified in day to day activity
- Use of formal procedures upon detection, investigation and disciplining and/or prosecuting fraudulent or corrupt conduct

- The reporting of any fraud or corrupt conduct to the Independent Commission Against Corruption (ICAC) and other authorities where appropriate
- Promoting an organisational environment that encourages professionalism, integrity, accountability, and ethical conduct

SCOPE

This policy applies to everyone who has any interaction with Council or Council staff. This includes Councillors, Council staff members, committee members, consultants, contractors, suppliers, applicants and volunteers who all have obligations in the prevention of fraud and corruption and the fostering of an ethical and accountable work environment at Council.

Expectations of this policy also apply to customers, community and any relevant third parties with regard to the functions and/or operations undertaken for or on behalf of Council.

DEFINITIONS

To assist in interpretation, the following definitions apply:

Term	Definition
Fraud	Dishonest activity causing actual or potential financial loss to any person or entity including theft of moneys or other property by employees or persons external to the entity and whether or not deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position.
Corruption (or corrupt conduct)	As per the ICAC Act 1988 (Sect 7, 8, 9): <ul style="list-style-type: none"> • any conduct of a person (whether or not a public official) that adversely affects, or could affect the honest and impartial exercise of public official functions, or • any conduct of a public official that involves the dishonest or partial exercise of any of his or her public official functions, or • any conduct of a public official or former public official that constitutes or involves a breach of public trust, or • any conduct of a public official or former public official that involves the misuse of information or material that he or she has acquired in the course of his or her official functions, whether or not for his or her benefit or for the benefit of any other person.
Maladministration	As per <i>Public Interest Disclosure Act 2022</i> : Serious maladministration means conduct, other than conduct of a trivial nature, of an agency or a public official relating to a matter or administration that is: unlawful, or unreasonable, unjust, oppressive or improperly discriminatory or based wholly or partly on improper motives.
Serious or substantial waste	Refers to the uneconomical, inefficient or ineffective use of resources, authorised or unauthorised, which results in a loss/wastage of public funds/resources.
Stakeholders	Stakeholders refer to Councillors, Council staff members, committee members, consultants, contractors, delegates, suppliers, applicants and volunteers

POLICY

Council's commitment to preventing fraudulent or corrupt activity, and avoiding or managing conflicts of interests, will be supported by implementing appropriate auditing systems to deter and identify corrupt activities, included in the following Fraud Control Framework.

FRAUD CONTROL FRAMEWORK

In order to achieve best practice, Council is adopting the following processes which are sourced from the Fraud Control Framework of the Audit Office of NSW. The Audit Office framework is acknowledged as being best practice and widely used in State and Local Government organisations, providing for a consistent, effective and systematic approach to preventing fraud and corruption across the organisation.



The Fraud Control Framework of the Audit Office of NSW encompasses ten key attributes which sit within the themes of prevention, detection and response. Each attribute has a checklist of high-level processes and behaviours that should be present.

Attribute	Theme
1. Leadership	Prevention
2. Ethical Framework	Prevention, Detection, Response
3. Responsibility Structures	Prevention, Detection, Response
4. Fraud Control Policy	Prevention
5. Prevention Systems	Prevention
6. Fraud Awareness	Prevention, Response
7. Third Party Management Systems	Prevention, Response
8. Notification Systems	Detection, Response
9. Detection Systems	Detection
10. Investigations Systems.	Response

1 Leadership (Prevention)

A successful fraud control framework is led by a committed and accountable Executive who demonstrate and reinforce the high ethical standards expected of public officials, who are resistant to improper behaviour or practice and promote an open culture of accountability and transparency. The Chief Executive Officer has ultimate responsibility for fraud and corruption prevention within

Council and is supported by the Executive Leadership Team, Audit, Risk and Improvement Committee, and Corporate Governance.

2 Ethical Framework (Prevention, Detection, Response)

The Fraud and Corruption Prevention Policy and associated framework builds upon Council's commitment to ethical, transparent, and accountable behaviour. Council has clear policies, such as its Code of Conduct, setting out acceptable standards of ethical behaviour which are available to all staff on Council's intranet and/or website.

3 Responsibility Structures (Prevention, Detection, Response)

This policy applies to everyone who has any interaction with Council or Council staff to the maximum extent that Council has the authority to require it. This includes Councillors, Council staff members, committee members, consultants, contractors, suppliers, applicants and volunteers who all have obligations in the prevention of fraud and corruption and the fostering of an ethical and accountable work environment at Council.

Expectations of this policy also apply to customers, community and any relevant third parties with regard to the functions and/or operations undertaken for or on behalf of Council.

3.1 All Staff

It is important that all Council staff contribute to a workplace culture that has a 'zero tolerance' approach towards fraudulent and corrupt behaviour. As such, all staff have responsibilities in accordance with this policy, specifically:

- maintain awareness and compliance with the requirements of this policy
- perform their duties to the best of their abilities with honesty, integrity, and impartiality
- have regard to fraud and corruption related risks when performing their duties, and support processes that report and mitigate risks
- prevent, mitigate and report on (suspected, actual or attempted) fraud, corruption, maladministration and waste. This shall be done in accordance with Council's Code of Conduct and Public Interest Disclosures and Internal Reporting Policy
- cooperate with and provide assistance to investigators or officials investigating suspected or reported fraud or corruption
- manage and declare pecuniary and non-pecuniary interests in compliance with Council's Code of Conduct

3.2 Directors and Managers

In addition to the general responsibilities of all staff, Directors and Managers have a supervisory role in the implementation of this policy and promotion of an ethical workplace culture by demonstrably supporting the objectives of this policy, specifically:

- leading by example through ethical workplace behaviour, decision making and acting with honesty, integrity and impartiality when dealing with others
- promoting and disseminating this policy and the standards of ethical behaviour expected by Council
- ensure training is provided to employees surrounding fraud and corruption awareness, Council's expectations, and the reporting requirements in accordance with Council's Code of Conduct and Council's Public Interest Disclosures and Internal Reporting Policy
- provide ethical advice and support to staff

- identify and ensure appropriate internal controls are in place to manage potential fraud and corruption risks. This includes systematic review of risks and controls over time as well as initial identification, and assessment of training needs including refresher training

3.3 Chief Executive Officer

The Chief Executive Officer is responsible for the efficient and effective operation of Council and the implementation of systems and practices that proactively minimise risks of fraud and corruption while promoting an ethical workplace culture that has 'zero tolerance' towards fraudulent and corrupt behaviour and is readily reported should it occur. In addition to the responsibilities of all staff, the Chief Executive Officer is required to:

- promote Council's commitment to fraud and corruption prevention
- lead by example through ethical workplace behaviour, decision making and acting with honesty, integrity and impartiality when dealing with others
- ensure processes exist to monitor Directors' and Managers' compliance with their duties in accordance with this policy
- ensure Councillors are aware of their obligations in accordance with this policy
- monitor and review fraud and corruption risk assessments on a regular basis
- ensure any allegations of wrongdoing are fully investigated and report actual or suspected corrupt conduct to the Independent Commission Against Corruption (ICAC) in accordance with Section 11 of the *ICAC Act 1988*
- report criminal offences to the NSW Police Force

3.4 Complaints Management

In addition to the general responsibilities of all staff, the Complaints Officer and Complaints Coordinator will be responsible to review and refer complaints received, following the Complaints Management Policy and flow chart. All complaints will be impartially and objectively managed and investigated with records kept in HP Content Manager.

3.5 Manager Corporate Governance

The internal audit function is supported by the Manager Corporate Governance. Internal audits are conducted in accordance with the internal audit plan as adopted by ARIC. Completed audits are reported to ARIC

3.6 Mayor and Councillors

Responsibilities in accordance with this policy, specifically:

- maintain awareness and compliance with the requirements of this policy
- perform their duties to the best of their abilities with honesty, integrity and impartiality
- have regard to fraud and corruption related risks when performing their duties, and support processes that report and mitigate risks
- prevent, mitigate and report on (suspected, actual or attempted) fraud, corruption, maladministration and waste. This shall be done in accordance with Council's Code of Conduct and Public Interest Disclosures and Internal Reporting Policy
- cooperate with and provide assistance to investigators or officials investigating suspected or reported fraud or corruption
- reporting all instances of possible fraud or corrupt conduct, in accordance with Council's Code of Conduct and Public Interest Disclosures and Internal Reporting Policy

- provide support to the Chief Executive Officer to implement adequate strategies to prevent fraud and corruption
- implementing and promoting Council's commitment to fraud and corruption prevention
- manage and declare pecuniary and non-pecuniary interests in compliance with Council's Code of Conduct

3.7 Audit, Risk and Improvement Committee (ARIC)

The ARIC is an independent committee of the Council which will provide unbiased assessment of the council's operations and risk and control activities. The ARIC is a key component of the Council's governance and assurance framework and is responsible for communicating any internal audit issues and information to the governing body.

If a fraud and/or corruption complaint is investigated, the ARIC will be notified and the outcome of such an investigation will be reported to the ARIC.

The responsibilities of the ARIC are set out in the ARIC Charter as resolved by Council on 24 August 2023. At the time of adoption, the responsibilities included:

- internal audit – Review and advise
- external audit – Review and advise
- risk management – Review and advise
- internal controls – Review and advise
- compliance – review and advise on adequacy and effectiveness of Council's compliance framework
- fraud and corruption – Review and advise of the adequacy and effectiveness of the council's fraud and corruption prevention framework and activities
- financial management – Review and advise
- governance – Review and advise on the adequacy of the council's governance framework
- strategic planning – Review and advise
- service reviews and business improvement – Review and advise
- performance data and measurement – Review and advise

3.8 Volunteers and Contractors acting for Council

Volunteers and contractors providing services or otherwise acting on behalf of Council are required to:

- perform their duties to the best of their abilities with honesty, integrity and impartiality
- have regard to fraud and corruption related risks when performing their duties, and support processes that report and mitigate risks
- prevent, mitigate and report on (suspected, actual or attempted) fraud, corruption, maladministration and waste. This shall be done in accordance with Council's Code of Conduct and Public Interest Disclosures and Internal Reporting Policy
- cooperate with and provide assistance to investigators or officials investigating suspected or reported fraud or corruption

3.9 External Parties

Council requires that all external parties act ethically and honestly in their business dealings with Council and that:

- actual or perceived conflicts of interest are declared at the point any conflict becomes apparent
- any persons doing business with Council are to provide accurate and reliable information to Council when required, and
- take all preventative measures to prevent the unauthorised disclosure of confidential Council information

External parties include contractors, consultants, suppliers, applicants, other Government Agencies or any other party engaged in business dealings with Council.

3.10 Residents and members of the public

Council encourages residents, customers and members of the public to support Council in preventing and responding to fraudulent or corrupt behaviour and invites those who suspect fraud or corruption that involves Council, to report their suspicions to the Chief Executive Officer, Complaints Officer or other appropriate authority.

4 Fraud and Corruption Prevention Policy (Prevention)

This Fraud and Corruption Prevention Policy reinforces Council's commitment to fraud and corruption prevention by providing clear guidance and expectation of staff that responsibility falls with every individual who is involved with the functions and/or operations undertaken for, or on behalf of Council. Fraud and Corruption risks are to be monitored in accordance with Council's Risk Management Policy.

5 Prevention Systems (Prevention)

Council's main objective is to minimise the occurrence of fraud and corruption within Council. This objective will be achieved by:

- identifying fraud and corruption risks
- determining strategies to control those risks
- defining responsibility and timeframes for strategies to be implemented

Council's identified fraud and corruption risks, internal controls and proposed risk treatment action plans will be documented and recorded in Council's Risk Register.

Council recognises that internal audit complements the internal assessment of fraud and corruption related risks and controls. Independent identification and assessment of Council's fraud and corruption risks will be arranged with Council's Internal Auditor to the extent that the Audit, Risk and Improvement Committee (ARIC) deems warranted.

6 Fraud Awareness (Prevention, Response)

One of the most common ways in which fraud and corruption is detected is by observation, investigation and reporting by those who work with, or deal directly with, the perpetrator(s).

Council will commit to providing all staff with a general awareness of fraud and corruption and provide guidance on how they are to respond if such behaviour is suspected, detected or attempted. This will be achieved in a number of ways by:

- incorporating a brief session on fraud and corruption prevention into induction training for new staff

- providing fraud awareness training sessions to Management and staff
- making the Code of Conduct and the Fraud and Corruption Prevention Policy available to all staff and the general public via Council's website
- disseminating articles of interest on fraud and corruption to staff via staff newsletters, publications and circulars
- promotion of this strategy and associated documents through Council's procurement framework and procurement documentation
- regular attendance at relevant industry forums and seminars

Additionally, Council routinely interacts with a wide range of stakeholders such as residents, ratepayers, suppliers, contractors and developers, volunteers, applicants, media, community organisations and various other interested parties. There is a need to ensure that these stakeholders are actively aware of Council's attitude towards fraud and corruption and that such behaviour will not be tolerated, through the promotion of this strategy in an effort to reduce the likelihood of improper dealings and/or attempts by external parties to influence Councillors or Council staff.

7 Third Party Management Systems (Prevention, Response)

Council ensures that appropriate controls are in place via an assortment of policies to manage our dealings with third parties and conflicts of interest. In doing so we provide a copy of our *Statement of Business Ethics* to contractors and suppliers to ensure understanding of the standards of behaviour expected by Council.

Third party management also covers managing staff conflicts of interest in accordance with Council's Code of Conduct, Public Interest Disclosure and Related Party Policy and secondary employment declaration requirements in accordance with *Section 353 Local Government Act 1993*.

8 Notification Systems (Detection, Response)

Council's Code of Conduct compels all employees to report any instances of possible fraud, corruption, maladministration or serious and substantial wastage. Members of the public are actively encouraged to report any such behaviour that is known or suspected. Council supports and encourages a culture of reporting and any person who makes a report in accordance with Council's Public Interest Disclosure and Internal Reporting Policy will be protected under the *Public Interest Disclosures Act 2022*.

Reports of all suspected unethical activity including corruption should be made to Council's Complaints Officer. Alternatively, anyone wishing to make a report can direct matters of corruption to the Independent Commission Against Corruption, maladministration to the NSW Ombudsman and serious and substantial wastage to the Office of Local Government.

9 Detection Systems (Detection)

Internal controls are effective at detecting fraudulent and corrupt behaviour with Council maintaining appropriate controls such as:

- segregation of duties
- approvals and authorisation
- verification
- reconciliations
- management reviews

- data mining tools
- risk assessments
- physical security
- job rotation
- independent reviews like internal and external audits and peer reviews.
- Audit, Risk and Improvement Committee

Council will not tolerate any reprisal action against staff who uncover and report such behaviour and will ensure appropriate methods are in place for their protection. If someone believes that detrimental action has been or is being taken against them, or someone else who has reported suspected fraud or corruption, they should advise a disclosure officer in accordance with the Public Interest Disclosures and Internal Reporting Policy immediately.

10 Investigation Systems (Response)

10.1 Assessment

When an allegation of fraud or corruption is made under a Public Interest Disclosure, the Disclosures Coordinator will undertake a preliminary assessment and may recommend that the matter be referred to an external body or that a full investigation be conducted. The complainant will be advised, and action taken as appropriate in accordance with Council's Public Interest Disclosures and Internal Reporting Policy.

10.2 Support

Council will deal fairly with all parties in the course of investigating allegations of fraud or corruption, however if fraud or corruption is proven, Council will apply the appropriate sanctions or refer the matter to external law enforcement agencies if criminal offending is detected. Council's investigation standards are clearly documented in various Council policies and procedures that include Council's Code of Conduct, Public Interest Disclosures and Internal Reporting Policy.

10.3 Maintaining Confidentiality

Every effort will be made to ensure that any allegations of fraudulent or corrupt conduct are handled confidentially. In some situations, confidentiality may not be possible or appropriate and will be managed in accordance with the Public Interest Disclosures and Internal Reporting Policy. Council will accept and consider anonymous reports; however anonymity may limit Council's ability to seek further information or adequately assess the report.

10.4 Vexatious, Frivolous or Misleading Allegations

Any report that is found to be vexatious, frivolous or deliberately misleading may result in disciplinary action against the staff member for making the allegation.

APPENDICES

1. Examples of potential fraudulent and corrupt activity

Appendix 1 - Examples of Potential Fraudulent and Corrupt Activity

Theft

The most common types of property stolen include:

- stationery and office supplies
- construction and maintenance equipment and tools
- lap top computers
- mobile phones
- technical equipment
- cash
- fuel
- intellectual property, including documents and data

Theft also includes the unauthorised use of credit cards, petrol cards, Cabcharge cards or vouchers.

Gifts, Benefits and Bribes

Gifts, benefits and bribes are often intended to influence the way the recipient carries out official functions. The intention may be to encourage the recipient to not look too closely at an illegal or unauthorised activity, or to actively participate in a fraudulent or corrupt activity.

Exposure to offers of gifts, benefits or bribes is particularly common for Council Officers who:

- approve or can influence decisions
- procure goods or services
- carry out regulatory work
- provide customer or client service
- carry out work with the private sector

Misuse of Council Resources for Inappropriate Private Purposes

In their publication "Preventing the misuse of Council Resources Guideline 2", the ICAC provides a number of examples of this type of risk:

- a Council driver using a Council truck to deliver tonnes of gravel to a friend's property and remove a tree
- a works team undertakes paid work for a builder on a construction site during working hours
- a swimming pool manager running a non-authorised swimming school during work hours
- a parks maintenance officer running a landscaping business using council equipment and materials, and falsifying timesheets to cover up his private use
- five council employees spend a workday turfing an employee's backyard

Other forms or misuse include:

- staff using mobile phones excessively for private purposes without reimbursement of costs
- internet services being used extensively for non-work purposes
- "left-over" materials and low value assets being claimed by Council Officers

Zoning and Development

- coercion, intimidation and harassment of Council planners dealing with development applications
- inducements from developers to modify approved DA or conditions imposed

Regulatory Compliance

- Compliance Officers accepting bribes and favours to allow illegal and unauthorised activities

Procurement, Tendering and Contract Management

Activities associated with procurement, tendering and contract management have traditionally been very susceptible to fraud and corruption. They normally result from bribes, commissions or conflicts of interests. Examples of the type of fraud and corruption risk exposures include:

- order splitting to avoid tendering or obtaining quotes
- collusion with suppliers to provide dummy quotes
- accepting late tenders without justification
- approving fraudulent contract variations

Human Resources

- creation of fictitious employees on the payroll register
- applicants for positions falsifying career background details
- direct recruitment of friends and relatives to permanent and casual positions

Delegations

The opportunity for various types of fraud and corruption can be increased by:

- unclear delegations
- delegation for order and payment granted to same person
- lack of supporting documentation

Information Technology

The main risk areas of computer fraud are:

- unauthorised electronic transfer of funds
- electronic claims processing
- unauthorised alteration of input data
- misappropriation, destruction or suppression of output data
- alteration of computerised data
- alteration or misuse of software program

Forgery or Falsification of Records

The falsification of records and processing of a false statement is fraud. Examples include falsification of:

- data on expense claims and receipts
- credit card reimbursement claims
- invoices and timesheets
- job application forms

- leave records
- forgery of a signature on a cheque or document

Unauthorised Sale or Provision of Information

This risk involves unauthorised sale or provision of confidential information, including client information.

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