



# AGENDA

## CULTURE AND COMMUNITY COMMITTEE

### 8 APRIL 2025

MEMBERSHIP: Councillors J Black, L Butler, S Chowdhury, J Cowley, M Dickerson, R Ivey, K Richardson, A Ryan, P Toynton, P Wells and M Wright.

The meeting is scheduled to commence at 5:30 PM.

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#### ACKNOWLEDGEMENT OF COUNTRY:

“I would like to acknowledge the Wiradjuri People who are the Traditional Custodians of the Land. I would also like to pay respect to the Elders past and present of the Wiradjuri Nation and extend that respect to other Aboriginal peoples from other nations who are present”.

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<b>CCC25/10</b>	<b>LEAVE OF ABSENCE (ID25/434)</b>	
<b>CCC25/11</b>	<b>CONFLICTS OF INTEREST (ID25/435)</b> In accordance with their Oath/Affirmation under the Act, and Council’s Code of Conduct, Councillors must disclose the nature of any pecuniary or non-pecuniary interest which may arise during the meeting, and manage such interests accordingly.	
<b>CCC25/12</b>	<b>MAINTENANCE SERVICE LEVELS: PARKS (ID25/418)</b> The Committee had before it the report dated 16 March 2025 from the Director Community, Culture and Places regarding Maintenance Service Levels: Parks.	2
<b>CCC25/13</b>	<b>2025-2029 YOUTH ACTION PLAN (ID25/419)</b> The Committee had before it the report dated 17 March 2025 from the Youth Development Officer regarding 2025-2029 Youth Action Plan.	28
<b>CCC25/14</b>	<b>DUBBO REGIONAL COUNCIL SISTER CITY RELATIONSHIPS STATUS REPORT (ID25/451)</b> The Committee had before it the report dated 27 March 2025 from the Cultural Development Coordinator regarding Dubbo Regional Council Sister City Relationships Status Report.	52



DUBBO REGIONAL  
COUNCIL

## REPORT: Maintenance Service Levels: Parks

**DIVISION:** Community, Culture and Places  
**REPORT DATE:** 16 March 2025  
**TRIM REFERENCE:** ID25/418

### EXECUTIVE SUMMARY

<b>Purpose</b>	<ul style="list-style-type: none"> <li>Seek endorsement</li> </ul>	
<b>Issue</b>	<ul style="list-style-type: none"> <li>Explanation of how maintenance effort is allocated across the DRC Parks network. The Maintenance Service Levels (MSL) provide a foundation from which service can be defined, performance can be measured, and both communicated to Council and community.</li> </ul>	
<b>Reasoning</b>	<ul style="list-style-type: none"> <li>Given limited resource availability, not every park can be serviced to the same level of frequency. The Parks MSL document communicates how parks are categorised and the level to which each category is serviced.</li> </ul>	
<b>Financial Implications</b>	Budget Area	Community, Culture and Places
	Funding Source	Recurrent
	Proposed Cost	No change to current
	Ongoing Costs	No change to current
<b>Policy Implications</b>	Policy Title	Open Space Masterplan
	Impact on Policy	There are no policy implications
<b>Consultation</b>	ELT	Internal collaboration between Business Units

### 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: 5 Liveability

CSP Objective: 5.5 Our community has access to a diverse range of recreational opportunities

Delivery Program Strategy: 5.5.1 Passive and active open space is located to maximise access and use by the community

RECOMMENDATION

**That the Maintenance Service Levels for Parks (Appendix 1) be adopted by Council.**

*Craig Arms*  
Director Community, Culture and Places

CA  
Director Community,  
Culture and Places

## REPORT

Dubbo Regional Council Local Government Area (LGA) has a significant and diverse open space network. These valuable areas for passive recreation range from high quality, high resource demanding areas such as Victoria Park (Dubbo) and Cameron Park (Wellington), to lower priority areas such as power easements. The Dubbo Regional Council Greenspace branch maintains ~200ha (~500 acres) of dedicated public park space within the LGA. This figure excludes supplementary green space management, such as streetscape gardens, median strips, rural and urban road verge maintenance, and cemetery grounds.

Given limitations to resource allocations, not every portion of open space can receive the same level of maintenance service. In general terms, 'maintenance service' relates to mowing and edging frequency, garden and amenity provision. This is most obviously manifested in observed grass height and general appearance. Consequently, resources must be prioritised to allow sufficient resources to be allocated to higher priority areas. This however means that lower priority areas receive a reduced level of service.

### The Maintenance Service Levels Document

The Maintenance Service Levels for Parks (MSL) communicates how DRCs limited maintenance resources are prioritised across the parks network. In terms of mowing, the prime currency is 'service frequency' expressed in intervals of time (e.g. weekly, fortnightly, monthly, etc). That is to say, 'how often a park will be serviced'. The 'standard' of each mowing service remains consistent, it is the frequency that varies across the classifications.

The MSL also provides a mechanism for assessing the performance of maintenance effort and an evidenced-based platform from which adjustments can be made as circumstances change over time.

The MSL Parks reflects the stratification of service that has been in place for the past five years. It does not represent a change.

### Park Classifications

The MSLs stratify the entire park portfolio into one of four classifications as explained below. Service frequency and amenity provision reduces as one moves from '*Regional*' to '*Community Infrastructure*'.

<b>Categorisation</b>	<b>Description</b>
<b>Regional Parks</b>	Attract visitor's region-wide, featuring diverse amenities and requiring the highest maintenance.
<b>District Parks</b>	Serve as community hubs with various recreational facilities, necessitating higher maintenance levels.
<b>Local Parks</b>	Offer neighbourhood green spaces with basic amenities, requiring moderate maintenance.
<b>Community Infrastructure</b>	Areas prioritise essential services but may also provide passive recreation, requiring the least intensive maintenance.

The individual parks within each classification are held separate from the MSL document. This allows the portfolio to be adjusted as circumstances change over the longer term without needing to update the MSL document itself. The list of parks in each MSL Classification can be accessed via the QR Code on page 5 of the MSL.

### **Measuring maintenance performance**

Maintenance performance shall be assessed against the established criteria delineated within this document, from pages 10 to 20:

1. Detailed Performance Standards
2. Key Maintenance Task Frequency Guide
3. Inspection Frequencies for Park Assets

To ensure accountability and drive continuous improvement, performance will be measured against these standards through the following mechanisms:

1. Inspection Logs and Checklists
2. Digital Work System(s)
3. Data Analysis and Reporting
4. Customer Requests and public enquires

### **A mechanism for adjustment**

As the LGA grows in population, more open space is being provided via new residential developments. In time, the maintenance of these areas is transferred to Council. Also, the expectations from community for higher levels of service delivery continue to grow. Both these forces place direct and additional pressure on limited time, financial and plant (machinery) resources.

In response to the incremental cumulative addition of more surface area of open space to maintain, Council has three fundamental levers to manipulate.

1. Allocate additional personnel, plant and financial resources,
2. Allocate additional or re-direct existing financial resources to contract labour,
3. Re-organise MSL category composition of the existing cohort of parks to make time for the addition of new parks. This means moving selected parks down to lower priority categories pushing out service frequency.

The MSL document provides a foundational mechanism for these decisions to be analysed, formulated and communicated. Continuing to absorb additional open space without adjustments to resources and/or service expectations is not sustainable.

### **The Maintenance Service Library**

Although extensive, the parks network represents only a portion of the LGAs complete open space network. The full network includes sporting open space, stormwater assets, natural areas (river and bushland reserves) and the Dubbo Regional Botanic Gardens and Wellington Japanese Gardens. All remaining open space divisions will receive their respective MSL; this will form the Maintenance Service Library. The next priority for review is 'Sporting Areas'.

Council's Greenspace Operations Team also maintain an extensive network of roadside and infrastructure open space assets in addition to the Recreation and Open Space network. These areas are not covered in the above MSLs; however, they have direct influence over their development. That is because all the above Council maintained land is serviced from the same limited cohort of Greenspace Operations plant and labour resources.

### **Consultation**

- The MSL Parks has been developed and implemented over many years of operation and continues to evolve as circumstances change in consultation with Recreation and Open Space staff and Greenspace Operations staff, through the structure to the Executive Leadership Team.

### **Resourcing Implications**

While the LGA's park network expansion is positive, it presents maintenance funding challenges. As Dubbo grows and adds parks and sporting facilities, resource constraints will necessitate service level adjustments. This may include reclassifying parks to lower categories, impacting service frequency and amenity provision. This MSL document will clarify these implications for residents as new parks are developed.

### **Planned Communications**

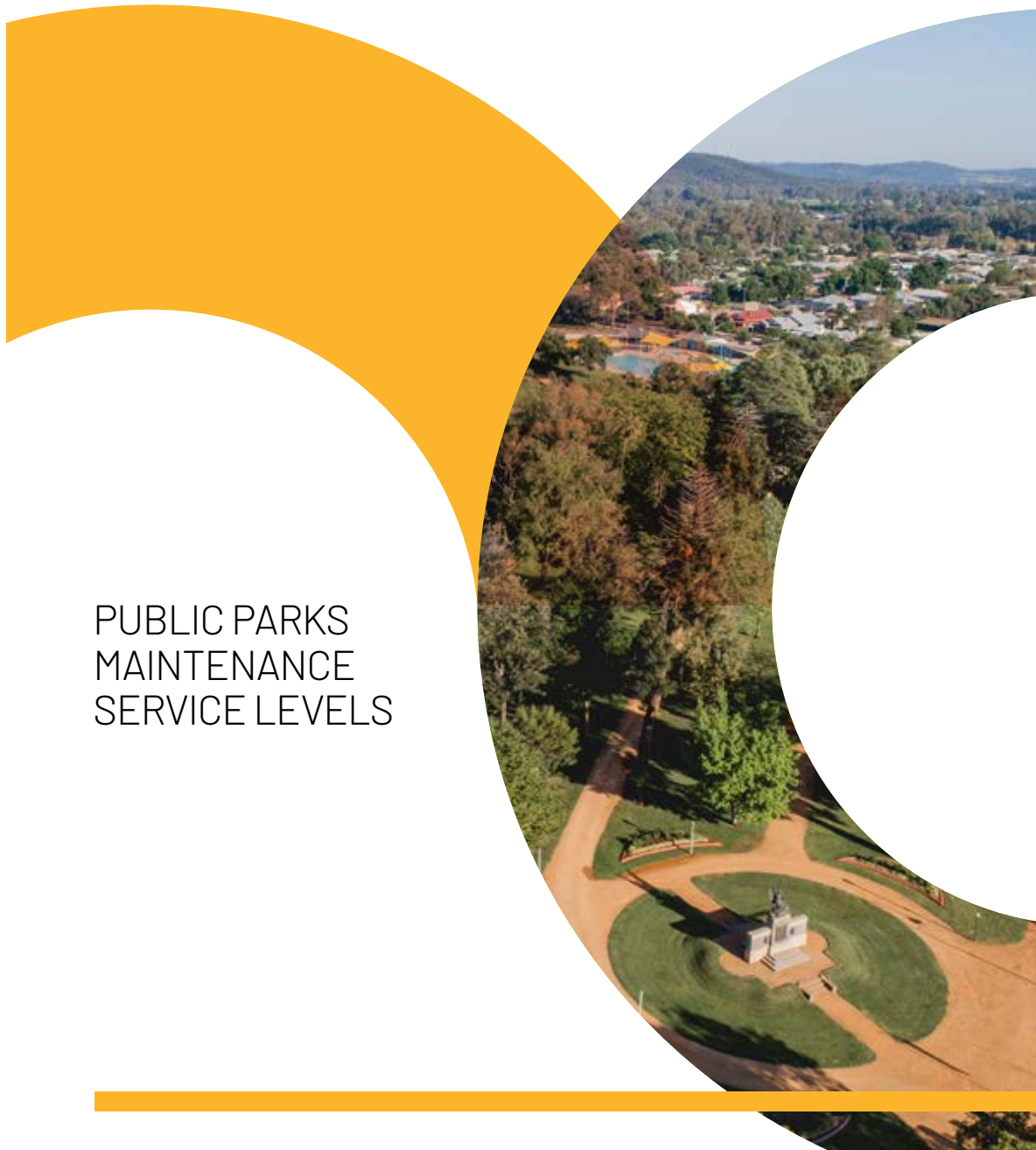
- The MSL Parks will be placed on the DRC web page.

### **Next Steps**

- The next priority in the MSL update is Sporting.

### **APPENDICES:**

- 1 [Maintenance Service Levels Parks](#)



PUBLIC PARKS  
MAINTENANCE  
SERVICE LEVELS

## Welcome

This Public Parks Maintenance Service Level document (MSL) is designed as a guide for Dubbo Regional Council (DRC) staff, stakeholders, and the wider community. It provides a transparent framework for understanding the service levels provided within each public park across the region. This MSL aims to build a clear understanding of service expectations, ensuring equitable distribution of resources and ultimately enhancing the quality of our public park spaces.

The purpose of this document is to:

- ✓ **Define:** Clearly outline the specific services provided at each park, from basic maintenance to amenities.
- ✓ **Standardise:** Establish a consistent standard for park maintenance and service delivery across the Dubbo region.
- ✓ **Guide:** Inform decision-making regarding resource allocation, maintenance schedules, and future development within our public parks.
- ✓ **Communicate:** Provide transparent information to the community about the services they can expect to find in Dubbo Regional Council parks.







## Acknowledgement of Country

We acknowledge the Wiradjuri people who are the traditional custodians of the land on which we live, work and play. We pay our respects to Elders past, present and emerging of the Wiradjuri Nation and thank them for their care of the land, water and sky and extend that respect to other Indigenous Australians.

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## Our Services



Management of Water Features



Maintenance of garden beds and floral displays



Maintenance of internal paths, roads and car parks



Maintenance of grass



Maintenance of irrigation systems



Litter control



Maintenance of fences and signage



Inspection, maintenance and repairs to amenity assets



Regular review, consultative and planning meetings



Maintenance of trees within parks



Maintenance and cleaning of all furniture and structures



Reporting and responding to inquiries, requests, complaints



Planting of trees within parks



Management of weeds



Removal of graffiti

## Park Classifications

### The Rationale Behind Park Classifications

Dubbo Regional Council employs a tiered classification system for its parks. Regional, District, Local, and Community Infrastructure each serving a distinct purpose and user group. This classification system not only guides the design and development of our parks but also directly influences their capital costs and ongoing maintenance requirements.

**Regional Parks:** As the pinnacle of our park system, regional parks are designed to attract visitors from across the region and beyond. They offer diverse experiences, encompassing natural areas, cultural attractions, and extensive recreational facilities. The extensive amenities and diverse offerings of regional parks necessitate the highest capital investment and ongoing maintenance levels.

**District Parks:** District parks are community hubs that cater to a range of recreational needs with their diverse amenities, including playgrounds, inviting picnic areas, often interwoven with walking trails, and large open green spaces that encourage physical activity and social interaction. The enhanced features and scale of these parks necessitate a higher level of investment, both in initial construction and ongoing maintenance."

**Local Parks:** Local parks are neighbourhood gathering spots that offer residents a place to relax and connect with nature. These smaller parks typically feature a play area for children, a few benches for seating, and open green space for enjoying the outdoors. Due to their modest size and basic amenities, local parks are relatively low-cost to develop and maintain, making them an efficient way to provide accessible green space throughout the community.

**Community infrastructure:** Provides essential corridors for critical services like stormwater management and electricity distribution. These areas, often consisting of grass, native plants, and trees, may also be utilised for recreational purposes, such as walking trails, or to enhance footpath connectivity within the region. While their primary function is to house essential infrastructure, these greenspaces contribute to the overall network of green corridors in the community.

By categorising our parks as Regional, District, Local, and Community Infrastructure, we're able to tailor the amenities and care each one receives to best suit its purpose and the people who cherish it. This not only makes the most of our resources but also ensures that every park, regardless of size, is a well-maintained space that enriches the lives of our residents and visitors alike. Whether it's a quick stroll through a local park or a day of adventure in a sprawling regional park, we strive to create delightful park experiences for everyone in our community.



Click the link below to see your favourite parks classification

<https://www.dubbo.nsw.gov.au/Community-Groups/Sport-and-Leisure/parks-playgrounds>

OR SCAN THE QR CODE



# Park Classification

## Regional Parks

Dubbo Regional Council takes pride in maintaining its regional parks to the highest standard, offering a variety of amenities for everyone to enjoy. These parks typically feature shaded picnic areas with tables and barbecues for outdoor meals. Playgrounds and open spaces cater to recreation, while paths wind through diverse gardens for those who enjoy walking or cycling. Accessible restrooms, drinking fountains, and ample rubbish bins ensure comfort and cleanliness. Well-lit pathways enhance safety during evening use. Some regional parks may also offer special features like water play areas, memorials, and public art.



Public Parks Maintenance Service Level

# Park Classification

## District Parks

District parks in the Dubbo region offer a range of features for everyone to enjoy. Relax under the shade of mature trees, navigate with clear signage, and make use of convenient amenities like benches, picnic tables, shelters, and accessible restrooms. Children will love the well-maintained open green spaces that invite picnics and games. Walking and jogging paths provide opportunities for exercise and leisure. Diverse and strategically placed plantings enhance the beauty and safety of the parks.



Public Parks Maintenance Service Level

# Park Classification

## Local Parks

Dubbo Regional Council maintains local parks to a good standard, ensuring each provides a minimum level of service for community enjoyment. These parks offer green spaces, corridors, and paths. They may also include playgrounds, rubbish bins, footpaths, outdoor gym equipment, and drinking fountains where feasible.

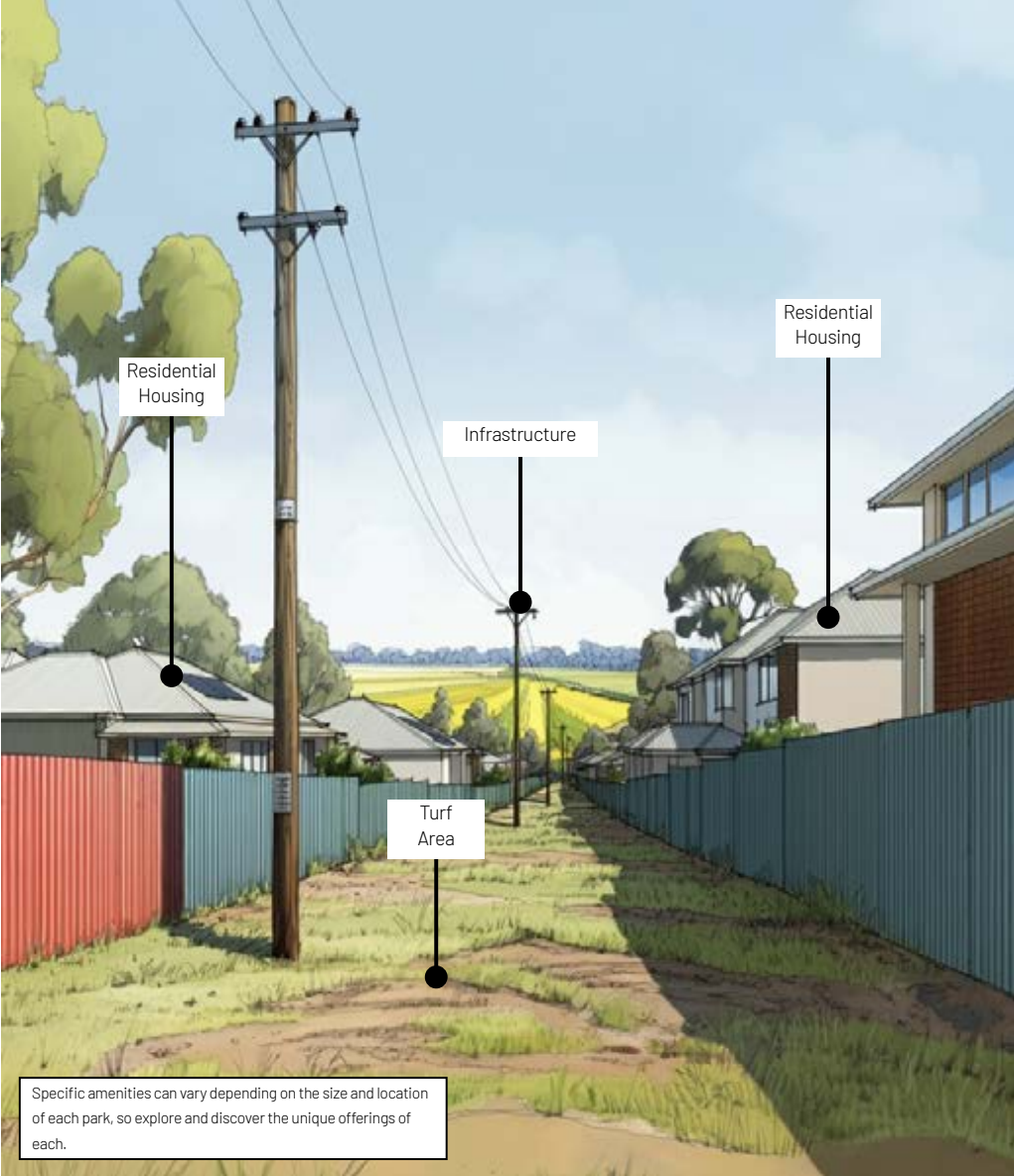


Public Parks Maintenance Service Level

# Park Classification

## Community Infrastructure

Dubbo Regional Council recognises the importance of community infrastructure greenspaces, which are areas of land dedicated to essential services such as power lines, easements, sewer and water infrastructure, and basins. These greenspaces play a vital role in supporting the functionality and well-being of our community.



# Key Maintenance Tasks Frequency Guide



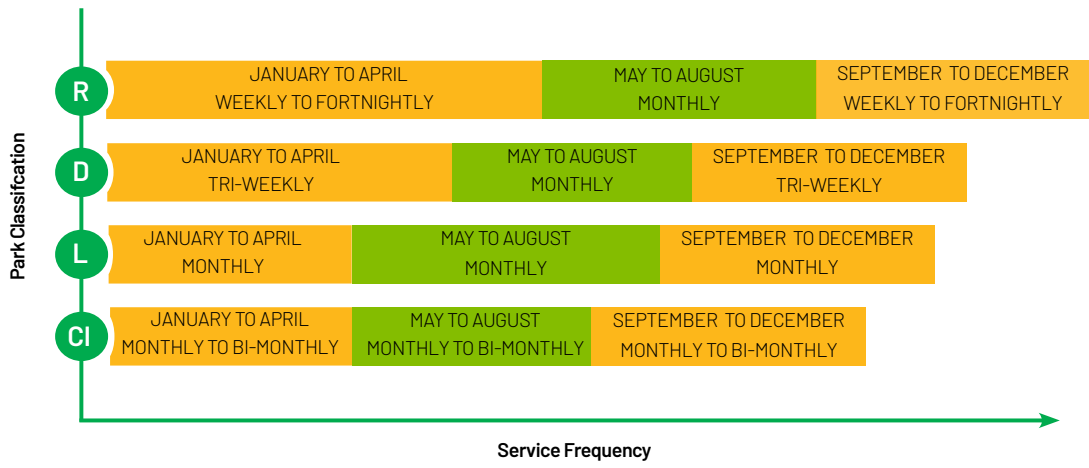
Public Parks Maintenance Service Level



R = Regional      D = District      L = Local      CL = Community Infrastructure

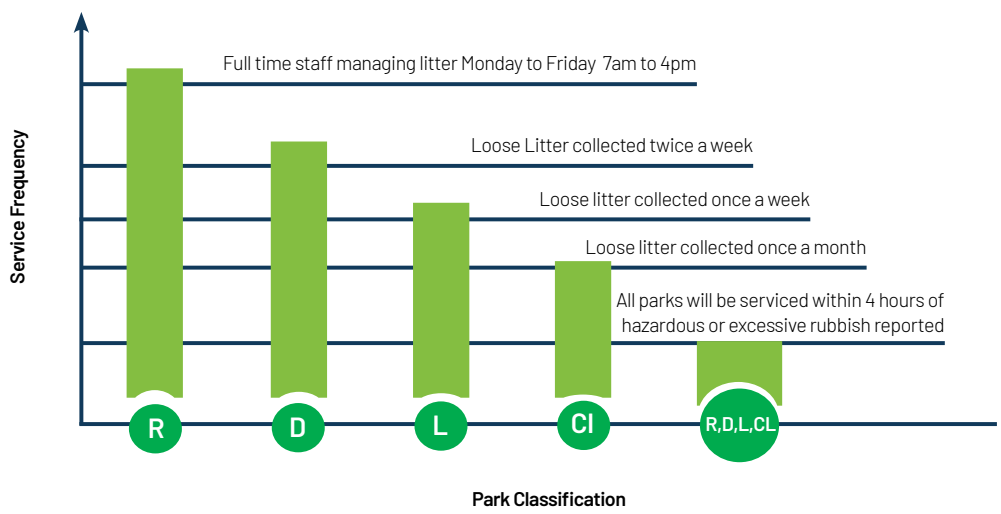
### Turf Mowing & Edging

What We Want To Achieve:



### Loose Litter Collection

What We Want To Achieve:



R = Regional

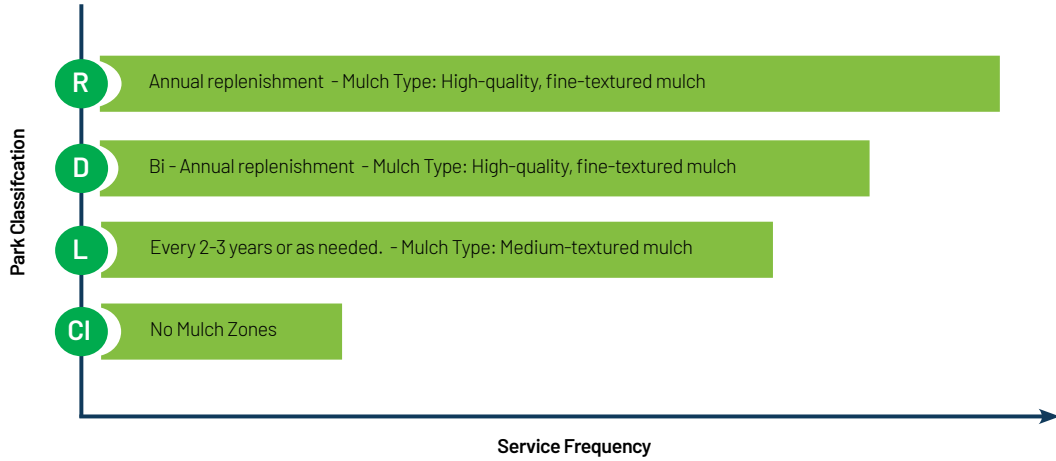
D = District

L = Local

CL = Community Infrastructure

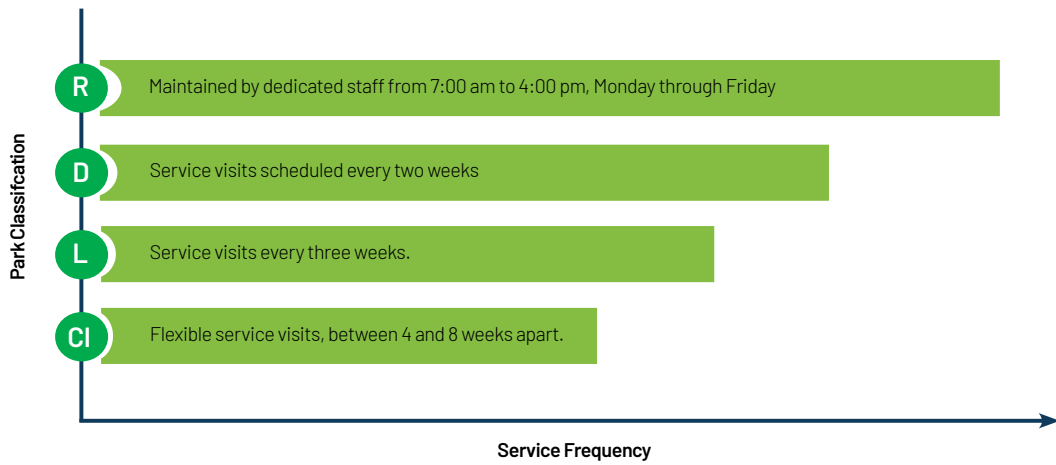
### Mulching

What We Want To Achieve:



### Garden Services

What We Want To Achieve:



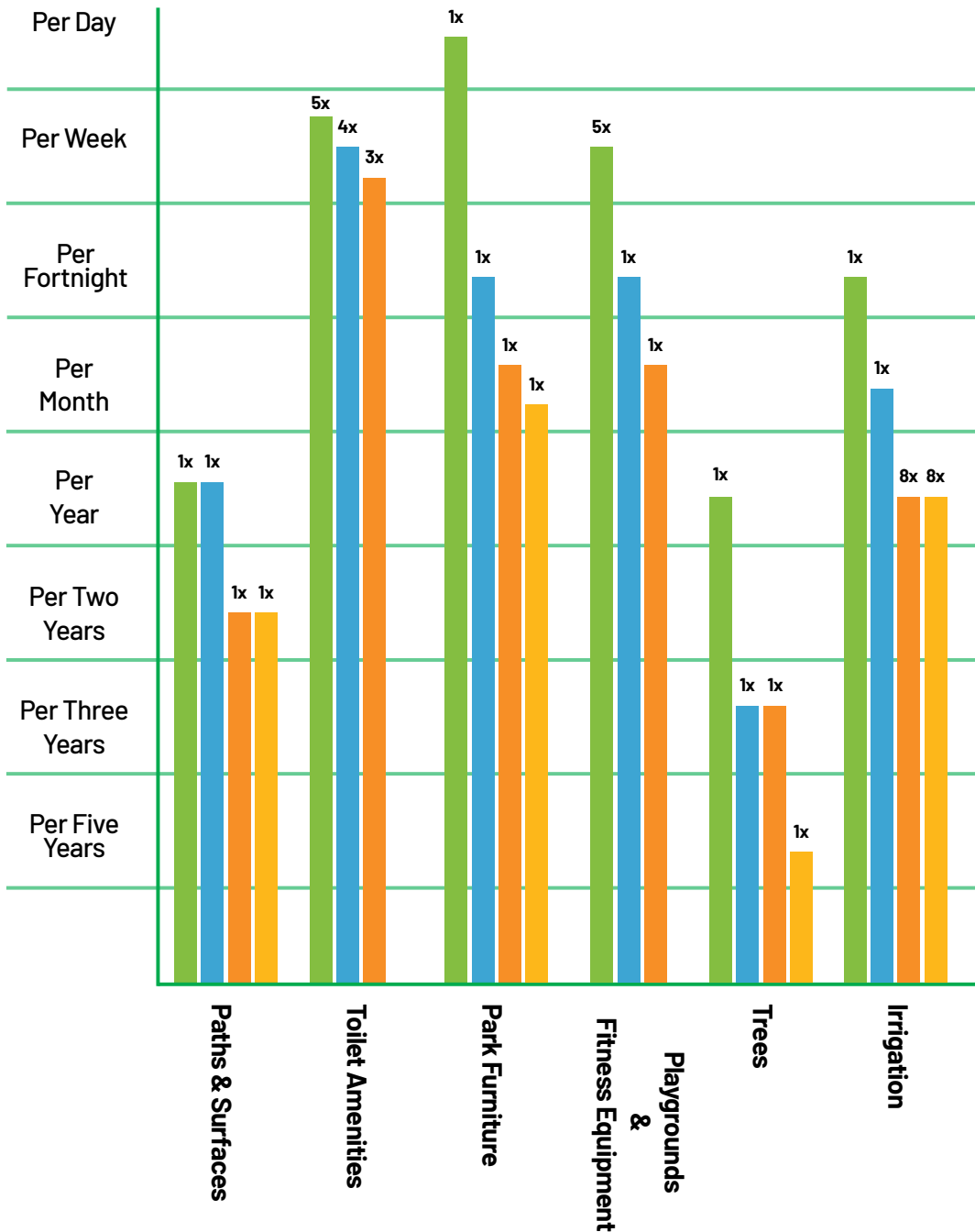
# Inspection Frequencies for Park Assets



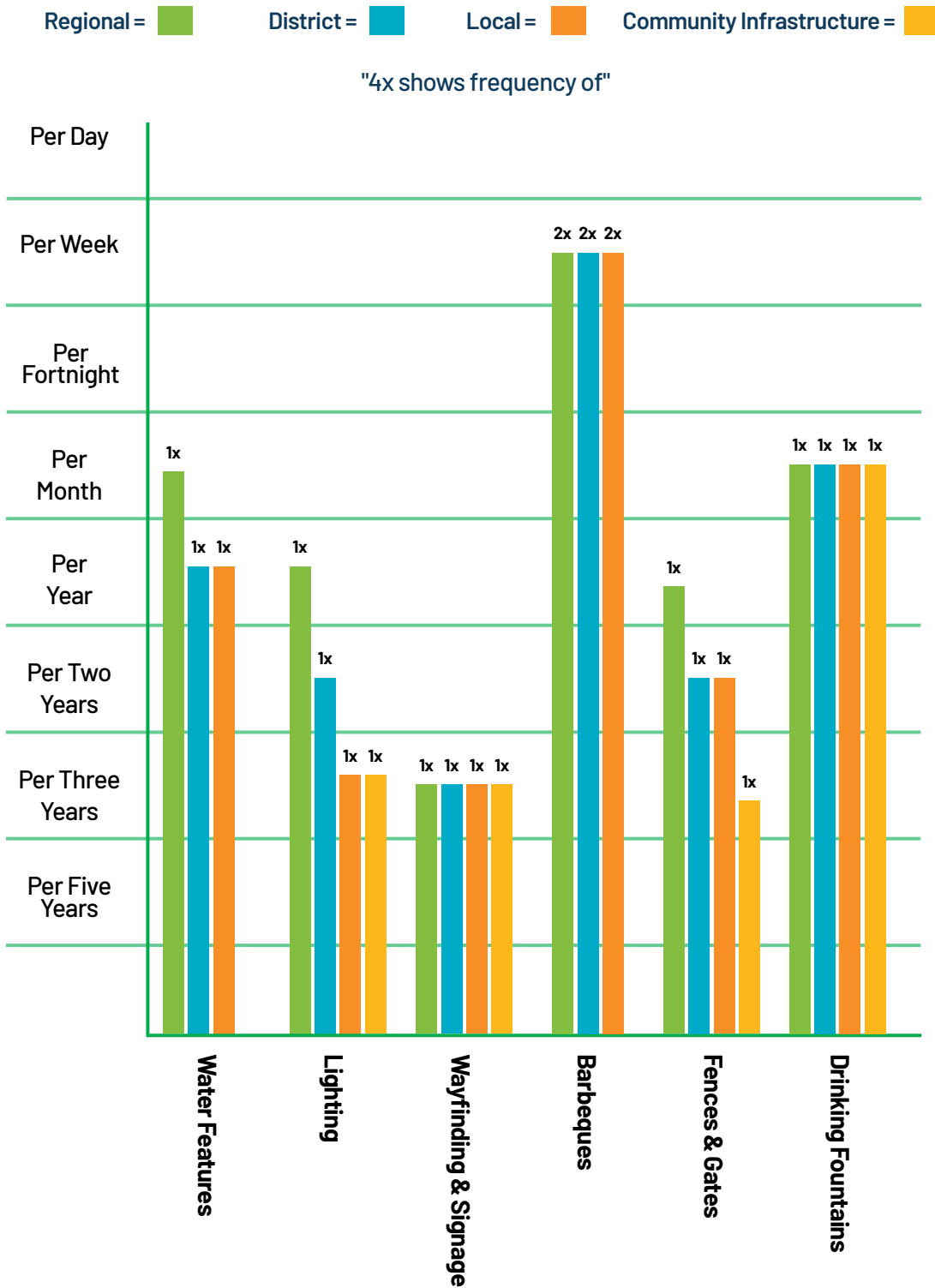
Public Parks Maintenance Service Level

Regional = ■ District = ■ Local = ■ Community Infrastructure = ■

"4x shows frequency of"



Public Parks Maintenance Service Level



# Detailed Performance Standards

## 1. Turf

Activity	Maintenance Level
<b>Mowing</b> 	<p>Turf mowing must adhere to the established schedule and be conducted with meticulous care to avoid any damage to the surrounding park environment. This includes, but is not limited to, the turf itself, flower beds, gardens, trees, shrubs, and park amenities such as benches, rubbish bins, and signage.</p> <p>In situations where ground conditions are unsuitable for mowing due to excessive wetness or inclement weather, staff must demonstrate initiative and flexibility.</p>
<b>Turf Weeds</b> 	<p>Turf areas should be predominantly weed-free. As a general guideline, weeds should not cover more than 5-10% of a given turf area. This threshold is stricter for Regional Parks, high-visibility areas, and areas surrounding key park features.</p> <p>Exceeding Acceptable Thresholds: Large, mature weeds producing seeds, or areas containing large, concentrated patches of weeds that detract from the turf's appearance and health.</p>
<b>Turf Edging</b> 	<p>Turf edging must adhere to the established schedule to maintain a defined border, prevent turf encroachment, and enhance the overall aesthetic appearance of the landscape.</p> <p>Exceeding Acceptable Thresholds: Edging completely overgrown by turf, large sections of edging missing or broken, significant soil erosion or mulch spillage, and visible tripping hazards.</p>
<b>Litter</b> 	<p>Removal of all visible litter, rubbish, debris, hazardous materials, and other unwanted objects per scheduled service visit. Unusual amounts of rubbish will be responded to immediately.</p> <p>Exceeding Acceptable Thresholds: Accumulation of litter on turf, presence of hazardous waste for longer than 24 hours.</p>
<b>Turf Surface</b> 	<p>Turf areas must be smooth, safe, and suitable for use, free of holes and obstructions, with sprinkler heads installed level with the ground to prevent tripping hazards.</p> <p>Trip hazards are assessed by their likelihood and potential severity of causing a fall:</p> <p>Low: 2.5 cm difference in height over a 30 cm distance.                      Moderate: 2.5 - 7.5 cm difference in height over a 30 cm distance.                      High: 7.5 cm difference in height over a 30 cm distance.</p>
<b>Turf Management</b> 	<p>Staff are responsible for developing comprehensive turf management programs that address the diverse needs of our assets. These programs integrate specialised operations like aeration, fertilisation, and overseeding, tailored to each site's unique characteristics. Factors to be considered include: intended use, terrain, irrigation, turf species, and seasonal variations.</p>
<b>Reporting</b> 	<p>Monthly reporting includes a visual inspection of parks, documenting observations and providing recommendations for future maintenance needs.</p> <p>Reports are exclusively generated for Regional and District Parks only.</p>

# Detailed Performance Standards

## 2. Gardens







Activity	Maintenance Level
<b>Weeding</b> 	<p>Minimal weed presence is required. As a general guideline, weeds should not cover more than 5-10% of the garden bed area. Stricter thresholds apply to formal gardens or high-visibility areas.</p> <p>Exceeding Acceptable Thresholds: Large, mature weeds producing seeds, or areas containing large, concentrated patches of weeds that detract from the garden's appearance and health.</p>
<b>Mulching</b> 	<p>Replenishing and maintaining mulch levels in garden beds to suppress weed growth, retain soil moisture, regulate soil temperature, and enhance the overall aesthetic appeal.</p> <p>Exceeding Acceptable Thresholds: Bare patches of soil visible throughout the bed, mulch piled high against tree trunks, mulch washed out of the beds onto pathways.</p>
<b>Plant Maintenance</b> 	<p>Seasonal pruning, trimming, and shaping of trees, shrubs, and other vegetation to maintain plant health, promote desirable growth habits, and ensure the aesthetic appeal and safety of park areas.</p> <p>Exceeding Acceptable Thresholds: Dead branches hanging precariously over walkways, shrubs blocking pathways or obstructing signage, excessive removal of foliage, incorrect cuts.</p>
<b>Garden Edge</b> 	<p>Regular edging of garden beds to maintain a defined border, prevent turf encroachment, and enhance the overall aesthetic appearance of the landscape.</p> <p>Exceeding Acceptable Thresholds: Edging completely overgrown by plants, large sections of edging missing or broken, significant soil erosion or mulch spillage, and visible tripping hazards.</p>
<b>Reporting</b> 	<p>Scheduled monthly garden works will include a visual audit of the park, documenting observations and providing recommendations for future maintenance.</p> <p>Garden reports are exclusively generated for Regional and District Parks.</p>
<b>Litter</b> 	<p>Removal of all visible litter, rubbish, debris, hazardous materials, and other unwanted objects per scheduled service visit. Unusual amounts of rubbish will be responded to immediately.</p> <p>Exceeding Acceptable Thresholds: Accumulation of litter in gardens, presence of hazardous waste.</p>
<b>Planting</b> 	<p>Dead plants will be replaced based on regular checks and available budget. The schedule for replacements can be obtained by contacting the Dubbo Regional Council Customer Service Desk.</p> <p>Exceeding Acceptable Thresholds: Numerous dead plants throughout the park, prolonged delays of three months or more without plant replacement occurring, and without clear communication from the Council.</p>

# Detailed Performance Standards

## 3. Assets

Activity	Maintenance Level
<p><b>Paths &amp; Surfaces</b></p> 	<p>Park paths and surfaces are maintained through regular cleaning and repairs based on inspection results. High-level inspections are conducted during scheduled visits, with detailed inspections carried out as per the inspection frequencies for park assets on page 13 to 15.</p> <p>Exceeding Acceptable Thresholds: Significant deterioration of paved surfaces, accumulation of litter or debris despite regular cleaning schedules, multiple trip hazards present.</p>
<p><b>Toilet Amenities Cleaning</b></p> 	<p>Public toilets are maintained by external contractors under the supervision of Council staff. Cleaning schedules are adjusted based on usage and include disinfecting surfaces, sweeping and mopping floors, emptying rubbish bins, and restocking supplies. Council staff conduct regular inspections to ensure cleanliness standards are met. For information about specific cleaning schedules, please contact Dubbo Regional Council Customer Service.</p> <p>Exceeding Acceptable Thresholds: Consistently dirty or smelly toilets despite scheduled cleaning, recurring lack of essential supplies, broken or damaged fixtures that are not repaired promptly, evidence of vandalism or neglect.</p>
<p><b>Graffiti Removal</b></p> 	<p>Our graffiti removal service aims to remove offensive graffiti within 24 hours of reporting and all other graffiti within 10 business days, ensuring a clean and welcoming environment for the community.</p> <p>Exceeding Acceptable Thresholds: Offensive graffiti remaining for days after being reported, poorly executed removal that damages surfaces or leaves graffiti visible.</p>
<p><b>Park Furniture</b></p> 	<p>Per Service Inspections: For immediate hazards. Detailed inspections carried out as per the inspection frequencies for park assets on page 13 to 15.</p> <p>Unsafe: Made safe through barriers as soon as reported or seen. Urgent: Within 5 business days. Routine: Within 10 business days.</p> <p>Repair times can vary due to parts availability, potentially exceeding initial estimates. Exceeding Acceptable Thresholds: Unsafe conditions left unattended for any length of time, equipment frequently breaking, unusable or unsightly.</p>
<p><b>Playgrounds</b></p> 	<p>Detailed inspections carried out as per the inspection frequencies for park assets on page 13 to 15.</p> <p>Repair Times: Unsafe: Made safe through barriers as soon as reported or seen. Urgent: Repaired within 5 business days. Routine: Repaired within 10 business days. Repair times can vary due to parts availability, potentially exceeding initial estimates.</p> <p>Exceeding Acceptable Thresholds: Broken equipment left accessible to children, hazardous surfacing conditions, excessive wear and tear on equipment.</p>



Activity	Maintenance Level
<p data-bbox="352 215 405 237">Trees</p> 	<p data-bbox="488 215 1307 264">Visual inspections per scheduled visit by park maintenance staff. Detailed inspections carried out as per the inspection frequencies for park assets on page 13 to 15.</p> <p data-bbox="488 293 695 365">Tree Response Times: Urgent: Within 24 hours. Routine: As per schedule.</p> <p data-bbox="488 394 1283 465">Exceeding Acceptable Thresholds: Large dead branches hanging over pathways or play areas, trees with obvious signs of disease or decay, overgrown trees blocking sight lines or interfering with infrastructure, improper pruning not in accordance with AS 4373-2007.</p>
<p data-bbox="341 481 416 504">Irrigation</p> 	<p data-bbox="488 481 1302 553">Visual inspections of the irrigation system are conducted per scheduled visit to identify leaks and damage. Detailed inspections carried out as per the inspection frequencies for park assets on page 13 to 15.</p> <p data-bbox="488 582 1257 654">Exceeding Acceptable Thresholds: Visible leaks or broken sprinkler heads that are not repaired promptly, significant areas of dry or stressed plants due to inadequate watering, waterlogging or runoff caused by overwatering, signs of plant and turf stress (wilting, browning, poor growth).</p>
<p data-bbox="288 669 469 692">Wayfinding &amp; Signage</p> 	<p data-bbox="488 669 1270 719">Visual inspections per scheduled visit to ensure signage legibility. Detailed inspections carried out as per the inspection frequencies for park assets on page 13 to 15.</p> <p data-bbox="488 748 1246 770">Contact Dubbo Regional Council Customer Service for information about signage replacement.</p> <p data-bbox="488 799 1283 871">Exceeding Acceptable Thresholds: Illegible signs from vandalism, misdirected indicators, damaged markers, missing wayfinding elements, and outdated information, anything hindering the signs' or wayfinding's initial intended design and function.</p>
<p data-bbox="331 884 427 907">Barbeque's</p> 	<p data-bbox="488 884 1286 983">Barbecues are maintained by external contractors under the supervision of Council staff. Cleaning schedules are adjusted based on usage and include disinfecting surfaces and emptying grease traps. Council staff conduct regular inspections to ensure cleanliness standards are met and functionality is maintained as per as per the inspection frequencies for park assets on page 13 to 15.</p> <p data-bbox="488 1012 1294 1061">For information about specific cleaning schedules, please contact Dubbo Regional Council Customer Service.</p> <p data-bbox="488 1090 1278 1162">Exceeding Acceptable Thresholds: Heavily soiled cooking surfaces, significant rust or corrosion on the barbecue, broken or missing parts that render the barbecue unusable, damaged components, unstable structure.</p>
<p data-bbox="344 1178 416 1200">Lighting</p> 	<p data-bbox="488 1178 1278 1249">All lights should be functioning correctly, providing adequate illumination for the intended purpose. Lighting undergoes visual inspections for hazards during each scheduled service and detailed inspections carried out as per the inspection frequencies for park assets on page 13 to 15.</p> <p data-bbox="488 1279 1155 1301">Repairs and replacements are based on inspection findings and recommendations.</p> <p data-bbox="488 1330 1307 1402">Exceeding Acceptable Thresholds: Multiple lights out of order, visual neglect in the upkeep of lighting fixtures, reports of electrical hazards or safety concerns not addressed promptly (within 1 business day of being reported).</p>
<p data-bbox="300 1417 459 1440">Drinking Fountains</p> 	<p data-bbox="488 1417 1307 1467">Drinking fountains should dispense water easily with adequate flow and pressure. Push buttons or taps should be working smoothly.</p> <p data-bbox="488 1496 1286 1545">Exceeding Acceptable Thresholds: Water quality issues (unusual taste or odour), non-functional drinking fountain, damage such as cracks, leaks, or other damage to the drinking fountain structure.</p>

Activity	Maintenance Level
<p data-bbox="300 212 459 235"><b>Fitness Equipment</b></p> 	<p data-bbox="486 212 933 235"><b>Outdoor Gym Equipment Inspections and Maintenance:</b></p> <p data-bbox="486 239 1284 313">Equipment should be stable, securely anchored, and free of damage such as cracks, rust, or loose parts. Moving parts should operate smoothly and safely. Handles, grips, and pedals should be secure and in good condition.</p> <p data-bbox="486 340 1268 362">Detailed inspections carried out as per the inspection frequencies for park assets on page 13 to 15.</p> <p data-bbox="486 392 997 414">Unsafe: Made safe through barriers as soon as reported or seen.</p> <p data-bbox="486 418 742 441">Urgent: Within 5 business days.</p> <p data-bbox="486 445 758 468">Routine: Within 10 business days.</p> <p data-bbox="486 497 1165 519">Repair times can vary due to parts availability, potentially exceeding initial estimates.</p> <p data-bbox="486 548 1300 622">Exceeding Acceptable Thresholds: Structural damage (any cracks, rust, or instability), malfunctioning parts, significant wear and tear that compromises the equipment's functionality or safety, damaged, compacted, or insufficient surfacing material beneath the equipment.</p>
<p data-bbox="311 734 446 757"><b>Fencing &amp; Gates</b></p> 	<p data-bbox="486 734 853 757"><b>Fence and Gate Inspections and Maintenance:</b></p> <p data-bbox="486 761 1284 813">Fences and gates should be sturdy, stable, and free from damage. Gates should swing or slide freely without sticking or dragging. Latches and hinges should be secure and operational.</p> <p data-bbox="486 840 1268 862">Detailed inspections carried out as per the inspection frequencies for park assets on page 13 to 15.</p> <p data-bbox="486 891 1308 943">Exceeding Acceptable Thresholds: Leaning or unstable posts, damaged rails or panels, malfunctioning gates, deteriorating appearance.</p>
<p data-bbox="335 952 422 974"><b>Public Art</b></p> 	<p data-bbox="486 952 805 974"><b>Public Art Inspections and Maintenance:</b></p> <p data-bbox="486 978 1308 1052">Sculptures, installations, and murals should be stable, securely anchored, and free from damage such as cracks, corrosion, or missing components. The surface of the artwork should be maintained in good condition, free from graffiti, vandalism, or excessive weathering.</p> <p data-bbox="486 1079 1268 1102">Detailed inspections carried out as per the inspection frequencies for park assets on page 13 to 15.</p> <p data-bbox="486 1131 1300 1205">Exceeding Acceptable Thresholds: Structural damage, cracks, corrosion, or instability in the artwork, significant fading, peeling paint, graffiti, or vandalism that detracts from the artwork's appearance, damaged or missing interpretation.</p>
<p data-bbox="316 1216 446 1238"><b>Water Features</b></p> 	<p data-bbox="486 1216 845 1238"><b>Water Feature Inspections and Maintenance:</b></p> <p data-bbox="486 1243 1292 1346">Staff conduct regular maintenance of all water bodies, monitoring for signs of contamination or deterioration in water quality, faulty or non-working features, and promptly reporting any concerns to management. Detailed inspections carried out as per the inspection frequencies for park assets on page 13 to 15.</p> <p data-bbox="486 1373 1300 1447">Exceeding Acceptable Thresholds: Murky, green water (algae), floating debris, stagnant water with an unpleasant odour, cracks, leaks, missing tiles, damaged or non-functional components (pumps, fountains, lights), slippery surfaces due to algae growth, unstable or damaged structures, trip hazards.</p>



Status	Version	Author	Date	Changes
	01	Greenspace, Recreation & Openspace	1/04/2025	

Cnr Church and Darling Streets, Dubbo  
Cnr Nanima Crescent and Warne Street, Wellington  
Ph: (02) 6801 4000  
dubbo.nsw.gov.au





## REPORT: 2025-2029 Youth Action Plan

**DIVISION:** Community, Culture and Places  
**REPORT DATE:** 17 March 2025  
**TRIM REFERENCE:** ID25/419

### EXECUTIVE SUMMARY

<b>Purpose</b>	<ul style="list-style-type: none"> <li>Seek endorsement</li> <li>Addressing Council resolution</li> </ul>	
<b>Issue</b>	<ul style="list-style-type: none"> <li>The report provides an overview of the draft 2025-2029 Youth Action Plan. It includes a summary of the engagement activities, key framework items and explains the role of Council.</li> </ul>	
<b>Reasoning</b>	<ul style="list-style-type: none"> <li>The document requires public exhibition, an activity that must be resolved by Council.</li> </ul>	
<b>Financial Implications</b>	Budget Area	Community Services
	Funding Source	Internal budget
	Proposed Cost	Up to \$10,000
	Ongoing Costs	To be determined
<b>Policy Implications</b>	Policy Title	Not applicable
	Impact on Policy	There are no policy implications
<b>Consultation</b>		Various outlined in the 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 principal themes and several objectives and strategies. This report is aligned to:

Theme: 5 Liveability  
CSP Objective: 5.3 The lifestyle and social needs of the community are supported  
Delivery Program Strategy: 5.3.2 A variety of youth activities and entertainment is available

### RECOMMENDATION

- That Council endorse the 2025-2029 Youth Action Plan for the purpose of public exhibition.
- That the CEO provide a report detailing the results of the Public Exhibition period.

*Craig Arms*  
Director Community, Culture and Places

*CM*  
Youth Development  
Officer

## BACKGROUND

### Previous Resolutions of Council

CCC24/13	1. <i>That the progress report provided by Director Community, Culture and Places be noted.</i>
(CCL24/45)	2. <i>That it be noted that the Community Safety Plan will encompass 'Crime Prevention Priorities' and associated action plans.</i>
7 March 2024	3. <i>That the Chief Executive Officer develop a 'Youth Strategy' in collaboration with the Youth Council and other key stakeholders.</i>

Identifying, prioritising and implementing actions to improve youth engagement, health and participation is large body of work that all levels of Government have been active in over many years. Until now, Dubbo Regional Council has not had a strategic document in this space. At its meeting 7 March 2024, Council resolved to address this absence (CCC24/13).

Council adopted the Community, Safety and Crime Prevention Plan (CSCPP) at its March Ordinary meeting 2024. The development of a Youth Action Plan was a commitment in the CSCPP. Both documents are intertwined, but they maintain their own identity. If planned and implemented well, both documents will make contributions to the other, and to community wellbeing more broadly.

### State Government Context

#### *NSW Regional Youth Framework and Associated Action Plan*

Flowing from the NSW Government's Regional Youth Framework and associated Action Plan (2020), the NSW Office of Regional Youth (ORY) released in 2022 their Regional Insights Report presenting priority areas for investment in each region to improve economic and social outcomes for young people living in regional NSW.

The ORY is guided by the Regional Youth Framework. This reflects the views of young people in regions via 'four pillars' – Work Ready, Wellbeing, Connectivity and Community. Nine investment themes across these pillars were identified for further government investment. ORY developed evidenced-based priority areas for each region via engagement with young people, survey responses and data from key economic and social indicators in each region.

#### *Your Voice, Our Future Interim Report*

Since then, the Office of Primary Industries and Regional Development have shared the findings of 'Your Voice, Our Future Interim Report' (November 2024). It is a youth consultation initiative and has heard from 4,880 young people in NSW aged 12 to 24 years what is important to them, how the NSW Government can involve young people in decision-making, and how the government can better support young people.

The Interim Report states there are consistent themes coming through the ‘Your Voice, Our Future’ consultation: Voice, Action, and Support. The five top issues identified thus far are: vaping, alcohol and drugs, cost of living, availability of housing, climate change and the environment and mental health. The final report is due for release later in 2025.

## REPORT

The 2025-2029 Youth Action Plan aims to respond to the evolving needs of young people in the Dubbo LGA through targeted actions developed from youth and community engagement, as well as acknowledging the work of the above-mentioned State Government plans and reports.

Central to the plan’s development is the contribution of the Dubbo Regional Council Youth Council. They played an important role in designing the online engagement layout as well as being consulted on the plan’s development. The Youth Council members endorse the draft plan for Council’s consideration.

### Summary of engagement

The development of the 2025-2029 Youth Action Plan has been guided by youth and community engagement to ensure it reflects the needs and aspirations of young people in the Dubbo LGA. Key engagement activities included:

Engagement Tool	Description
<b>Youth Survey</b>	A total of 290 young people participated in a survey, providing insights into key priorities and challenges they face.
<b>Stakeholder Consultation</b>	Meetings and discussions were held with community groups, service providers, schools, and youth organisations to gather input on youth-related issues and opportunities.
<b>Workshops &amp; Focus Groups</b>	Targeted engagement sessions were conducted with diverse youth populations, including Indigenous, multicultural, and disadvantaged groups, to ensure inclusivity in the planning process.
<b>Public Feedback</b>	Online and in-person feedback opportunities allowed young people and the broader community to contribute their perspectives on the draft plan.

### Key Findings and Insights

The engagement process identified key themes for young people in the Dubbo LGA. Young people told us they want:

- Safe and welcoming public spaces
- More activities and events
- Better public transport and accessibility
- Support for mental health and wellbeing
- Opportunities for learning and employment
- Stronger youth voice in decision-making

In response, the Youth Action Plan prioritises effort down four Focus Areas:

Focus Area 1: Provide youth-friendly public spaces and infrastructure

Focus Area 2: Attract and support events, recreation, and social opportunities

Focus Area 3: Build partnerships and participation for improve youth service provision

Focus Area 4: Promote opportunities for youth participation and leadership.

Currently there are 20 actions identified across the four priority areas. Each action has an associated timeframe for completion.

### The role of Council

An important element to understand in the development and implementation of the Youth Action Plan is the jurisdiction of a Local Government entity (Council) in addressing matters of youth service provision. Council can affect positive outcomes for youth through the following roles:

Council Role	Description
Provider	Provide and maintain public infrastructure to facilitate youth activity, engagement and enjoyment. Attract and support programs, events, and services for youth development, leadership, and participation in community life
Leader	Act as a leader and identify key issues affecting young people and drive initiatives that respond to their needs and aspirations.
Collaborator	Support and work in partnership with youth organisations, schools, community groups, and government agencies to create opportunities for young people.
Advocator	Represent youth priorities in decision-making and promote young people's interests at local, state, and federal levels.

To better provide positive outcomes for youth engagement, safety, and development, there must be coordinated collaboration between local government, service providers, educational institutions, businesses, and community organisations. This collaboration is essential in designing, implementing, and delivering programs and services that effectively meet the needs of young people. Additionally, it requires ongoing accountability from all stakeholders to ensure the outcomes of these programs are achieved, contributing to a safer, more inclusive, and supportive community for young people to thrive.

### The Youth Council

Enhancing our Youth Council is central to Council's strategy for improved direct engagement with youth and providing enhanced opportunities for them to contribute to decision making, allowing their 'voice to be heard'. One key action (4.1) commits Council to developing a conscious strategic approach to making our Youth Council a high performing body that seeks to be a leader in the local government context.

### Resourcing Implications

- Costs associated with individual actions in the draft action plan are not yet defined. Several actions are classified as business-as-usual activities and will be undertaken within existing financial resources.
- Delivery of some actions will generate the need for a business case, which may require a service uplift and additional costs. These actions and associated business cases will be further considered as part of Council’s annual budget development processes. Council will also continue to actively seek grant opportunities.

### Timeframe

Key Date	Explanation
May 2025	Public Exhibition period
June / July 2025	Report to Council on public exhibition outcomes with the intent of seeking endorsement

### APPENDICES:

- [1](#) Draft Youth Action Plan 2025-2029



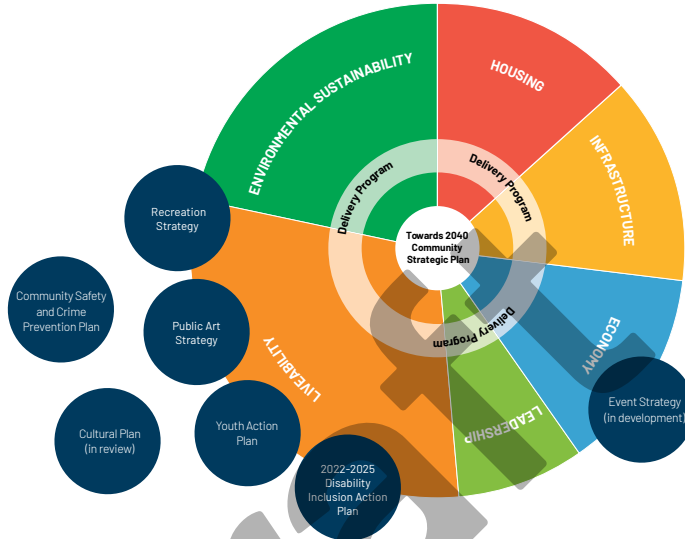


**2025-2029**  
YOUTH  
ACTION PLAN

## How the Youth Action Plan connects with our other strategic plans

The 2025-2029 Youth Action Plan will be embedded into our integrated planning and reporting framework to ensure what is planned is delivered through robust planning and resource allocations.

At the centre of the framework is the Towards 2040 Community Strategic Plan – it describes the community's vision and aspirations. The Youth Action Plan is a key document providing specific strategic direction and sits alongside a range of other plans, strategies and policies as shown in the diagram below.



The design of the Plan has a whole-of-community approach, to be used by everyone in the region, creating a thriving vibrant inclusive community.

## Strategic context

### Towards Community Strategic Plan: Theme 5 Liveability

<b>Goal</b>	We are a diverse, vibrant, safe and healthy region that includes a variety of public spaces and amenities
<b>Objectives</b>	5 Liveability
<b>Strategies</b>	5.3 The lifestyle and social needs of the community are supported 5.3.2 A variety of youth activities and entertainment is available
<b>Actions</b>	5.3.2.1 Develop and implement the Youth Strategy.

For more information on Council's plans visit:  
[dubbo.nsw.gov.au/About-Council](http://dubbo.nsw.gov.au/About-Council)  
(A-Z Plans and Strategies)



or scan the QR code

## Disclaimer statement

The information is current at time of completing this plan and some information may change during the lifetime of the 2025-2029 Youth Action Plan. Community members are advised to contact relevant service providers, organisers, authorities, and Dubbo Regional Council Customer Experience Team if they have any questions.



## Acknowledgement of Country

We acknowledge the Wiradjuri people who are the traditional custodians of the land on which we live, work and play. We pay our respects to Elders past and present of the Wiradjuri Nation and thank them for their care of the land, water and sky and extend that respect to other Indigenous Australians.

## Contents

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## Our vision

**Our vision is to lead a thriving, vibrant, and inclusive community where young people are empowered to reach their full potential.**

We aim to cultivate an environment where youth feel valued, connected, and supported, and where they actively contribute to shaping the future of the Dubbo region.



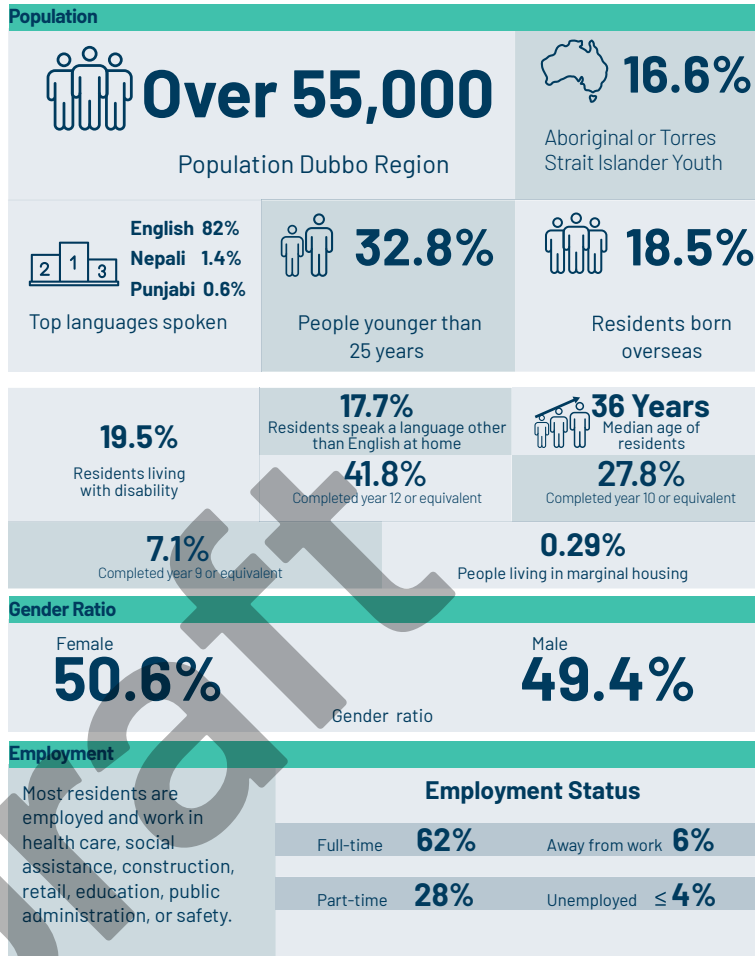
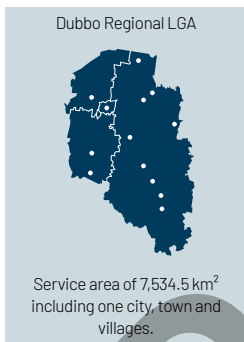
## Our commitment

- Strengthening the role of the Youth Council to encourage young people to have a voice in local decision-making.
- Supporting youth-driven sporting events, promoting inclusivity in sports, and maintaining quality sporting facilities.
- Promoting youth involvement in cultural spaces
- Support and attraction of events, programs, and services that promote youth mental health, social engagement, and opportunities for skill development.

### Youth Profile in the Dubbo Region

The Dubbo Region is home to a growing and diverse population with broad skills and experiences providing richness to culture, health and wellbeing. Diversity brings strength to a community.

Our Region is growing and becoming more culturally diverse. Our youth (0-25 years) make up 20% of our community and brings with them their energy and the potential for future economic growth and a stronger more resilient community.



### Our challenges and opportunities

The Dubbo Region is a vibrant and growing community with a diverse youth population that has access to health services, social support, recreational parks, and sporting facilities. However, there is a need for better coordination and collaboration between youth services, schools, community groups, and government agencies to enhance safety and ensure that public spaces remain inclusive and engaging for young people. Strengthening these efforts will help reduce the risks of anti-social behaviour and create more opportunities for youth to thrive in the community.



### What is a Youth Action Plan?

After input from local consultation, Dubbo Regional Council has developed a Youth Action Plan outlining its commitments in response to identified youth issues, desires and aspirations. Actions for this plan will seek to enhance the experience of local youth aged 12-25 living in our Local Government Area (LGA) and contribute to building capacity as they mature.

Council seeks to approach these commitments with a collaborative mindset. Partners will include young people, community groups government and non-government organisations.



### Guiding principles

When developing strategic documents, three guiding principles ensure that Council remains connected to and representative of community needs and voices. The principles detailed below steer the Youth Action Plan:

<div style="background-color: #008080; border-radius: 50%; width: 60px; height: 60px; margin: 0 auto; display: flex; align-items: center; justify-content: center; margin-bottom: 10px;">1</div> <p><b>Integrated and Coordinated Proactive Approach</b></p> <hr style="width: 20%; margin: 0 auto;"/> <p>Federal and State Government policies and programs will be considered when formulating plans, key activities, and actions.</p>	<div style="background-color: #008080; border-radius: 50%; width: 60px; height: 60px; margin: 0 auto; display: flex; align-items: center; justify-content: center; margin-bottom: 10px;">2</div> <p><b>Evidence-Based Decision Making</b></p> <hr style="width: 20%; margin: 0 auto;"/> <p>Continuous consultation with the community and relevant agencies will help develop effective solutions to the needs of local youth.</p>	<div style="background-color: #008080; border-radius: 50%; width: 60px; height: 60px; margin: 0 auto; display: flex; align-items: center; justify-content: center; margin-bottom: 10px;">3</div> <p><b>Monitoring and Evaluation</b></p> <hr style="width: 20%; margin: 0 auto;"/> <p>The plan will be monitored and reviewed annually to assess progress and ensure that it remains dynamic and applicable to community needs, ensuring that focus areas and priority actions are planned for and resourced.</p>
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### A whole-of-community approach

Youth well-being and community support is everyone’s responsibility, and no single entity—whether government, community service providers, or individuals—can be solely responsible for, nor achieve, positive outcomes that address the underlying challenges and barriers faced by young people in the Dubbo Region. Contributing to a cohesive and supportive community where young people feel safe and connected requires the active involvement of a broad range of stakeholders, each bringing unique insights and strengths to the table.

To ensure positive outcomes for youth engagement, safety, and development, there must be coordinated collaboration between local government, service providers, educational institutions, businesses, and community organisations. This collaboration is essential in designing, implementing, and delivering programs and services that effectively meet the needs of young people. Additionally, it requires ongoing accountability from all stakeholders to ensure the outcomes of these programs are achieved, contributing to a safer, more inclusive, and supportive community for young people to thrive.

<b>Council’s Role in Supporting Young People</b>  Dubbo Regional Council plays a key role in fostering a vibrant, inclusive, and supportive environment for young people. Through leadership, collaboration, and advocacy, Council works to ensure young people in the region have access to opportunities, services, and programs that enhance their wellbeing, skills, and engagement in the community.	<b>The Role of the Community in Supporting Young People</b>  The wider community plays a vital role in creating a positive and inclusive environment where young people can thrive. Families, schools, businesses, and community groups all contribute to supporting youth by providing opportunities, guidance, and a sense of belonging.
<b>Provider</b>  <i>Provide and maintain public infrastructure to facilitate youth activity, engagement and enjoyment. Attract and support programs, events, and services for youth development, leadership, and participation in community life.</i>	<b>Mentorship &amp; Support</b>  <i>Encourage and guide young people by offering mentorship, career advice, and personal support.</i>
<b>Leader</b>  <i>Act as a leader and identify key issues affecting young people and drive initiatives that respond to their needs and aspirations.</i>	<b>Involvement &amp; Participation</b>  <i>Engage with youth-led initiatives, events, and programs to create a more connected and inclusive community.</i>
<b>Collaborator</b>  <i>Support and work in partnership with youth organisations, schools, community groups, and government agencies to create opportunities for young people.</i>	<b>Safe &amp; Welcoming Spaces</b>  <i>Ensure young people have access to safe, supportive, and accessible places where they can learn, socialise, and express themselves.</i>
<b>Advocate</b>  <i>Represent youth priorities in decision-making and promote young people’s interests at local, state, and federal levels.</i>	<b>Listening &amp; Advocacy</b>  <i>Acknowledge and amplify youth voices by supporting their ideas and advocating for their needs in decision-making processes.</i>
	<b>Collaboration</b>  <i>Work alongside Council, youth organisations, and schools to create meaningful opportunities for young people.</i>

### What the Regional Youth Insights report told us

Flowing from the NSW Government’s Regional Youth Framework and associated Action Plan (2020) the NSW Office of Regional Youth (ORY) released in 2022 their Regional Insights Report presenting priority areas for investment in each region to improve economic and social outcomes for young people living in regional NSW.

The ORY was guided by the Regional Youth Framework. This reflected the views of young people in regions with four pillars – Work Ready, Wellbeing, Connectivity and Community. Nine investment themes across these pillars were identified for further government investment.

ORY developed evidenced-based priority areas for each region via engagement with young people, survey responses and data from key economic and social indicators in each region. The priority areas for our region area displayed below.

The priority areas for Central West and Orana Region are:

Pillar	Pillar	Pillar	Pillar
<b>Community</b>	<b>Work Ready</b>	<b>Wellbeing</b>	<b>Connectivity</b>
<b>Investment Theme</b>	<b>Investment Theme</b>	<b>Investment Theme</b>	<b>Investment Theme</b>
Belonging	Skills	Health	Transport
<b>Consultations</b>	<b>Consultations</b>	<b>Consultations</b>	<b>Consultations</b>
Provide additional recreational activities and events. Young people raised the need to have better access to a variety of activities and entertainment. Growth Centres were also mentioned as lacking access to affordable activities for older youth and indoor facilities during winter.	High school students expressed a desire for more opportunities for skill development and career pathway options through school.	Improved access to health services. Particularly mental health and specialist services.	Improve access to public transport. Young people raised this as a significant barrier to living their lives. They raised issues around frequency, reliability and disability access.

The Youth Insights report also identified secondary and other priorities such as:

- improved education around life skills in schools (Skills),
- reduce bullying and racism in schools (Education),
- improved public access to internet (Digital),
- reduce substance misuse and abuse, such as alcohol, drugs and vaping in schools (Health),
- improved access to sexual health amenities and education (Education),
- improved access to feminine hygiene products (Health).

Agency and housing were raised as ‘other’ issues.

The previous State Government priorities identified in funded programs outlined in their Regional Youth Action Plan. Much of this work sits outside the scope of Dubbo Regional Council, however they remain relevant and contribute to the intent of this plan especially around the ‘Belonging’ Investment Theme.



## Your Voice, Our Future Interim Report

Since then, the Office of Primary Industries and Regional Development have shared the findings of Your Voice, Our Future Interim Report. It is a youth consultation initiative and is all about hearing from 4,880 young people in NSW aged 12 to 24 years what is important to them, how the NSW Government can involve young people in decision-making, and how the government can better support young people.

The Interim Report states there are consistent themes coming through the Your Voice, Our Future consultation: voice, action, and support

- Young people want to have a voice to have a say and be heard.
- Young people want to take action and make a difference in their communities.
- Young people need better support to meet their needs and reach their goals.

As of 31 October 2024, the top issues facing young people in NSW as identified in the interim report are:

- Vaping, alcohol and drugs
- Cost of living
- Availability of housing
- Climate change and the environment
- Mental health.

The Final Report will be published in 2025.



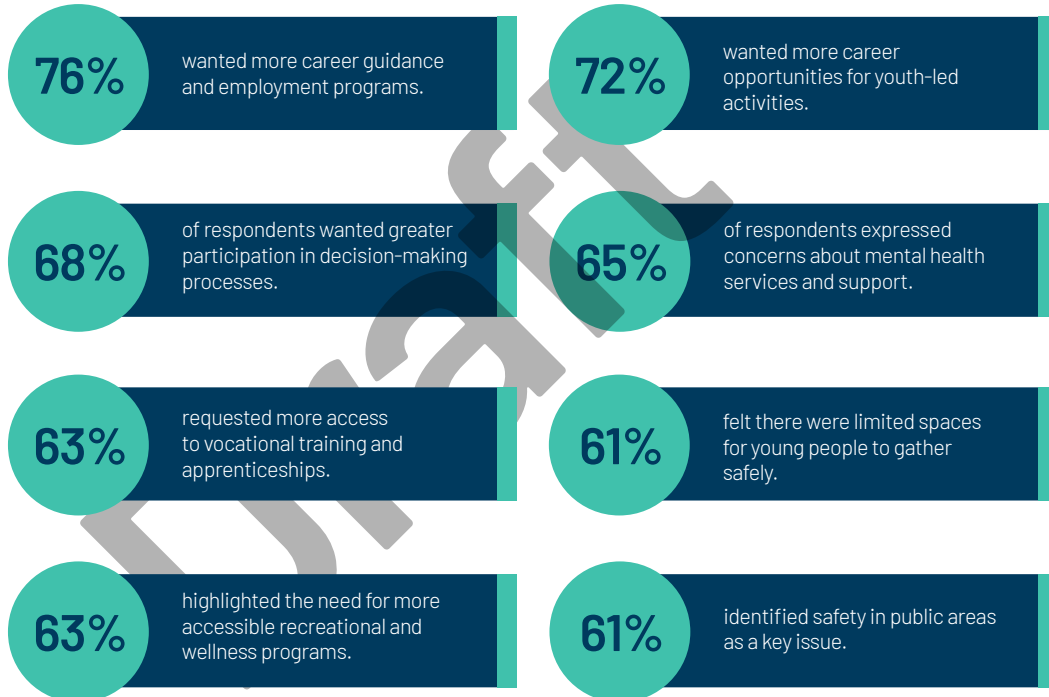
### What our community told us

In 2024, the Dubbo Regional Council gathered valuable input from the community through various engagement activities, including the Youth Action surveys and consultations. These activities helped shape the focus areas for this Youth Action Plan.

The Youth Action Plan has been informed by the contributions of 290 young people from the Dubbo region, gathered through an extensive youth survey. This feedback reflects the diverse perspectives and needs of the local youth community, ensuring the plan is grounded in the lived experiences and aspirations of the youth.

The youth of our community shared their views, highlighting key areas of concern such as the need for greater involvement in local activities, more opportunities for youth-driven events, and a greater focus on inclusivity and representation. From these conversations, it's clear that enhancing community engagement, providing safe and accessible spaces, and supporting youth participation in local projects are top priorities for the next decade.

#### Key Insights:



Through this plan, we recognise the importance of strengthening youth involvement in shaping the future of our region. We aim to create a sense of belonging, inclusivity, and empowerment for all young people, ensuring that they feel heard and valued in the local community.



## What We Heard: Insights from the Dubbo Regions Young People

Dubbo Regional Council engaged with young people to develop the Youth Action Plan 2025-2029 through various activities aimed at understanding their needs and aspirations. One of the key initiatives was a survey designed to gather insights directly from youth aged 12 to 24. The survey included a section titled "If I was mayor for a day" where participants could share their ideas and suggestions for the community.

Our young people's responses from **If I were Mayor for a Day**

"I'd make sure there are more places for us to hang out safely, like youth hubs or Youth Centres."

"I would create more opportunities for young people to get involved in the decision-making process, so we can have a voice in shaping our future."

"I would push for better mental health services, because many of us feel like we don't have enough support."

"I'd make sure there are more job opportunities for young people, especially traineeships and apprenticeships that give us real-world experience."

"I'd organise more events for youth, especially concerts, sports events, and cultural festivals, so we have more things to do and can showcase our talents."

"I would make public spaces safer, with better lighting and more places for young people to go without worrying about crime."

"I'd create more environmental programs so we could get involved in protecting the planet, like tree planting and sustainability initiatives."

"I'd ensure there were more sports facilities, especially for smaller and niche sports that aren't as well-funded right now."

"I would get the band to play and get more help for mental health."

"I'd make Dubbo a better place by cleaning up and making more houses cheaper."

"Gym, movie for free."

"I would have a fun day for all the kids from 1-18."

Organise a multi-level facility where homeless people can sleep in.

Encourage or build public transport such as buses or taxis.

Reduce youth crime rates.

I would put more car parks for elderly people. This would be more convenient for them as they won't have to walk as far.

I would put more focus on improving the infrastructure around the edges of Dubbo.

I would organise for more volunteer opportunities for younger people to allow them to gain experience in aiding the community.

Fix all the roads and make Dubbo a safer place.

I would improve Dubbo's sporting facilities.

I would create a youth hub for me and my mates to hang out in a safe space.

Promote cultural diversity and creativity through art exhibitions, music festivals, and theatre productions.

I would introduce more extracurricular activities for before and after school, ensuring the learning of youth both in and out of school.

I would improve our public spaces. Enhancing our parks and recreational facilities will provide safe and enjoyable places for families.



**Key themes that local young people told us they want...**

- Safe and welcoming public spaces
- More activities and events
- Better public transport and accessibility
- Support for Mental Health and Wellbeing
- Opportunities for Learning and Employment
- Stronger Youth Voice in Decision-Making

**Community expects Council staff to....**

Implement and lead actions that will address reported youth issues and desires which will lead to positive outcomes for their perceptions of belonging and enjoyment of living in our LGA.

## Focus Areas


It was through months of holistic community and stakeholder consultation that a range of information was collected which set the direction of the Plan, with four distinct focus areas.

These focus areas have been identified with supporting objectives, actions and outcomes



**Focus Area 1:**  
Provide youth-friendly public spaces and infrastructure

- Develop and maintain spaces where young people feel comfortable and engaged.
- Invest in community hubs, parks, and cultural venues that support youth activities.
- Ensure facilities are accessible and inclusive for all young people.




**Focus Area 2:**  
Attract and support events, recreation, and social opportunities

- Support and attraction of youth-focused events such as music festivals, creative arts workshops, and sporting competitions.
- Improving access to recreational spaces, including skate parks, sports fields, and cultural venues.
- Promoting inclusive activities that cater to diverse interests and backgrounds.



**Focus Area 3:**  
Build partnerships and participation for improving youth service provision

- Strengthening collaboration between youth services, schools, and community organisations to enhance safety and reduce risks of anti-social behaviour.
- Advocating for improved public transport options, including bus services.
- Contribute to Integrated efforts to improve the physical and mental wellbeing of local youth.



**Focus Area 4:**  
Promote opportunities for youth participation and leadership

- Encouraging young people to have a voice in decision-making through initiatives like the Youth Council.
- Providing leadership development opportunities, mentoring, and youth-led projects.
- Supporting young people in advocating for issues that matter to them.

Through these focus areas, Dubbo Regional Council aims to lead a community where young people feel **safe, supported, and empowered** to reach their full potential.

## Activating the Youth Action Plan

As a local government body, Dubbo Regional Council is committed to playing a leadership role in supporting and empowering young people across the region. Council can advocate and collaborate with service providers, educational institutions, and community organisations to enhance opportunities for youth engagement, wellbeing, and participation.

Council also ensures that public spaces and facilities are designed and maintained in a way that promotes youth-friendly environments, safety, and accessibility. By fostering inclusive and vibrant spaces, young people are encouraged to actively participate in their community, reducing social isolation and increasing their sense of belonging.

Council's active roles as a **Provider, Leader, Collaborator, and Advocate** are applied through various pathways to ensure positive outcomes for young people in the region.

### Council as a Provider and Leader.

**Council has a direct role in the development and maintenance of public infrastructure, youth-friendly spaces, and recreational facilities. Well-designed and well-maintained environments foster youth engagement, social connection, and a greater sense of community pride.**

Council can enhance youth-focused infrastructure and services through:

- Ensuring public spaces, parks, and recreational facilities are designed with young people's needs in mind, incorporating accessible, safe, and youth-friendly design principles.
- Supporting youth access to inclusive sporting, cultural, and recreational activities to promote active lifestyles and social connections.
- Maintaining effective lighting, well-maintained parks, roads, footpaths, and public amenities to enhance safety and usability for young people.
- Establishing safe, alcohol-free, and smoke-free zones in youth-focused areas to promote health and wellbeing.
- Providing spaces for creative and cultural expression and fostering opportunities for youth-led arts and cultural initiatives.

### Council as a Collaborator.

Council as a Collaborator, Council can:

- Partner with schools, youth organisations, and service providers to support programs that address youth mental health, employment, education, and social inclusion.
- Work with local Police and community groups to promote youth safety, awareness, and engagement initiatives.
- Increase awareness of available youth services, ensuring young people have access to the support and opportunities they need.
- Maintain open communication with young people through digital presence such as social media platforms and websites, and youth-specific engagement initiatives.

### Council as an Advocate

As an Advocate, Council can ensure that the voices of young people in the region are heard and communicated to relevant bodies, such as the NSW Government and Australian Federal Government, Youth Advisory Committees, community organisations and non-government organisations, local businesses and industry leaders, schools and educational institutions: Aboriginal and Torres Strait Islander community representatives, local health and wellbeing providers, regional development and planning groups.

# Actions table

## Focus Area 1: Provide youth-friendly public spaces and infrastructure

**Key:** CCP: Community Culture and Places SPE: Strategy Partnerships and Engagement IN: Infrastructure

Action	Responsible Division	Role of Council	2025/2026	2026/2027	2027/2028	2028/2029
1.1 Implement the actions from the Community Safety and Crime Prevention Plan	CCP	Leader	●	●	●	●
1.2 Investigate and provide a scoping report into the provision of a dedicated Youth Centre and/or public space.	CCP	Leader	●			
1.3 Advocate for the planning of a new community based indoor multi-sport facility to meet the needs of sports and the community	CCP	Advocate	●			
1.4 Define maintenance service levels for Recreation and Open spaces.	CCP	Provider		●		
1.5 Monitor and assess emerging trends in youth participation to guide the development of future sporting facilities.	CCP	Provider		●		
1.6 Complete a desktop assessment of quality, safety and maintenance of Dubbo Regional Council's recreation facilities. Investigate engaging consultant to provide an assessment.	CCP	Collaborator			●	
1.7 Partner with the operator of Dubbo Region's Aquatic Leisure Centres to expand and enhance youth activity programs, ensuring they are accessible, engaging, and aligned with young people's interests and needs.	CCP	Collaborator	●	●	●	●

## Focus Area 2: Attract and support events, recreation, and social opportunities

**Key:** CCP: Community Culture and Places SPE: Strategy Partnerships and Engagement IN: Infrastructure

Action	Responsible Division	Role of Council	2025/2026	2026/2027	2027/2028	2028/2029
2.1 Develop and implement a Regional Events Strategy. Seek to attract events that appeal to youth, and where possible, establish multi-year agreements.	CCP	Leader	●			
2.2 Conduct a scoping report on the provision of youth-focused creative development venues/spaces and required resourcing.	CCP	Provider		●		
2.3 Integrate youth-focused actions into the 2025-2040 Cultural Plan, prioritising both youth engagement and skills development as distinct priority areas.	CCP	Leader	●			
2.4 Ensure communications about Youth based events and activities are directed to the intended audience through appropriate channels.	CCP	Leader	●			
2.5 Assess and report on available public spaces for youth-focused events to enhance social engagement and community participation. Review existing public spaces across the Dubbo region to identify opportunities for hosting youth-oriented activities.	CCP	Provider		●		
2.6 Annual cultural programming to be appealing, affordable and accessible to youth.	CCP	Leader	●	●	●	●

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**Focus Area 3: Build partnerships and participation for improve youth service provision**

**Key:** CCP: Community Culture and Places SPE: Strategy Partnerships and Engagement IN: Infrastructure

Action	Responsible Division	Role of Council	2025/2026	2026/2027	2027/2028	2028/2029
3.1 Continue to support and actively promote career expos and employment opportunities for young people.	CCP	Collaborator	●	●	●	●
3.2 Continue Council contribution to Youth Interagency meetings	CCP	Collaborator	●	●	●	●
3.3 Support the Youth Action Meeting initiative driven by NSW Police	CCP	Collaborator	●	●	●	●
3.4 Through Dubbo Regional Sports Council, provide support to sporting clubs with an aim to enhance their sustainability and continued delivery of participation opportunities for youth.	CCP	Collaborator	●	●	●	●

**Focus Area 4: Promote youth participation and leadership**

**Key:** CCP: Community Culture and Places SPE: Strategy Partnerships and Engagement IN: Infrastructure

Action	Responsible Division	Role of Council	2025/2026	2026/2027	2027/2028	2028/2029
4.1 Prepare a strategic plan that outlines best practice principles to build capacity of our Youth Council.	CCP	Provider	●			
4.2 Work with Youth Council to review and action the 'Your Voice, Our Future' interim and final report when released.	CCP	Leader	●			
4.3 Continue to support the Sister City Exchange Program as an opportunity for youth to demonstrate civic leadership on an international platform.	CCP	Leader	●	●	●	●

**Measuring progress**

Measuring and reporting on the action plan helps everyone understand how the region is progressing in delivering improved youth experiences and service outcomes and initiatives that support young people. In addition to internal quarterly updates, an annual report will be developed and provided to community. These reports will track progress, inform bodies of work and will support evidence-based decision making. Regular evaluation ensures transparency, accountability and continuous improvement.

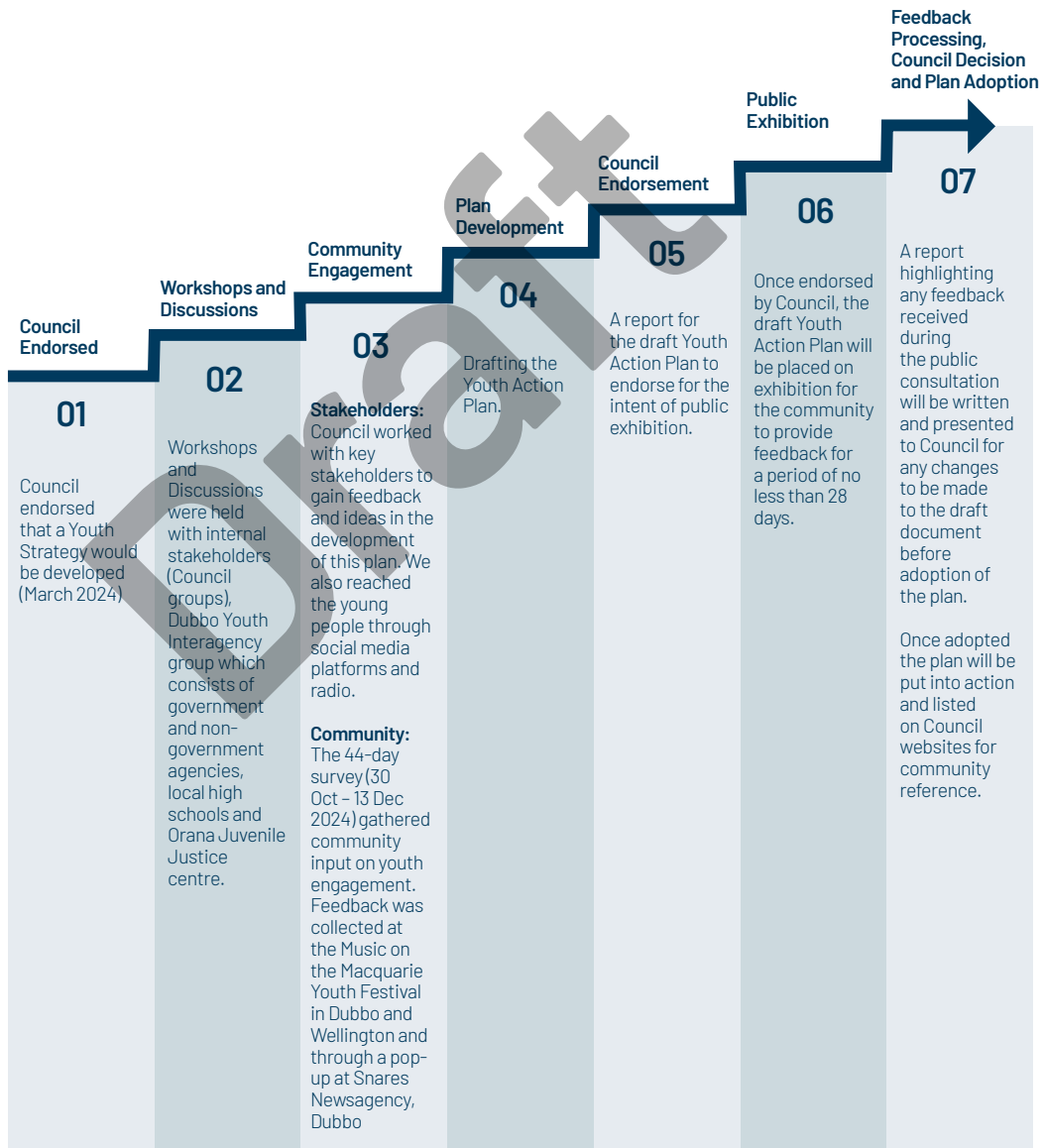
The Community Insights biennial survey provides quantifiable community insights on Council's services and living within the Dubbo Region. These figures are analysed and assessed against Council's corporate measures in a broader regional and environmental context to inform our priorities and actions.

<b>The LGA is a safe place to live, work and play.</b>	<b>2024</b> 37%	<b>2022</b> 70%	<b>2019</b> 78%
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### How we developed this plan

Dubbo Regional Council developed this plan through a process of research and community consultation. To seek an understanding of our region's challenges for youth service provision, we were guided by the NSW Office of Regional Youth Action Plan and Regional Youth Insights Report, as well as consulted government law enforcement and justice agencies.

Workshops were held with internal and external stakeholders to gain insights into what a vibrant community looks like regarding youth experience and services. This was followed by public consultation through Community Insights and Input Survey during 2024. These surveys collected information from community members through online opportunities (YourSay page, Dubbo Regional Council website), phone and in-person or face-to-face opportunities at pop-up stalls during the community consultation periods. Additional conversations with members representing service provider agencies, social community groups, and sporting community groups assisted in building a broader understanding of the views, concerns and suggestions to help inform the development of this plan.



Draft

Status	Version	Author	Date	Changes
Draft	1.0	Charmaine Mara	March 2025	

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## REPORT: Dubbo Regional Council Sister City Relationships Status Report

**DIVISION:** Community, Culture and Places  
**REPORT DATE:** 27 March 2025  
**TRIM REFERENCE:** ID25/451

### EXECUTIVE SUMMARY

<b>Purpose</b>	<ul style="list-style-type: none"> <li>Addressing Council resolution</li> </ul>	
<b>Issue</b>	<ul style="list-style-type: none"> <li>Review the status of all sister-city relationships involving Dubbo Regional Council, including those from former Wellington Council and Dubbo City Council.</li> <li>Provide an overview of activities and engagements for each relationship.</li> <li>Provide recommendations to either continue active partnerships or cease ties.</li> </ul>	
<b>Reasoning</b>	There are many historical relationships in place at various levels of engagement. It is appropriate to review those relationships and confirm commitments for the future or to move on from others respectfully.	
<b>Financial Implications</b>	Budget Area	Community, Culture and Places Regional Experiences
	Funding Source	Operational Budget
	Proposed Cost	To be confirmed
	Ongoing Costs	To be confirmed
<b>Policy Implications</b>	Policy Title	Not applicable
	Impact on Policy	There are no policy implications
<b>Consultation</b>	Regional Experiences	Sister City Officer

### 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: 5 Liveability

CSP Objective: 5.6 The diversity of our heritage, cultural services and facilities are maintained and promoted

Delivery Program Strategy: 5.6.1 Our community participates in and celebrates the high quality of cultural services and facilities available

**RECOMMENDATION**

1. That the Sister City relationships with Minokamo (Japan) and Wujiang (China) continue.
2. That Council write to both Minokamo and Wujiang to re-affirm DRC commitment to the relationship.
3. The CEO write to Osawano/Toyama (Japan) to determine their interest in re-invigorating the Sister City relationship with Wellington, and the Japanese Gardens.
4. That discussions continue with Cheong-ju, South Korea and report back to Council.
5. All other inactive Sister City relationships be formally concluded.

*Craig Arms*  
Director Community, Culture and Places

*JM*  
Cultural Development  
Coordinator

**BACKGROUND**

Dubbo Regional Council (formally Dubbo City Council and Wellington Council) has been connected to international cities through a ‘Sister Cities’ program since 1966.

A ‘Sister City’, as defined by Sister Cities International (SCI), as a partnership between two cities, counties, or states from different countries that aims to foster economic, cultural, and technical exchanges. These relationships were first conceptualised by President Dwight D. Eisenhower shortly after World War II, with the vision of promoting mutual understanding and friendship between nations. Each iteration of a Sister City program across various Local Government Areas (LGAs) develops and grows differently, responding to the conditions, needs and community demographics.

The commitment to contribute to the Sister Cities concept is supported via the Community Strategic Plan in action 5.6.1 *Our community participates in and celebrates the high quality of cultural services and facilities available* and actioned through the 2024/2025 Delivery and Operational Plan via 5.6.2.3 *Maintain Sister Cities relationships and support opportunities for cultural exchange*.

**Previous Resolutions of Council**

<p>21 January 2025 Ordinary Council Meeting  Item No CCL25/5</p>	<ol style="list-style-type: none"> <li>1. <i>That the CEO provide a report to Council in April 2025 regarding the current status of all sister-city relationships involving Dubbo Regional Council, including those formed by the former Wellington Shire Council and Dubbo City Council.</i></li> <li>2. <i>The report shall include:</i> <ul style="list-style-type: none"> <li>• <i>An overview of activities and engagements for each relationship.</i></li> <li>• <i>Recommendations for MOUs or agreements required to continue active partnerships or whether formal cessation of these ties is appropriate.</i></li> </ul> </li> <li>3. <i>That the Council consider the outcomes of the report and, where appropriate, initiate steps to:</i> <ul style="list-style-type: none"> <li>• <i>Formalise MOUs for active partnerships to ensure mutual benefits.</i></li> <li>• <i>Engage with cities linked to dormant relationships to determine their interest in reactivating the partnership.</i></li> <li>• <i>Politely discontinue ties with cities where mutual engagement is no longer feasible.</i></li> </ul> </li> </ol>
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**REPORT**

The Sister City program of Dubbo Regional Council is actioned by Daisy Wang, Sister Cities Officer, within the Cultural Development Unit. She works 2 days per week (14 Hours), with increases to her hours to support Councillor delegation visits to a partner cities or reciprocal visits to the region

Below is an overview of the status of all Sister Cities involving DRC

**Existing Sister City Relationships: Active**

**Dubbo - Minokamo** (since 1989: 36 years)

This Sister City relationship has been formalised by a signed agreement. It was reaffirmed in October 2024.

There has been official visits between cities of delegations comprised of municipal officers and residents (students/chaperones). Delegation visits are not programmed annually but take place on case-by-case need or to acknowledge significant milestones.

Annual reciprocal Sister City Student Exchanges (10 LGA High School Students, 15+ years old, and two chaperones) with Minokamo (since 1990) have taken place. Selection is by competitive selection as each participant receives a \$1000 bursary towards travel expenses funded by Dubbo Regional Council Operational Budget.

A key element is the Shoyoen Japanese Gardens and an ongoing relationship with specialist gardeners from Minokamo who travel annually to provide specialist upkeep and design support.

**Dubbo – Wujiang** (since 1995: 30 years)

This Sister City relationship has been formalised by a signed agreement. This year marks the 30<sup>th</sup> Anniversary of the relationship.

The last student exchange with Wujiang occurred in 2019. Due to COVID-19, the program was halted, but the Sister City relationship has continued.

Wujiang has requested the restart of the Student Exchange Program. However, the Department of Foreign Affairs and Trade (DFAT) currently advises travellers to China to "exercise a high degree of caution." Staff are awaiting confirmation from DFAT.

In the absence of the exchange program, staff have organised other initiatives with Wujiang, such as an online classroom exchange and a digital exhibition this year showcasing student works from both communities.

The last DRC delegation to Wujiang was in May 2012, led by the Mayor, and lasted 10 days.

As per information provided to Councillors in February 2025, Wujiang has invited a Dubbo delegation to visit the region in June 2025 and has also indicated a possible delegation visit to Dubbo in October or November 2025.

**Existing Sister City Relationships: Inactive**

**Wellington – Osawano/Toyama, Japan**

The Wellington/Osawano Sister City agreement was signed 25 August 1992.

November 1999, the Wellington Osawano Japanese gardens were opened.

In 2005 the town of Osawano was merged into the bigger city of Toyama and the sister city relationship between 'Osawano and Wellington', was transferred to 'Toyama and Wellington'.

Osawano (Toyama) sent 16 student delegations to Wellington between 1988 and 2007 consisting of 20 junior high school students and five chaperones, the last being in August 2007. One student delegation from Wellington visited Osawano in 1993. There have been approximately four Council delegations from Wellington to Osawano since 1992 (until the amalgamation in 2016). In that time, nine municipal delegations from Osawano/Toyama visited Wellington.

The Mayor of Toyama visited Dubbo and met with the then Mayor and the Director Community and Recreation on 9 November 2017. The DRC Mayor also hosted a dinner for the visit.

The DRC Mayor visited Toyama and Minokamo between 11 May 2018 and 25 May 2018.

Manager, Recreation and Open Space, has advised that correspondence has begun with counterparts in Osawano to review the Wellington Osawano Japanese Gardens for possible renewal.

While the relationship remains technically in place, confirmation of the city's continued interest is required.

**Existing – Inactive Status: Unknown**

**Wellington – Wewak, East Sepik Province, Papua New Guinea.**

A Sister City agreement between Wellington Council and Wewak, East Sepik Province, Papua New Guinea was signed in 1986. There were visits between the communities until 1994.

Limited correspondence has been held between Wellington Council and Wewak. Between 2001 and 2006 there were letters provided between both government areas supportive of a 'reactivation' of the relationship. Last correspondence from Wewak was in 2006 requesting a 'reactivation' of relationships.

**Popondetta, Oro Province, Papua New Guinea**

Mayor of Oro Province contacted Dubbo City Council in 2003 seeking alignment. A Mayoral Minute in support of establishing the relationship was resolved by Council in October 2003. Council advised Oro of DCC willingness to formalise a relationship. There is no further correspondence on file.

There is no documentation formally establishing nor closing off this relationship.



**Dubbo – Newcastle, New South Wales, Australia**

Dubbo was a Sister City partner with Newcastle (March 1995). Between 1995 and 2003 there were inter-city delegation visits by Council staff and Councillors. The focus of these visits seem to have prioritised economic development opportunities and relationships. The last intercity delegation visit took place in 2003.

The DRC Mayor contacted Newcastle in July 2023 to reactivate/reinstate the Sister City relationship, however this would require a full reapplication to be considered by Newcastle, however DRC did not proceed with an application to reactive/reinstate the Sister City status with Newcastle.

**Dubbo - Northern Beaches Council (Fml Warringah Council), New South Wales, Australia**

In 1993, Dubbo and Northern Beaches Council (Fml Warringah Council) began discussions regarding a potential 'Friendship' or 'Sister City' relationship. Letters of support between the Mayors of the respective cities were sent and there appears to have been some visits between the cities by Councillors.

The relationship was reaffirmed in November 1998. There is no documentation closing off a formal relationship.

**Past Sister Cities – Relationship closed.**

**Dubbo – Clawson, Michigan, United States of America**

Clawson was Dubbo's first and oldest Sister City. The relationship started in 1966 and was followed by visits by various Mayors of Dubbo to Clawson in 1967, 1977, 1985 and 1993.

In 1998, Dubbo City Council Clerk (CEO) visited the city and, on their return, wrote to Clawson seeking to 'revive' the Sister City relationship.

In 2007 Dubbo City Mayor wrote to Clawson City politely closing off the relationship due to resourcing limitations.

**Dubbo – Victoria Falls, Zimbabwe**

Following a Council resolution, Dubbo City Council approached Victoria Falls, Zimbabwe in 1995 with the possibility of forming a Sister City relationship. Following required approvals of the respective Councils, a formal agreement was made in September 1996. Councillors from both communities visited each country in 1997, with no subsequent visits following that time.

In 2007 Dubbo City Mayor wrote to Victoria Falls politely closing off the relationship due to resourcing limitations.

**Previous requests, inquiries, and polite declines.**

**Wellington – Yangquan, Shanxi Province, China**

Wellington Council was contacted by Yangquan, Shanxi Province, China in 1999 with an invitation to form a Sister City relationship. This was declined. Wellington Council minutes state “after careful consideration they were advised that Council is not in a position to form a Sister City relationship.”

**Dubbo - Fleurance, France**

Inspired by the opening of the Emilie Serisier Bridge in 1986, Council resolved (1989) to investigate a Sister City relationship in France. Fleurance was selected and contacted via the French Consulate in Canberra. Correspondence was received indicating that the local authorities in Fleurance were interested and supportive of the idea.

There is no record of any correspondence beyond December 1989, and no record of any formal agreement or relationship established.

**Proposed/New Approaches**

**Cheong-Ju South Korea**

In late 2024, DRC was approached by the City of Cheong-Ju, South Korea, with a Memorandum of Understanding (MOU) proposing a formalised relationship between Dubbo and Cheong-Ju. While this MOU does not explicitly establish a 'Sister City' relationship, it does set out a framework for mutual collaboration and exchange between the two cities.

It is advisable for Council to carefully consider new approaches and the level of resources and support it is prepared to commit to any new relationship. The MOU does not specify any structured programs or projects.

**Summary of Sister City History and Status**

<b>DRC Location</b>	<b>Sister City</b>	<b>Country</b>	<b>Activity Status</b>	<b>Current Activity</b>	<b>Available resources</b>
Dubbo	Minokamo	Japan	Active	Yearly Student Exchange	Current resource level adequate to maintain existing commitments
Dubbo	Wujiang	China	Active	Yearly Student Exchange (On hold pending DFAT)	Current resource level adequate to maintain existing commitments
Wellington	Toyama (Oswana)	Japan	Inactive	No Actions	No budget

Dubbo	Newcastle	Australia	Inactive	No Actions	No budget
Dubbo	Warringah	Australia	Inactive	No Actions	No budget
Dubbo	Clawson	USA	Inactive	No Actions	No budget
Dubbo	Victoria Falls	Zimbabwe	Inactive	No Actions	No budget
Dubbo	Fleurance	France	Inactive	No Actions	No budget
Wellington	Wewak, PNG	Papua New Guinea	Inactive	No Actions	No budget
Wellington	Yangquan, Shauxi Province,	China	Declined in 1999	No Actions	No budget
Dubbo	Cheong-Ju Proposed Partnership	South Korea	New Approach	No Actions	No budget

Note: The Sister City relationships that are currently active (Wujiang and Minokamo) have become almost singularly focused on student exchange programs between high school students in each community and the ongoing care and maintenance of the gifted Shoyoen Gardens. Past relationships with some of the more inactive relationships focused more on economic and governance skills sharing (Newcastle and Warringah), Sport (Victoria Falls) and Arts (Clawson)

### Resourcing Implications

The Sister City function has the same budget allocation under Dubbo Regional Council as it had under Dubbo City Council. There are no funds, nor resources, added at the time of amalgamation to support the Wellington Sister City relationship or expansion of the Dubbo existing or new relationships.

The current Sister City Officer role is PPT 14 hours per week. Additionally, the Cultural Development Team has several other existing priorities in delivering operational requirements and the adopted actions of the Cultural Plan. If the Sister City Program pursues a higher service level with additional opportunities, then additional resources, above what is currently allocated, will need to be considered as part of the determination.

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	106,298	106,298	106,298	128,171	131,395	138,112
<b>c. Operating budget impact (a – b)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
d. Capital Expenditure	0	0	0	0	0	0
<b>e. Total net impact (c – d)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Does the proposal require ongoing funding?		Yes				
What is the source of this funding?		Operational Funds				

Table 1. Ongoing Financial Implications