



AGENDA

ORDINARY COUNCIL MEETING

25 MARCH 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.

PRAYER:

O God, Grant that by the knowledge of thy will, all we may resolve shall work together for good, we pray through Jesus Christ our Lord. Amen!

ACKNOWLEDGEMENT OF COUNTRY:

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

Page

CCL25/49 LEAVE OF ABSENCE (ID25/387)

CCL25/50 CONFLICTS OF INTEREST (ID25/168)

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.

CCL25/51 PUBLIC FORUM (ID25/389)

INFORMATION ONLY MATTERS:

CCL25/52 MAYORAL APPOINTMENTS AND MEETINGS (ID25/219)

The Council had before it the report dated 19 February 2025 from the Chief Executive Officer regarding Mayoral Appointments and Meetings.

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CCL25/53	MAYORAL EXPENSES - FEBRUARY 2025 (ID25/220)	13
	The Council had before it the report dated 19 February 2025 from the Chief Executive Officer regarding Mayoral Expenses - February 2025.	
CCL25/54	INVESTMENT UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT - FEBRUARY 2025 (ID25/335)	16
	The Council had before it the report dated 10 March 2025 from the Revenue Accountant regarding Investment Under Section 625 of the Local Government Act - February 2025.	
CCL25/55	MONTHLY REPORTING SNAPSHOT FOR COUNCILLORS - FEBRUARY 2025 (ID25/362)	36
	The Council had before it the report dated 10 March 2025 from the Corporate Strategy Performance Coordinator regarding Monthly Reporting Snapshot for Councillors – February 2025.	
CCL25/56	OUTSTANDING ACTIONS FROM COUNCIL AND COMMITTEES (ID25/377)	50
	The Council had before it the report dated 11 March 2025 from the Governance Team Leader regarding Outstanding Actions from Council and Committees.	
CCL25/57	QUARTERLY REPORT ON COMPLAINT STATISTICS UNDER COUNCIL'S CODE OF CONDUCT - QUARTER 2 (ID25/381)	76
	The Council had before it the report dated 13 March 2025 from the Acting Manager Corporate Governance regarding Quarterly Report on Complaint Statistics Under Council's Code of Conduct - Quarter 2.	
MATTERS CONSIDERED BY COMMITTEES:		
CCL25/58	REPORT OF THE INFRASTRUCTURE, PLANNING AND ENVIRONMENT COMMITTEE - MEETING 11 MARCH 2025 (ID25/383)	81
	The Council had before it the report of the Infrastructure, Planning and Environment Committee meeting held 11 March 2025.	

- CCL25/59 REPORT OF THE CULTURE AND COMMUNITY COMMITTEE - MEETING 11 MARCH 2025 (ID25/385)** 90
The Council had before it the report of the Culture and Community Committee meeting held 11 March 2025.
- CCL25/60 REPORT OF THE CORPORATE SERVICES COMMITTEE - MEETING 11 MARCH 2025 (ID25/386)** 93
The Council had before it the report of the Corporate Services Committee meeting held 11 March 2025.
- CCL25/61 REPORT OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE - MEETING 17 MARCH 2025 (ID25/391)** 99
The Council had before it the report of the Audit, Risk and Improvement Committee meeting held 17 March 2025.
- NOTICES OF MOTION:**
- CCL25/62 AUSTRALIA DAY CEREMONY 2026 - WELLINGTON AND DUBBO (ID25/358)** 104
Council had before it a Notice of Motion dated 7 March 2025 from Councillor R Ivey regarding the Australia Day Ceremony 2026 - Wellington and Dubbo.
- CCL25/63 CHILDCARE SECTOR IN DUBBO REGIONAL COUNCIL LOCAL GOVERNMENT AREA (ID25/364)** 106
Council had before it a Notice of Motion dated 10 March 2025 from Councillor J Cowley regarding the Childcare Sector in Dubbo Regional Council Local Government Area.
- CCL25/64 IMPROVING URBAN TREE CANOPY (ID25/413)** 108
Council had before it a Notice of Motion dated 17 March 2025 from Councillor J Cowley regarding the Improving Urban Tree Canopy.
- CCL25/65 STREET NAMES WIRADJURI TRANSLATIONS (ID25/422)** 110
Council had before it a Notice of Motion dated 17 March 2025 from Councillor M Dickerson regarding the Street Names Wiradjuri Translations.

CCL25/66 HOMELESSNESS IN THE DUBBO LGA (ID25/423) 112
Council had before it a Notice of Motion dated 17 March 2025 from Councillor M Wright regarding the Homelessness in the Dubbo LGA.

CCL25/67 AUDIT OF TREES WITHIN THE LGA (ID25/424) 115
Council had before it a Notice of Motion dated 17 March 2025 from Councillor L Butler regarding the Audit of Trees within the LGA.

NOTICE OF RESCISSION:

CCL25/68 FLUORIDATION OF DUBBO DRINKING WATER SUPPLY (ID25/359) 118
Council had before it a Notice of Motion of Rescission dated 26 February 2025 from Councillors M Dickerson, R Ivey and M Wright.

REPORTS FROM STAFF:

CCL25/69 COMMUNITY SERVICES FUND 2024/2025 ROUND 2 (ID24/2080) 121
The Council had before it the report dated 13 March 2025 from the Manager Community Services regarding Community Services Fund 2024/2025 Round 2.

CCL25/70 2025 - 2029 COMMUNITY SAFETY AND CRIME PREVENTION PLAN (ID25/258) 138
The Council had before it the report dated 26 February 2025 from the Manager Community Services regarding 2025 - 2029 Community Safety and Crime Prevention Plan.

CCL25/71 MOWER ALLOCATION TO INCORPORATED BODIES WITHIN THE VILLAGES (ID24/1078) 179
The Council had before it the report dated 10 February 2025 from the Director Infrastructure regarding Mower Allocation to Incorporated Bodies within the Villages.

CCL25/72 INVESTMENT POLICY AND STRATEGY REVIEW - 2025 (ID25/229) 199
The Council had before it the report dated 12 March 2025 from the Chief Financial Officer regarding Investment Policy and Strategy Review - 2025.

- CCL25/73 UPDATE ON AUSTRALIA DAY CEREMONIES FOR 2025 (ID25/365)** 227
The Council had before it the report dated 10 March 2025 from the Governance Team Leader regarding Update on Australia Day Ceremonies for 2025.
- CCL25/74 DUBBO REGIONAL THEATRE AND CONVENTION CENTRE FEES AND CHARGES (ID25/414)** 234
The Council had before it the report dated 14 March 2025 responding to a Question on Notice from Councillor S Chowdhury.
- CCL25/75 SOUTHLAKES PLAYGROUND UPDATE (ID25/415)** 239
The Council had before it the report dated 14 March 2025 responding to a Question on Notice from Councillor M Wright.
- CCL25/76 COMMENTS AND MATTERS OF URGENCY (ID25/390)**

CONFIDENTIAL

- CCL25/77 PROPOSED PURCHASE OF GROUNDWATER ACCESS LICENCE (ID25/380)**
The Council had before it the report dated 13 March 2025 from the Acting Director Infrastructure regarding Proposed Purchase of Groundwater Access Licence.

In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the Chief Executive Officer is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business (Section 10A(2)(c)).

CCL25/78 DUBBO REGIONAL AIRPORT ADVERTISING EXPRESSIONS OF INTEREST (ID25/360)

The Council had before it the report dated 7 March 2025 from the Manager Airport Strategy and Operations regarding Dubbo Regional Airport Advertising Expressions of Interest.

In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the Chief Executive Officer is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: commercial information of a confidential nature that would, if disclosed, reveal a trade secret (Section 10A(2)(d)(iii)).

CCL25/79 OUTCOME OF EXPRESSION OF INTEREST PROCESS - 139 DARLING STREET, DUBBO (ID25/393)

The Council had before it the report dated 14 March 2025 from the Manager Property and Land Development regarding Outcome of expression of interest process - 139 Darling Street, Dubbo.

In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the Chief Executive Officer is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).

CCL25/80 OUTCOME OF EXPRESSION OF INTEREST PROCESS - 4 AKELA PLACE, DUBBO (ID25/379)

The Council had before it the report dated 12 March 2025 from the Manager Property and Land Development regarding Outcome of expression of interest process - 4 Akela Place, Dubbo.

In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the Chief Executive Officer is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).

CCL25/81 TENDER FOR STOCK HANDLING AT THE DUBBO REGIONAL LIVESTOCK MARKETS (ID25/347)

The Council had before it the report dated 4 March 2025 from the Manager Dubbo Regional Livestock Markets regarding Tender for Stock Handling at the Dubbo Regional Livestock Markets.

In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the Chief Executive Officer is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).



DUBBO REGIONAL
COUNCIL

REPORT: Mayoral Appointments and Meetings

DIVISION: Chief Executive Officer
REPORT DATE: 19 February 2025
TRIM REFERENCE: ID25/219

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none">Provide review or update	
Issue	<ul style="list-style-type: none">Details of Mayoral appointments and meetings for the period 3 February 2025 through to 2 March 2025.	
Reasoning	<ul style="list-style-type: none">To ensure transparency of Mayoral appointments and meetings.	
Financial Implications	Budget Area	There are no financial implications arising from this report.
Policy Implications	Policy Title	There are no policy implications arising from this report.

STRATEGIC DIRECTION

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

Theme: 4 Leadership

CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance

Delivery Program Strategy: 4.1.2 Council's decision-making processes are open, transparent and accountable

RECOMMENDATION

That the information contained within the report be noted.

MW
Chief Executive Officer

REPORT

Consultation

Details follow in the body of the report regarding all meetings and appointments of the Mayor for the given period. These meetings and appointments are representative of community, business, political and Council consultation.

Resourcing Implications

Nil

For the information of Councillors, the following details of mayoral appointments and attendances are provided:

Monday, 3 February 2025

- Attended radio interview with 2BS.
- Attended radio interview with Zoo FM.
- Attended radio interview with DC FM.
- Submitted Mayoral column to the Wellington and District Leader.
- Attended the Welcome to Western NSW GP Event.

Tuesday, 4 February 2025

- Attended a meeting with Council's Chief Executive Officer, Murray Wood, Director Strategy, Partnerships and Engagement, Jess Brown and Communication Services Team Leader Lynn Rayner.
- Attended a meeting with Leonie Aylett.
- Attended Councillor Workshop.

Wednesday, 5 February 2025

- Attended a meeting with Council's Manager Corporate Governance, Abbey Rouse and Governance Team Leader, Susan Wade.
- Attended a NSW Parliament PFAS Inquiry on behalf of the Country Mayors Association.
- Attended the Dubbo Australia Day debrief meeting.

Thursday, 6 February 2025

- Attended a meeting with Susan Martel.
- Attended phone interview with 2DU News.
- Attended Taonashe Chihuahuh's vigil at Sandy Beach.

Friday, 7 February 2025

- Attended radio interview with 2DU.
- Attended the Wellington Probus Club meeting as a guest speaker.
- Attended a meeting with John Mancer.

Sunday, 9 February 2025

- Attended the Dubbo Uniting Church Hannah Staines Youth Pastor Commissioning Service.

Monday, 10 February 2025

- Attended the 2025 Opening of the Law Term Event.
- Submitted Mayoral column to the Wellington and District Leader.

Tuesday, 11 February 2025

- Travelled to Canberra.
- Attended phone interview with Saski Channing from Triple M News.
- Attended the Infrastructure Planning and Environment, Culture and Community and Corporate Services Standing Committee meetings via audiovisual link.

Wednesday, 12 February 2025

- Attended radio interview with Triple M via phone.
- Attended the Regional Capital Australia Delegation and full member meeting in Canberra.
 - Met with Senator Perin Davey – Shadow Minister for Water.
 - Met with the Hon. Matt Thistlethwaite MP – Assistant Minister for Immigration.
 - Met with the Hon. Catherine King MP – Minister for Infrastructure, Transport, Regional Development and Local Government.
 - Met with the Hon. Dan Tehan MP – Shadow Minister for Immigration and Citizenship.
 - Met with Chief of Staff and Deputy Chief of Staff from the office of the Minister for Housing and Homelessness.
 - Met with the Hon. Darren Chester MP – Shadow Minister for Regional Development.
 - Met with Joanna Vaughan on behalf of Minister Tony Burke – Minister for Arts
- Attended phone interview with 2WEB Radio.
- Attended phone interview with the Daily Liberal.
- Attended an online Councillor Session with the NSW ICAC Chief Commission.

Thursday, 13 February 2025

- Returned from Canberra.

Friday, 14 February 2025

- Attended radio interview with 2DU.
- Attended radio interview with Zoo FM.
- Attended along with Council's Chief Executive Officer, Murray Wood a meeting with Martin Rush from the Mining and Energy Related Councils Association.
- Attended radio interview with DC FM.

Monday, 17 February 2025

- Attended radio interview with Zoo FM.
- Attended radio interview with 2BS.
- Submitted Mayoral column to the Wellington and District Leader.
- Attended a site visit with Senator Deborah O'Neill and the Hon. Stephen Lawrence, MLC to Comobella Bridge.

Tuesday, 18 February 2025

- Attended various visits to the offices of Parliamentary Member's at Parliament House in Sydney.

Wednesday, 19 February 2025

- Lead a delegation to Parliament House which included Council's Chief Executive Officer, Murray Wood, Director Strategy, Partnerships and Engagement, Jess Brown, Community representative Tatum Moore, Dubbo Basketball Association representatives, Hale and Jazzy Gordon regarding funding for the Dubbo Regional Sports Hub and new PCYC.
- Attended an interview with the Daily Telegraph.

Thursday, 20 February 2025

- Attended an interview with Nick Guthrie from the Daily Liberal via phone.
- Attended the Country Mayors Association Board meeting via Zoom.
- Attended along with Council's Chief Executive Officer, Murray Wood a Regional Cities NSW Board Meeting.

Friday, 21 February 2025

- Attended radio interview with 2DU.
- Attended along with Council's Chief Executive Officer, Murray Wood a media opportunity with Squadron Energy Chief Executive Officer – Temporary Workers Accommodation.
- Attended a meeting regarding Scabbing Flat Bridge in Geurie.

- Attended interview with ABC Western Plains News.
- Attended a meeting with Elizabeth Tickle from Regional Lifestyle Magazine.
- Attended the NSW Junior State Cup – Northern Conference Touch Football Carnival.

Saturday, 22 February 2025

- Attended the NSW Junior State Cup – Northern Conference Touch Football Carnival.

Sunday, 23 February 2025

- Attended the NSW Junior State Cup – Northern Conference Touch Football Carnival.

Monday, 24 February 2025

- Attended radio interview with 2BS.
- Submitted Mayoral column to the Wellington and District Leader.
- Attended a meeting with Warrick El-Mahassic.

Tuesday, 25 February 2025

- Attended the launch of the Region on the Rise Campaign at the Western Plains Cultural Centre.
- Attended the Council Meeting Briefing in Wellington.
- Attended the Ordinary Council Meeting in Wellington.

Wednesday, 26 February 2025

- Attended radio interview with Nick Lowther from ABC Western Plains.
- Attended radio interview with DC FM.
- Attended a meet and greet at Allira Aboriginal Day Care Centre.
- Attended a meeting with Kellie Jennar and Gargi Ganguly.
- Attended a meeting with Barry Brebner.
- Attended an interview with Hamish Southwell from Prime 7 News.

Thursday, 27 February 2025

- Travelled to Sydney.
- Attended the Celebration of the 65th Birthday of His Majesty the Emperor of Japan.

Friday, 28 February 2025

- Attended radio interview with 2DU.
- Attended NSW Parliament for further discussions on the Dubbo Sports Hub and new PCYC.
Returned to Dubbo.



DUBBO REGIONAL
COUNCIL

REPORT: Mayoral Expenses - February 2025

DIVISION: Chief Executive Officer
REPORT DATE: 19 February 2025
TRIM REFERENCE: ID25/220

EXECUTIVE SUMMARY

Purpose	• Provide review or update	
Issue	• Details of Mayoral expenses for the period 3 February through to 2 March 2025.	
Reasoning	• To ensure transparency of Mayoral expenditure.	
Financial Implications	Budget Area	Corporate Governance
	Funding Source	Members Expenses
Policy Implications	Policy Title	Payment of Expenses and Provision of Facilities for the Mayor and Councillors.

STRATEGIC DIRECTION

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

Theme: 4 Leadership

CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance

Delivery Program Strategy: 4.1.2 Council's decision-making processes are open, transparent and accountable

RECOMMENDATION

That the information contained within the report be noted.

Jane Bassingthwaite
Director Organisational Performance

MW
Chief Executive Officer

BACKGROUND

The Payment of Expenses and Provision of Facilities for the Mayor and Councillors policy is prepared in accordance with the *Local Government Act 1993* (the Act) and *Local Government Regulation (General) Regulation 2021* (The Regulation) and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities for the Mayor and Councillors in NSW.

This policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to Councillors to help them undertake their civic duties. It ensures accountability and transparency.

The policy sets out the maximum amounts Council will pay for specific expenses and facilities. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

- Local Government Act 1993, Sections 252 and 253
- Local Government (General) Regulation 2021, sections 217 and 403
- Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW, 2009

REPORT

The Payment of Expenses and Provision of Facilities for the Mayor and Councillors was last adopted by council on 21 September 2022.

Council will report the mayor's expenditure monthly for notation. Attached as **appendix 1** is the expenditure for the month of November 2024.

APPENDICES:

- [1](#) Councillor Josh Black - Mayoral Expenses 2024-2025 - February 2025

Councillor Josh Black - Mayoral Monthly Expenditure Report 2024-2025

Account Description	Annual Allocation for Mayor	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	YTD
Travel and Subsistence (NSW/Interstate)	\$ 18,000.00	\$ 409.57	\$ 646.34		\$ 1,187.19	\$ 589.22					\$ 2,832.32
Conferences	\$ 1,405.64	\$ -	\$ 1,259.09								\$ 1,259.09
Phone/Data Charges	\$ 197.00	\$ 16.36	\$ 16.36	\$ 16.36	\$ 16.36	\$ 16.36					\$ 81.80
Professional Development	\$ 3,000.00	\$ -	\$ -	\$ -							\$ -
Fleet Vehicle Hire Charges*	\$ 9,258.50	\$ -	\$ 176.35	\$ 1,234.46	\$ 1,234.46	\$ 1,234.46					\$ 3,879.73

* The Mayor is provided with a vehicle in accordance with the Payment of Expenses and Provision of Facilities for the Mayor and Councillors Policy.

Note (1) all amounts shown are GST exclusive.

Note (2) General expenses are reported in the month in which they occur.



REPORT: Investment Under Section 625 of the Local Government Act - February 2025

DIVISION: Organisational Performance
REPORT DATE: 10 March 2025
TRIM REFERENCE: ID25/335

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none">• Provide review or update.• Fulfil legislative requirement/compliance.	
Issue	<ul style="list-style-type: none">• Investment under Section 625 of the <i>Local Government Act 1993</i>.	
Reasoning	<ul style="list-style-type: none">• Section 212 of the Local Government (General) Regulation 2021.• Section 625 of the Local Government Act 1993.• Council's Investment Policy and Strategy.	
Financial Implications	Budget Area	Organisational Performance
	Funding Source	Interest Earned on Investment
Policy Implications	Policy Title	Investment Policy 2024
	Impact on Policy	There are no policy implications arising from this report.

STRATEGIC DIRECTION

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

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

RECOMMENDATION

That the information contained within the Investment under Section 625 of the Local Government Act Report be noted.

Jane Bassingthwaighe
Director Organisational Performance

BM
Revenue Accountant

BACKGROUND

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

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

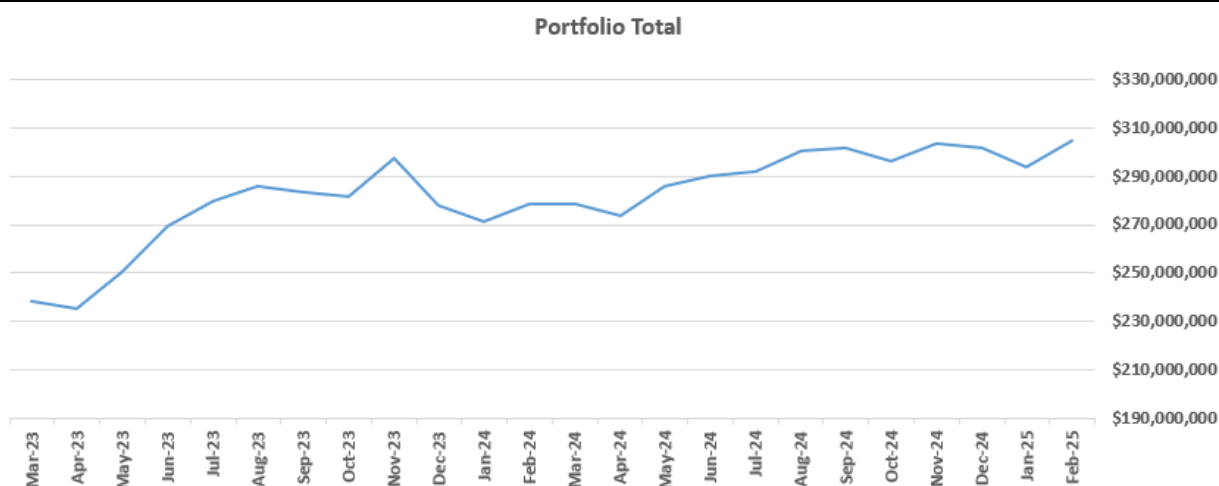
- a. any public funds or securities issued by or guaranteed by the Commonwealth, any State of the Commonwealth or a Territory;
- b. any debentures or securities issued by a council (within the meaning of the *Local Government Act 1993* (NSW));
- c. interest bearing deposits with, or any debentures or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

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

REPORT

Portfolio Overview

As of 28 February 2025, Council had a total investment Portfolio Face Value of \$304,393,234.18. This is inclusive of Councils Cash at bank consisting of General Funds, Sewer Funds, Water Funds, and restricted Grant Funding. Arlo Advisory Pty Ltd have provided a Capital Value of \$304,350,169.18 for Council's Total Investment Portfolio.



Portfolio Fund Breakdown - Face Value

Portfolio Breakdown – Current Month			
Fund	Total Amount Invested	PFA Bank Account Balance	Total
General	\$110,000,000.00	\$38,728,807.92	\$148,728,807.92
Water	\$57,000,000.00	\$6,588,185.30	\$63,588,185.30
Sewer	\$88,000,000.00	\$4,076,240.96	\$92,076,240.96
Total	\$255,000,000.00	\$49,393,234.18	\$304,393,234.18

Portfolio Breakdown – Previous Month			
Fund	Total Amount Invested	PFA Bank Account Balance	Total
General	\$104,000,000.00	\$38,588,510.10	\$142,588,510.10
Water	\$57,000,000.00	\$4,181,721.58	\$61,181,721.58
Sewer	\$85,000,000.00	\$4,706,954.79	\$89,706,954.79
Total	\$246,000,000.00	\$47,477,186.47	\$293,477,186.47

Key Movements

Investment Activity during the month was as follows:

- Investment Maturities – funds returned to Council:

ADI	Instrument	Amount	Funded by
Macquarie Credit Union	Term Deposit	\$2,000,000.00	Water
Macquarie Bank	Fixed Rate Bond	\$8,000,000.00	General
National Australia Bank	Term Deposit	\$5,000,000.00	General
National Australia Bank	Term Deposit	\$3,000,000.00	Water
Suncorp Bank	Term Deposit	\$1,500,000.00	Sewer

- New Investments Purchased – funds paid out by Council:

ADI	Instrument	Amount	Funded by
Westpac Bank	Term Deposit	\$19,000,000.00	General
Westpac Bank	Term Deposit	\$5,000,000.00	Water
Westpac Bank	Term Deposit	\$4,500,000.00	Sewer

Notable Bank Account activity during the month was as follows:

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

Government Grant	\$1,107,558.00	General
Government Grant	\$2,157,151.50	General

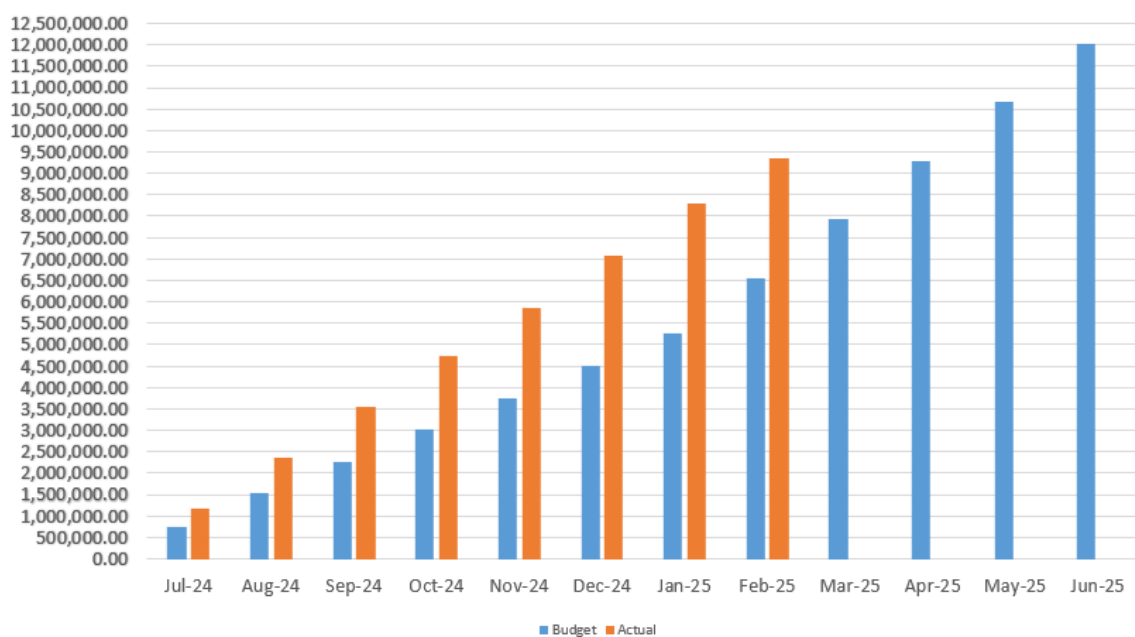
- Notable Expenditure – funds paid out by Council:

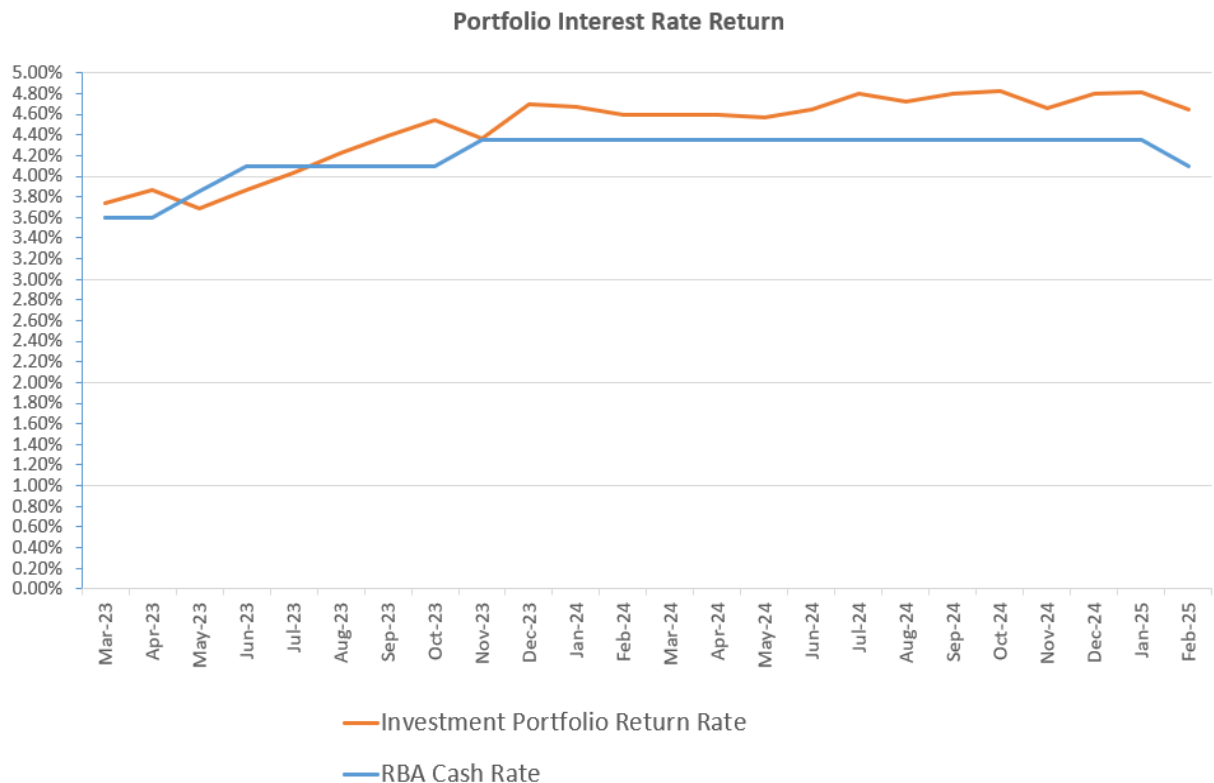
Project Milestone	\$1,222,008.04	General
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Investment Interest Overview:

Interest earned on investments has been included within Council’s 2024/2025 Operational Plan, with total income generated from the Investment Portfolio forecast to be in excess of \$12,019,254.00. Due to the delay to the decline of interest rates in the current financial year the budget of \$8,957,302.00 was revised up to \$12,019,254.00 as part of the December 2024 quarterly budget review.

Budget to Actual - Interest on Investments





Council has investments totalling \$18,000,000.00 Face Value which were invested with fixed interest rates below the current Official Cash Rate of 4.10%. Investments totalling \$10,000,000.00 will mature in the 2025 Financial Year with interest rates of 0.90%. Longer term investments beyond 30 June 2025 totalling \$8,000,000.00 were invested with interest rates ranging from 1.70% to 3.25%. These investments were placed with competitive interest rates at the time the investments were made.

Summary

Cash Account

Council outperformed the 11.00 am Official Cash Rate market benchmark for one month return of 4.10%, achieving a return of 4.50% for its At Call investments.

Investment Portfolio

Council outperformed the twelve-month Bloomberg AusBond Bank Bill Performance Index of 4.48%, with an average return of 4.73% for its overall portfolio return.

Consultation

Arlo Advisory Pty Ltd provides investment advisory services to Council on investment related decisions.

Resourcing Implications

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

APPENDICES:

1 [↓](#) Investments Report - Arlo Advisory Pty Ltd - February 2025 - Attachment



Monthly Investment Report



February 2025

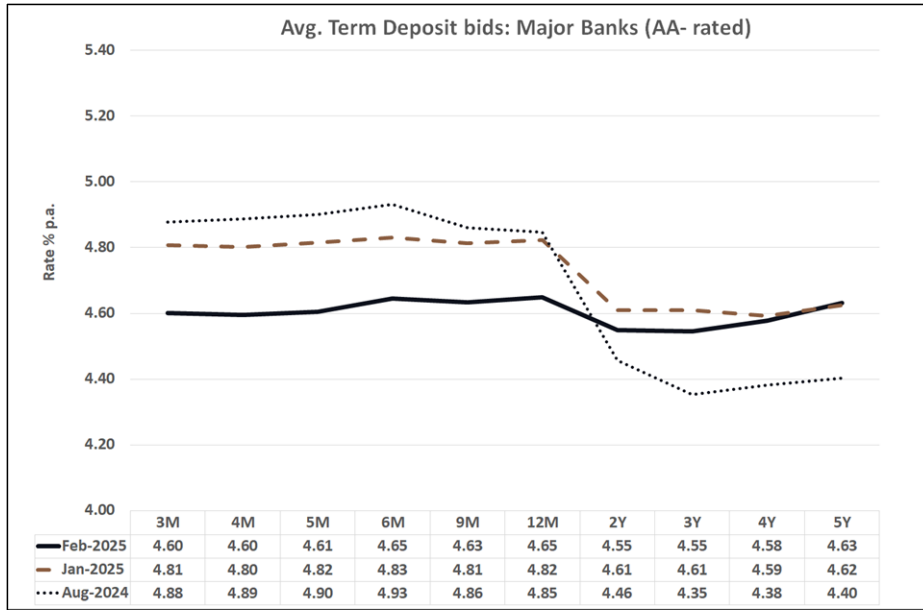
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Level 3, Suite 304, 80 Elizabeth Street, Sydney NSW 2000



Market Update Summary

Risk markets experienced a downturn over February on the back of tariff uncertainty (led by the US) and ongoing geopolitics in the middle east.

In the deposit market, over February, at the very short- end of the curve (less than 12 months), the average deposit rates offered by the major banks fell by around 15-20bp compared to where they were the previous month (January), in response to the RBA's first rate cut this easing cycle. At the medium to longer-end of the curve (2-3 years), the average rates fell by around 5bp compared to where they were in January (and largely unchanged for 4-5 years).



Source: Imperium Markets

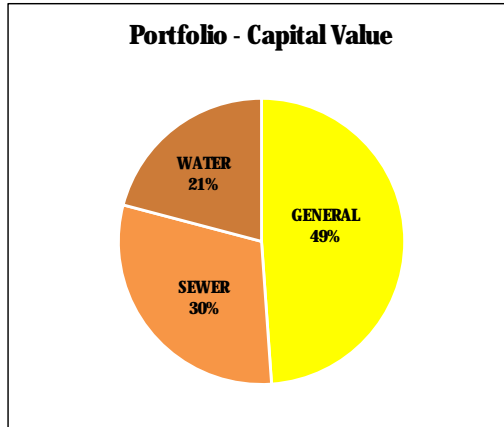
With additional rate cuts and a global economic downturn priced in over 2025, investors should consider diversifying and taking an 'insurance policy' against a potentially lower rate environment by investing across 1-5 year fixed deposits and locking in rates above 4½% p.a. (small allocation only).



Dubbo Regional Council's Portfolio & Compliance

Portfolio Allocation

The majority of the portfolio is directed to General Funds (~49%). The remainder of the portfolio is held in Sewer (~30%) and Water Funds (~21%), which is ideal for slightly longer-term investments.

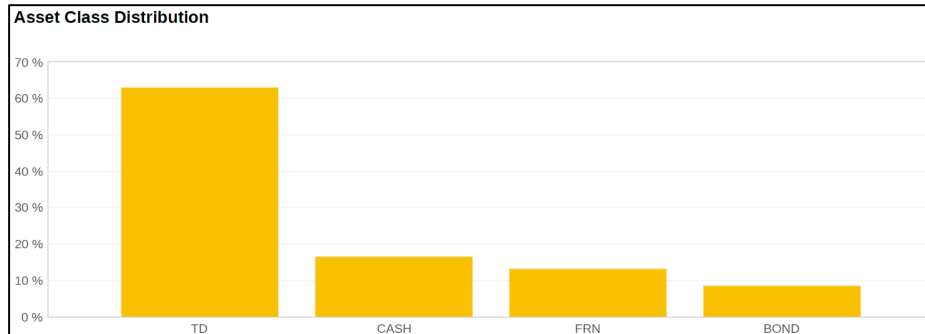


Allocation	Capital Value	% Total Value
GENERAL	\$148,767,292	48.88%
SEWER	\$91,996,352	30.23%
WATER	\$63,586,525	20.89%
Total	\$304,350,169	100.00%



Asset Allocation

The majority of the portfolio is directed to term deposits (~63%). The remainder of the portfolio is held in senior FRNs (~13%), fixed bonds (~8%) and overnight cash accounts (~16%).



Senior FRNs are starting to become expensive on a historical basis, although new issuances should continue to be considered on a case by case scenario. In the interim, staggering a mix of fixed deposits between 12 months to 5 years remains a more optimal strategy to maximise returns over a longer-term cycle.

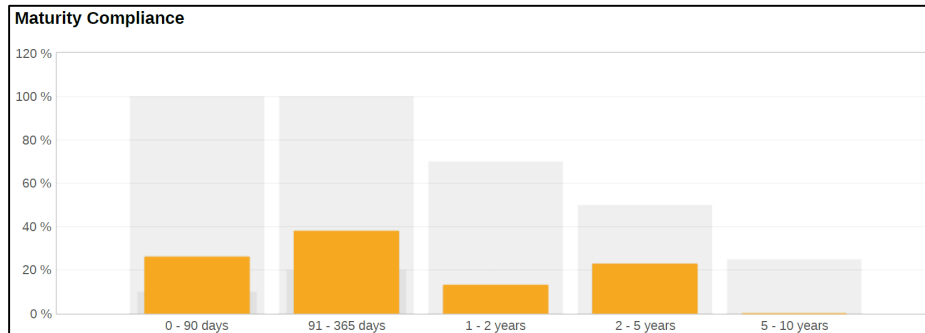
With additional interest rate cuts and a global economic downturn being priced in 2025, investors can choose to allocate a small proportion of longer-term funds and undertake an insurance policy against additional rate cuts by investing across 1-5 year fixed deposits, locking in and targeting yields above 4½% p.a.



Term to Maturity

The investment portfolio remains diversified from a maturity perspective with assets maturing out to 5 years. We recommend surplus funds excess to liquidity requirements be allocated to fixed term deposits across + 5 year horizons, as well as any attractive primary FRNs between 3- 5 years (refer to respective sections below).

Compliant	Horizon	Capital Value	% Total Value	Min. Limit (%)	Max. Limit (%)	Available (\$)
	0 – 3 months	\$79,392,134	26.09%	10%	100%	\$224,958,035
	3 – 12 months	\$115,552,715	37.97%	20%	100%	\$188,797,454
	1 – 2 years	\$39,905,320	13.11%	0%	70%	\$173,139,798
	2 – 5 years	\$69,500,000	22.84%	0%	50%	\$82,675,085
	5 – 10 years	\$0	0.00%	0%	25%	\$76,087,542
		\$304,350,169				



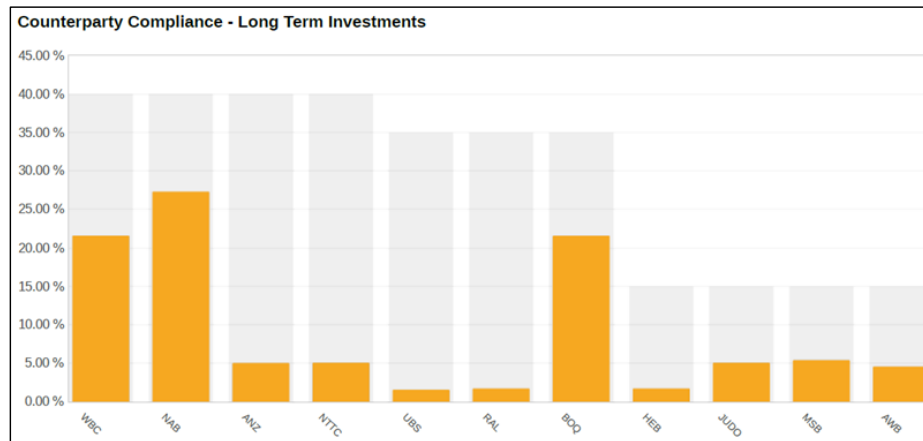


Counterparty

As at the end of February 2025, Council was within Policy limits with every single ADI. Overall, the portfolio is well diversified, with the majority considered investment grade (rated BBB- or higher).

Compliant	Issuer	Rating	Capital Value^	% Total Value	Max. Limit (%)	Available (\$)
	ANZ (Suncorp) Covered	AAA	\$4,917,370	1.62%	100%	\$299,432,799
	ANZ	AA-	\$10,000,000	3.29%	40%	\$111,740,068
	NAB	AA-	\$86,393,234	28.39%	40%	\$35,346,833
	Northern Territory	AA-	\$15,000,000	4.93%	40%	\$106,740,068
	WBC	AA-	\$64,500,000	21.19%	40%	\$57,240,068
	Rabobank Aus.	A+	\$4,989,610	1.64%	35%	\$101,532,949
	UBS AG	A+	\$4,498,029	1.48%	35%	\$102,024,530
	BoQ	A-	\$64,498,340	21.19%	35%	\$42,024,219
	Heritage People's Choice	BBB+	\$5,000,000	1.64%	15%	\$40,652,525
	Auswide	BBB	\$13,524,818	4.44%	15%	\$32,127,707
	Judo	BBB	\$15,000,000	4.93%	15%	\$30,652,525
	MyState	BBB	\$16,028,768	5.27%	15%	\$29,623,757
			\$304,350,169	100.00%		

^Note valuations of Council's securities on the Imperium Markets platform are marked-to-market and priced on a daily basis from an independent third party provider.



On 3rd July 2024, ANZ's takeover of Suncorp Bank was formalised, and ratings agency S&P upgraded Suncorp's long-term credit rating to that of its parent company immediately (now rated AA-). Investor's exposure to Suncorp is now reflected under the parent company being ANZ.

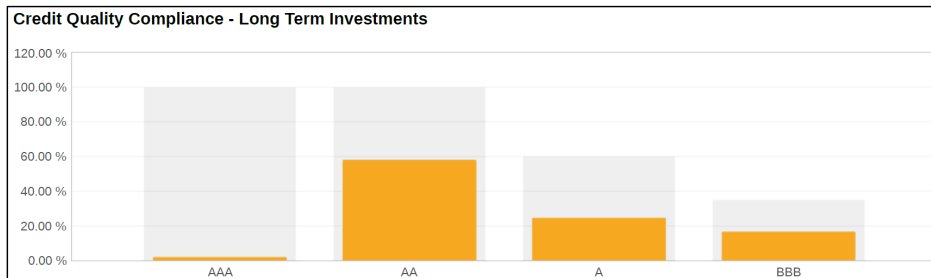


Credit Quality

The portfolio remains well diversified from a credit ratings perspective with the portfolio spread across the investment grade spectrum. All aggregate ratings categories are within the Policy limits.

Compliant	Credit Rating	Capital Value[^]	% Total Value	Max Limit*	Available
	AAA Category	\$4,917,370	1.62%	100%	\$299,432,799
	AA Category	\$175,893,234	57.79%	100%	\$128,456,935
	A Category	\$73,985,979	24.31%	60%	\$108,624,123
	BBB Category	\$49,553,586	16.28%	35%	\$56,968,973
	Unrated ADI	\$0	0.00%	10%	\$30,435,017
		\$304,350,169	100.00%		

[^]Note valuations of Council's securities on the Imperium Markets platform are marked-to-market and priced on a daily basis from an independent third-party provider.





Performance

Council's performance for the month ending February 2025 (excluding cash accounts) is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.31%	1.04%	2.12%	2.86%	4.33%
AusBond Bank Bill Index	0.34%	1.10%	2.21%	2.98%	4.48%
T/D Portfolio	0.39%	1.23%	2.49%	3.36%	5.06%
FRN Portfolio	0.41%	1.29%	2.61%	3.51%	5.31%
Bond Portfolio	0.22%	0.65%	1.28%	1.64%	2.36%
Council's Total Portfolio[^]	0.37%	1.17%	2.35%	3.16%	4.73%
Relative (to Bank Bills)	0.03%	0.07%	0.14%	0.18%	0.25%

[^]Council's total portfolio returns excludes Council's cash account holdings.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	4.10%	4.27%	4.31%	4.32%	4.33%
AusBond Bank Bill Index	4.51%	4.54%	4.51%	4.51%	4.48%
T/D Portfolio	5.19%	5.09%	5.08%	5.08%	5.06%
FRN Portfolio	5.49%	5.36%	5.33%	5.32%	5.31%
Bond Portfolio	2.90%	2.65%	2.59%	2.48%	2.36%
Council's Total Portfolio[^]	4.97%	4.82%	4.79%	4.79%	4.73%
Relative (to Bank Bills)	0.46%	0.28%	0.28%	0.28%	0.25%

[^]Council's total portfolio returns excludes Council's cash account holdings.

For the month of February 2025, the portfolio (excluding cash) provided a solid return of +0.37% (actual) or +4.97% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.34% (actual) or +4.51% p.a. (annualised).



Portfolio Valuation as at 28/02/2025

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
BOQ	A-	TD	SEWER	At Maturity	03/09/2024	03/03/2025	4.9500	2,000,000.00	2,000,000.00	48,550.68	7,594.52
Auswide Bank	BBB	FRN	SEWER	Quarterly	17/03/2022	17/03/2025	5.3656	4,998,900.00	5,000,000.00	54,391.01	20,580.38
Westpac	AA-	TD	SEWER	At Maturity	18/03/2024	18/03/2025	5.0900	2,000,000.00	2,000,000.00	97,058.63	7,809.32
Westpac	AA-	TD	WATER	At Maturity	18/03/2024	18/03/2025	5.0900	5,000,000.00	5,000,000.00	242,646.58	19,523.29
BOQ	A-	TD	GENERAL	Annual	10/03/2023	10/04/2025	4.9500	5,000,000.00	5,000,000.00	240,719.18	18,986.30
Westpac	AA-	TD	GENERAL	Quarterly	30/04/2024	30/04/2025	5.2900	1,000,000.00	1,000,000.00	4,347.95	4,058.08
Suncorp Bank	AA-	TD	WATER	Annual	06/02/2024	06/05/2025	5.1100	5,000,000.00	5,000,000.00	16,100.00	16,100.00
JUDO BANK	BBB	TD	GENERAL	At Maturity	22/05/2024	22/05/2025	5.2000	2,000,000.00	2,000,000.00	80,635.62	7,978.08
JUDO BANK	BBB	TD	SEWER	At Maturity	22/05/2024	22/05/2025	5.2000	3,000,000.00	3,000,000.00	120,953.42	11,967.12
Auswide Bank	BBB	FRN	SEWER	Quarterly	10/06/2022	10/06/2025	5.7443	5,007,340.00	5,000,000.00	63,738.12	22,032.93
Heritage and Peoples Choice Limited	BBB+	TD	GENERAL	At Maturity	14/06/2024	13/06/2025	5.2000	5,000,000.00	5,000,000.00	185,205.48	19,945.21
MyState Bank	BBB	FRN	SEWER	Quarterly	16/06/2021	16/06/2025	5.1099	7,998,472.00	8,000,000.00	83,998.36	31,359.39
Northern Territory Treasury	AA-	BOND	SEWER	Annual	10/02/2021	16/06/2025	0.9000	5,000,000.00	5,000,000.00	31,931.51	3,452.05
Northern Territory Treasury	AA-	BOND	WATER	Annual	04/02/2021	16/06/2025	0.9000	5,000,000.00	5,000,000.00	31,931.51	3,452.05
NAB	AA-	TD	GENERAL	At Maturity	31/05/2024	02/07/2025	5.2500	5,000,000.00	5,000,000.00	197,054.79	20,136.99
NAB	AA-	TD	SEWER	At Maturity	26/06/2024	07/07/2025	5.3000	5,000,000.00	5,000,000.00	180,054.79	20,328.77
NAB	AA-	TD	GENERAL	At Maturity	01/07/2024	07/07/2025	5.4500	12,000,000.00	12,000,000.00	435,402.74	50,169.86





Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
NAB	AA-	TD	GENERAL	At Maturity	08/07/2024	08/07/2025	5.4000	4,000,000.00	4,000,000.00	139,660.27	16,569.86
Westpac	AA-	TD	WATER	Quarterly	23/02/2024	23/07/2025	5.0100	5,000,000.00	5,000,000.00	3,431.51	3,431.51
NAB	AA-	TD	GENERAL	At Maturity	02/08/2024	05/08/2025	5.2000	2,000,000.00	2,000,000.00	60,120.55	7,978.08
Suncorp Bank	AA-	TD	WATER	Annual	13/02/2024	13/08/2025	5.1100	5,000,000.00	5,000,000.00	11,200.00	11,200.00
NAB	AA-	TD	GENERAL	Annual	26/07/2024	15/08/2025	5.3000	2,000,000.00	2,000,000.00	63,309.59	8,131.51
NAB	AA-	TD	WATER	At Maturity	10/09/2024	10/09/2025	4.9000	2,000,000.00	2,000,000.00	46,180.82	7,517.81
NAB	AA-	TD	GENERAL	At Maturity	24/05/2024	24/09/2025	5.2000	5,000,000.00	5,000,000.00	200,164.38	19,945.21
MyState Bank	BBB	FRN	GENERAL	Quarterly	13/10/2022	13/10/2025	5.6397	8,030,296.00	8,000,000.00	58,096.64	34,610.76
Westpac	AA-	TD	WATER	Quarterly	26/07/2024	27/10/2025	5.1500	2,000,000.00	2,000,000.00	9,030.14	7,901.37
Westpac	AA-	TD	SEWER	Quarterly	26/07/2024	27/10/2025	5.1500	2,000,000.00	2,000,000.00	9,030.14	7,901.37
Auswide Bank	BBB	FRN	GENERAL	Quarterly	07/11/2022	07/11/2025	5.7100	3,518,578.00	3,500,000.00	12,045.75	12,045.75
JUDO BANK	BBB	TD	WATER	At Maturity	14/06/2024	16/12/2025	5.1300	4,000,000.00	4,000,000.00	146,169.86	15,741.37
JUDO BANK	BBB	TD	SEWER	At Maturity	14/06/2024	16/12/2025	5.1300	3,000,000.00	3,000,000.00	109,627.40	11,806.03
Westpac	AA-	TD	WATER	Quarterly	08/07/2024	08/01/2026	5.2000	2,000,000.00	2,000,000.00	14,816.44	7,978.08
Westpac	AA-	TD	GENERAL	Quarterly	08/07/2024	08/01/2026	5.2000	4,000,000.00	4,000,000.00	29,632.88	15,956.16
Westpac	AA-	TD	SEWER	Quarterly	08/07/2024	08/01/2026	5.2000	2,000,000.00	2,000,000.00	14,816.44	7,978.08
BOQ	A-	TD	GENERAL	Annual	02/08/2024	02/02/2026	4.8000	5,500,000.00	5,500,000.00	152,613.70	20,252.05
UBS AG	A+	FRN	SEWER	Quarterly	26/02/2021	26/02/2026	4.6172	4,498,029.00	4,500,000.00	1,707.73	1,707.73
Westpac	AA-	TD	GENERAL	Semi-Annual	28/02/2025	16/03/2026	4.6500	6,000,000.00	6,000,000.00	764.38	764.38
Westpac	AA-	TD	SEWER	Semi-Annual	28/02/2025	16/03/2026	4.6500	3,000,000.00	3,000,000.00	382.19	382.19





Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
Westpac	AA-	TD	WATER	Semi-Annual	28/02/2025	22/04/2026	4.6500	3,000,000.00	3,000,000.00	382.19	382.19
BOQ	A-	FRN	WATER	Quarterly	06/05/2021	06/05/2026	4.8400	4,998,340.00	5,000,000.00	15,249.32	15,249.32
Rabobank Australia Branch	A+	BOND	GENERAL	Semi-Annual	12/05/2021	12/05/2026	4.2500	4,989,610.00	5,000,000.00	63,458.90	16,301.37
Suncorp Bank	AAA	BOND	SEWER	Semi-Annual	24/08/2021	24/08/2026	3.2500	4,917,370.00	5,000,000.00	2,226.03	2,226.03
JUDO BANK	BBB	TD	SEWER	Annual	16/09/2021	16/09/2026	1.7000	3,000,000.00	3,000,000.00	23,194.52	3,912.33
BOQ	A-	TD	GENERAL	Annual	21/09/2022	21/09/2026	4.7600	5,000,000.00	5,000,000.00	103,676.71	18,257.53
BOQ	A-	TD	SEWER	Annual	03/12/2024	11/12/2026	4.8500	5,000,000.00	5,000,000.00	58,465.75	18,602.74
BOQ	A-	TD	SEWER	Annual	23/09/2022	23/09/2027	4.9100	4,000,000.00	4,000,000.00	85,555.07	15,066.30
BOQ	A-	TD	SEWER	Annual	03/03/2023	03/03/2028	5.1500	3,000,000.00	3,000,000.00	153,230.14	11,852.05
BOQ	A-	TD	GENERAL	Annual	03/03/2023	03/03/2028	5.1500	2,000,000.00	2,000,000.00	102,153.42	7,901.37
BOQ	A-	TD	WATER	Annual	03/03/2023	03/03/2028	5.1500	2,000,000.00	2,000,000.00	102,153.42	7,901.37
BOQ	A-	TD	GENERAL	Annual	22/05/2024	23/05/2028	5.0000	2,000,000.00	2,000,000.00	77,534.25	7,671.23
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	30/08/2024	15/12/2028	4.8000	5,000,000.00	5,000,000.00	49,972.60	18,410.96
Westpac	AA-	TD	SEWER	Quarterly	30/04/2024	30/04/2029	5.1700	4,000,000.00	4,000,000.00	16,997.26	15,864.11
BOQ	A-	TD	GENERAL	Annual	02/08/2024	02/08/2029	4.7500	4,000,000.00	4,000,000.00	109,835.62	14,575.34
Westpac	AA-	TD	GENERAL	Quarterly	14/08/2024	14/08/2029	4.5000	4,000,000.00	4,000,000.00	7,397.26	7,397.26
Westpac	AA-	TD	WATER	Quarterly	04/10/2024	04/10/2029	4.5600	3,000,000.00	3,000,000.00	20,238.90	10,494.25
BOQ	A-	TD	SEWER	Annual	27/11/2024	27/11/2029	5.0700	6,000,000.00	6,000,000.00	78,341.92	23,335.89
BOQ	A-	TD	WATER	Annual	29/11/2024	06/12/2029	5.0500	2,000,000.00	2,000,000.00	25,457.53	7,747.95





Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
BOQ	A-	TD	SEWER	Annual	29/11/2024	06/12/2029	5.0500	7,000,000.00	7,000,000.00	89,101.37	27,117.81
BOQ	A-	TD	WATER	Annual	03/12/2024	11/12/2029	5.0000	5,000,000.00	5,000,000.00	60,273.97	19,178.08
Westpac	AA-	TD	SEWER	Semi-Annual	05/02/2025	05/02/2030	4.7500	1,500,000.00	1,500,000.00	4,684.93	4,684.93
Westpac	AA-	TD	GENERAL	Semi-Annual	12/02/2025	12/02/2030	4.8000	5,000,000.00	5,000,000.00	11,178.08	11,178.08
Westpac	AA-	TD	GENERAL	Semi-Annual	12/02/2025	12/02/2030	4.8000	5,000,000.00	5,000,000.00	11,178.08	11,178.08
Westpac	AA-	TD	WATER	Semi-Annual	18/02/2025	18/02/2030	4.7600	2,000,000.00	2,000,000.00	2,869.04	2,869.04
Westpac	AA-	TD	GENERAL	Semi-Annual	18/02/2025	18/02/2030	4.7600	3,000,000.00	3,000,000.00	4,303.56	4,303.56
NAB	AA-	CASH	SEWER	Monthly	28/02/2025	28/02/2025	4.5000	4,076,240.96	4,076,240.96	502.55	502.55
NAB	AA-	CASH	WATER	Monthly	28/02/2025	28/02/2025	4.5000	6,588,185.30	6,588,185.30	812.24	812.24
NAB	AA-	CASH	GENERAL	Monthly	28/02/2025	28/02/2025	4.5000	38,728,807.92	38,728,807.92	4,774.78	4,774.78
TOTALS								304,350,169.18	304,393,234.18	4,482,720.62	815,022.42





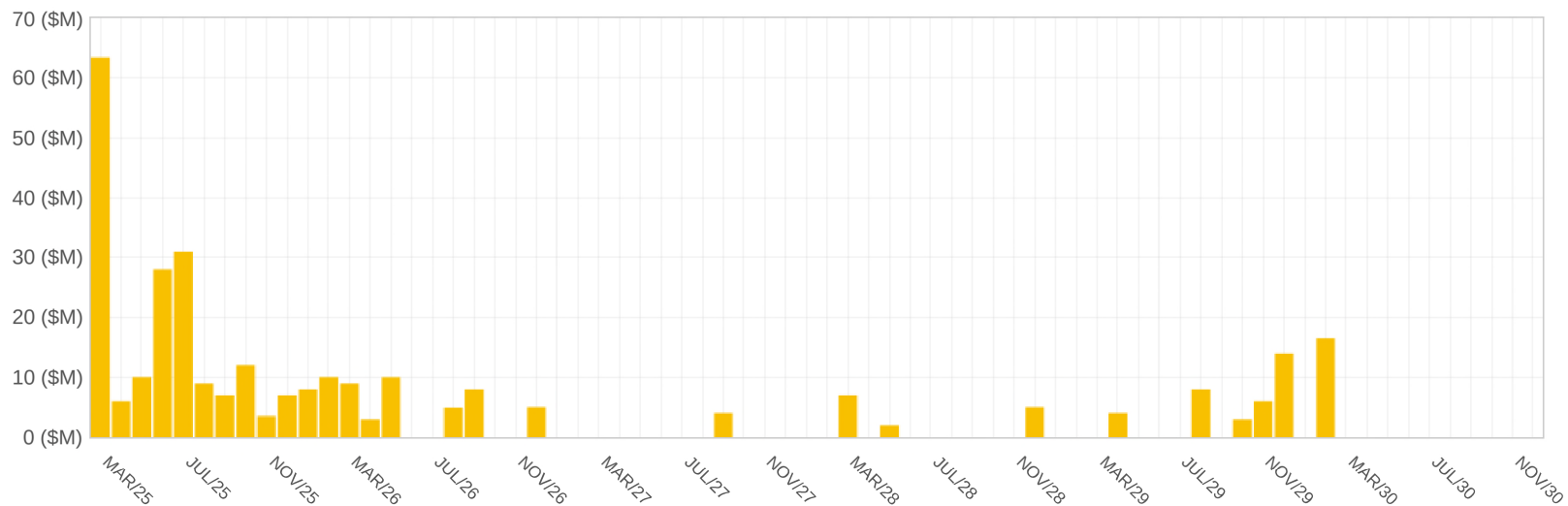
Maturity Cash Flow as at 28/02/2025

Year	Jan (\$)	Feb (\$)	Mar (\$)	Apr (\$)	May (\$)	Jun (\$)	Jul (\$)	Aug (\$)	Sep (\$)	Oct (\$)	Nov (\$)	Dec (\$)	Total (\$)
2025	-	-	63,392,134	6,000,000	10,000,000	28,005,812	31,000,000	9,000,000	7,000,000	12,030,296	3,518,578	7,000,000	176,946,820.18
2026	8,000,000	9,998,029	9,000,000	3,000,000	9,987,950	-	-	4,917,370	8,000,000	-	-	5,000,000	57,903,349.00
2027	-	-	-	-	-	-	-	-	4,000,000	-	-	-	4,000,000.00
2028	-	-	7,000,000	-	2,000,000	-	-	-	-	-	-	5,000,000	14,000,000.00
2029	-	-	-	4,000,000	-	-	-	8,000,000	-	3,000,000	6,000,000	14,000,000	35,000,000.00
2030	-	16,500,000	-	-	-	-	-	-	-	-	-	-	16,500,000.00
TOTALS													304,350,169.18





Maturity Cash Flow Distribution





INFORMATION ONLY MATTERS: Monthly Reporting Snapshot for Councillors - February 2025

DIVISION: Strategy, Partnerships and Engagement
REPORT DATE: 10 March 2025
TRIM REFERENCE: ID25/362

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none"> Provide review or update 	
Issue	<ul style="list-style-type: none"> Provide high-level report snapshots for Councillors regarding Council's Financial Performance, Facility Performance and Customer Experience Performance. 	
Reasoning	<ul style="list-style-type: none"> Councillors are provided high level data and reporting on a monthly-basis for visibility and oversight on performance trends. 	
Financial Implications	Budget Area	There are no budget implications from this report.
	Funding Source	Not applicable.
	Proposed Cost	Not applicable.
	Ongoing Costs	Not applicable.
Policy Implications	Policy Title	There are no policy implications from this report.
	Impact on Policy	Not applicable.

STRATEGIC DIRECTION

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

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

RECOMMENDATION

That the information contained within the report of the Corporate Strategy and Performance Coordinator, dated 10 March 2025, be noted.

Jessica Brown
 Director Strategy Partnerships and Engagement

ZJ
 Corporate Strategy
 Performance Coordinator

REPORT

This report is an information only report. **Appendix 1** contains high-level data and statistics from the Finance, Services and Facility Performance, and Customer Experience dashboards for February 2025. Some data was not available at the time of the report publication.

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

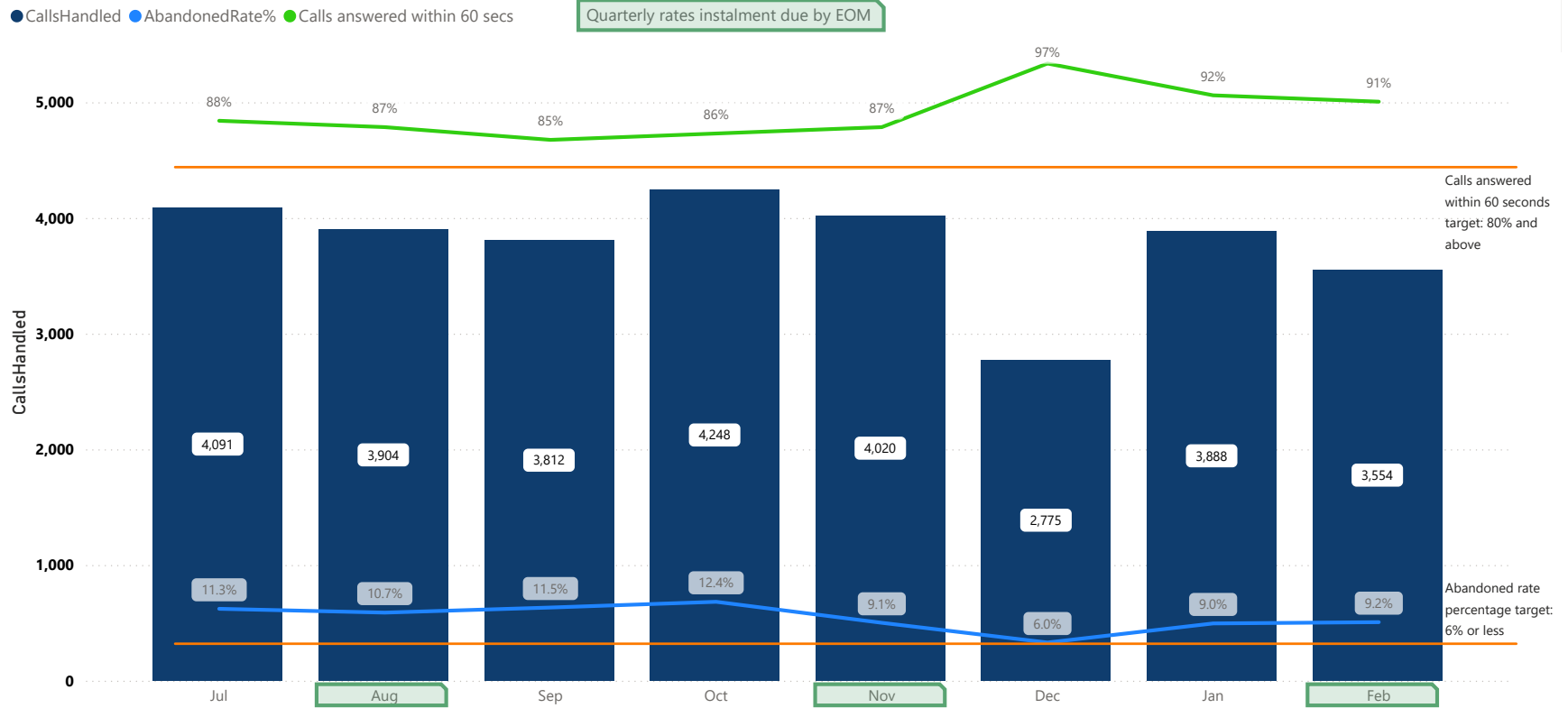
Major Projects: As at the end of February 2025, Council's Your Say platform was showcasing 75 Community consultation or engagement projects, with 25 of these being active capital works projects.

APPENDICES:

[1](#) Reporting Snapshot - February 2025

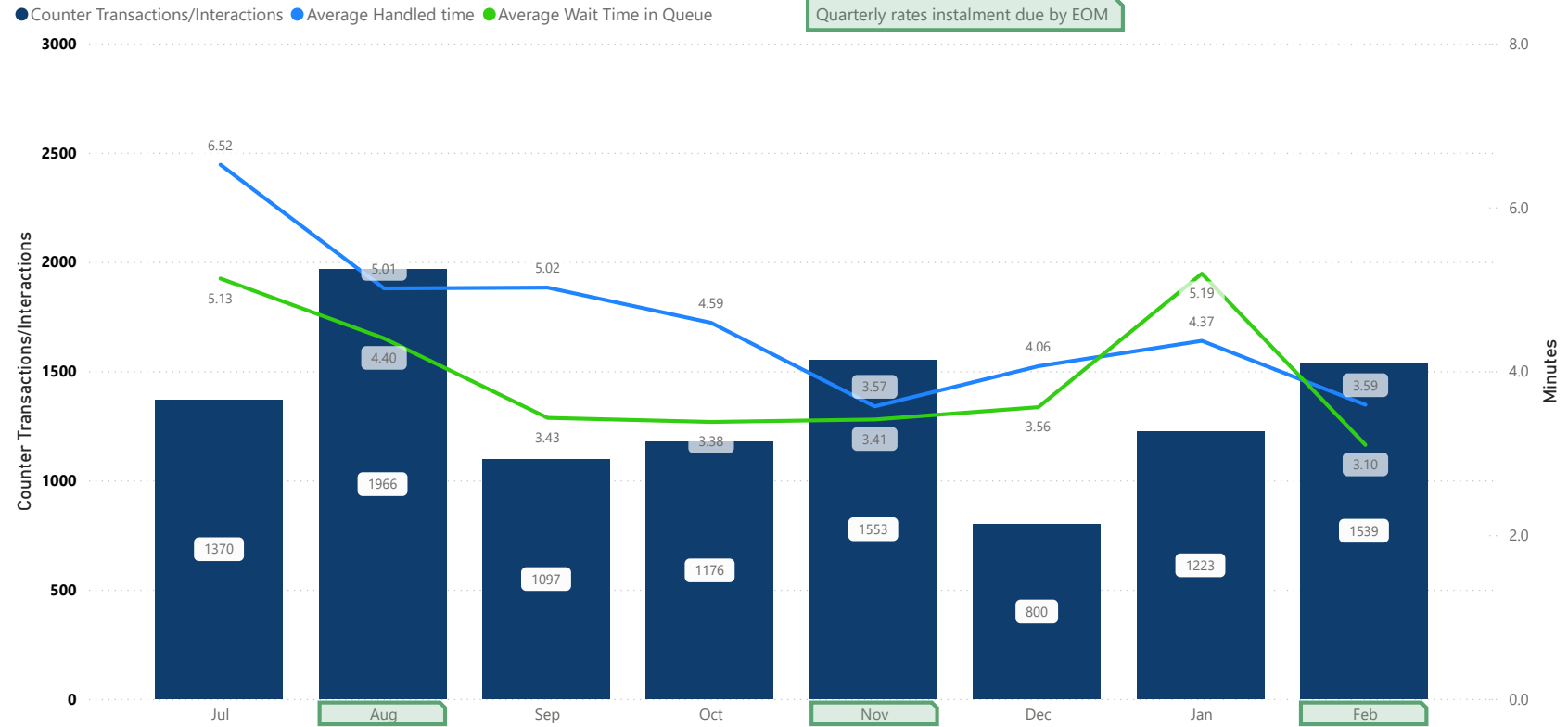
Customer Experience (CX) Performance

Call Centre - Calls handled, Abandoned Rate % and % of calls answered in 60 seconds by Month 2024/2025



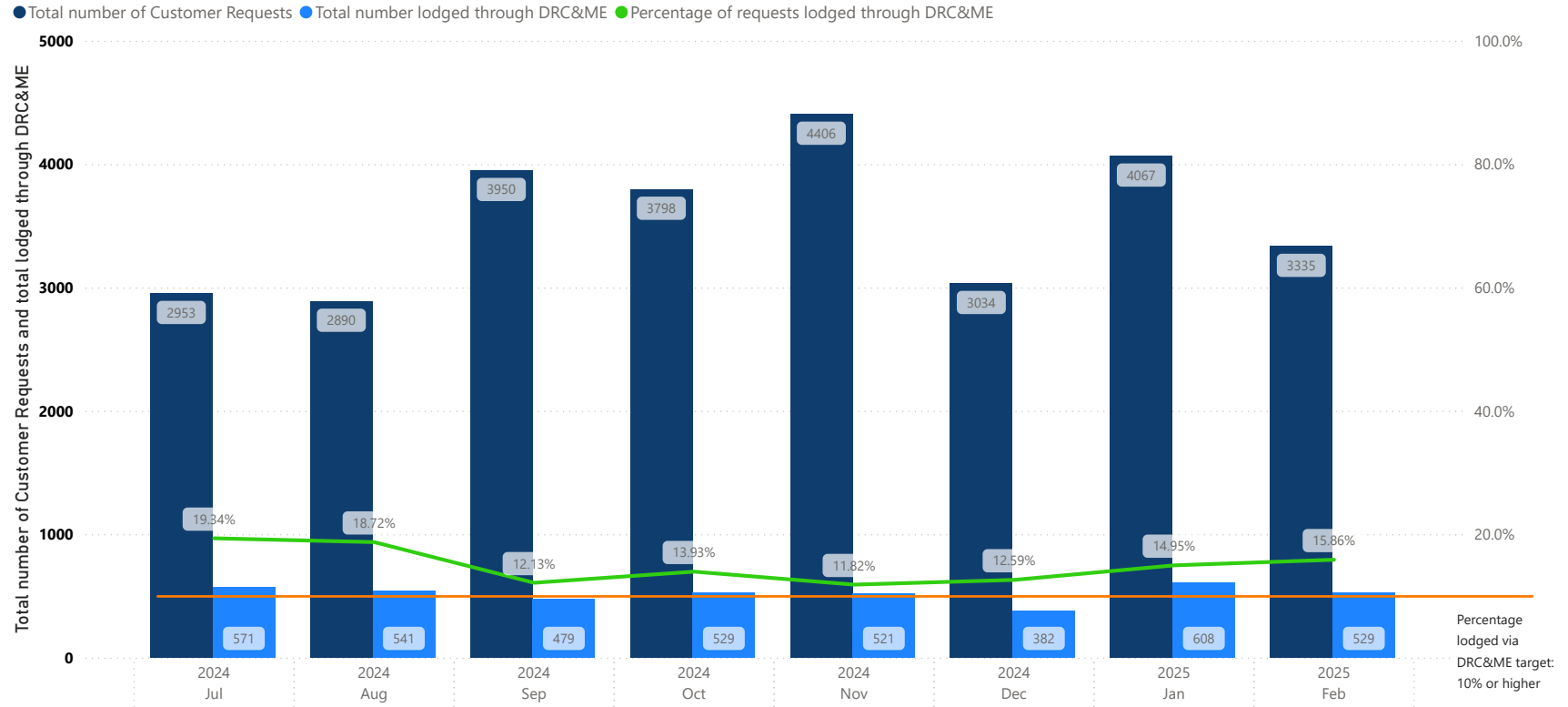
Customer Experience (CX) Performance

Counter - Counter transactions/interactions, Average handled time and Average wait time in queue by Month 2024/2025



Customer Experience (CX) Performance

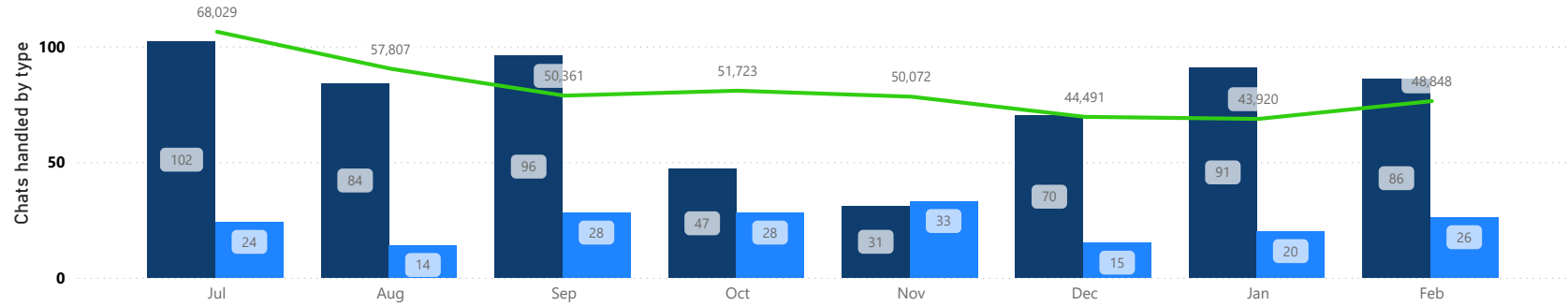
Customer Requests – DRC&ME conversion by Month 2024/2025



Customer Experience (CX) Performance

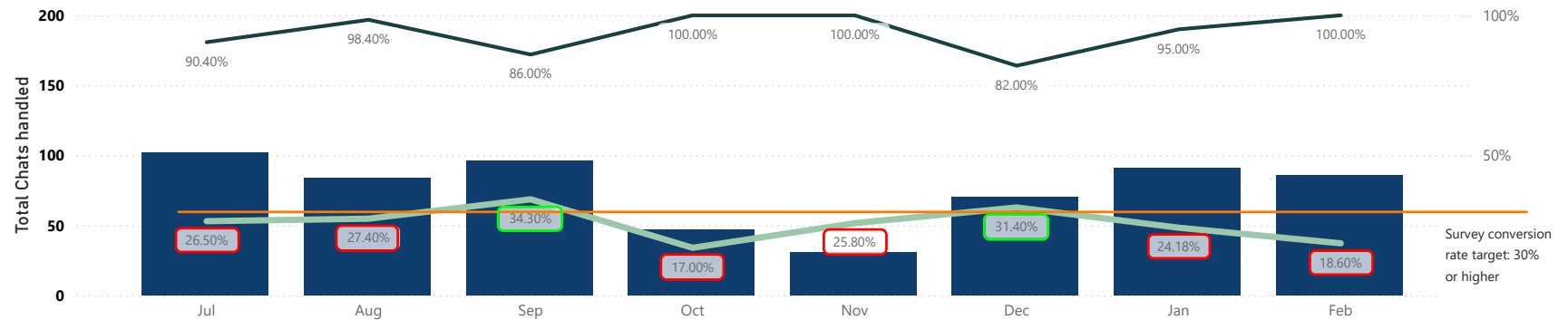
Webchat statistics by Month 2024/2025

● Total Number of Chats Handled ● Number of After Hours Emails Processed ● Total Visitors to Council's Website



Webchat satisfaction by Month 2024/2025

● Total Number of Chats Handled ● Survey Conversion Rate ● Overall Satisfaction

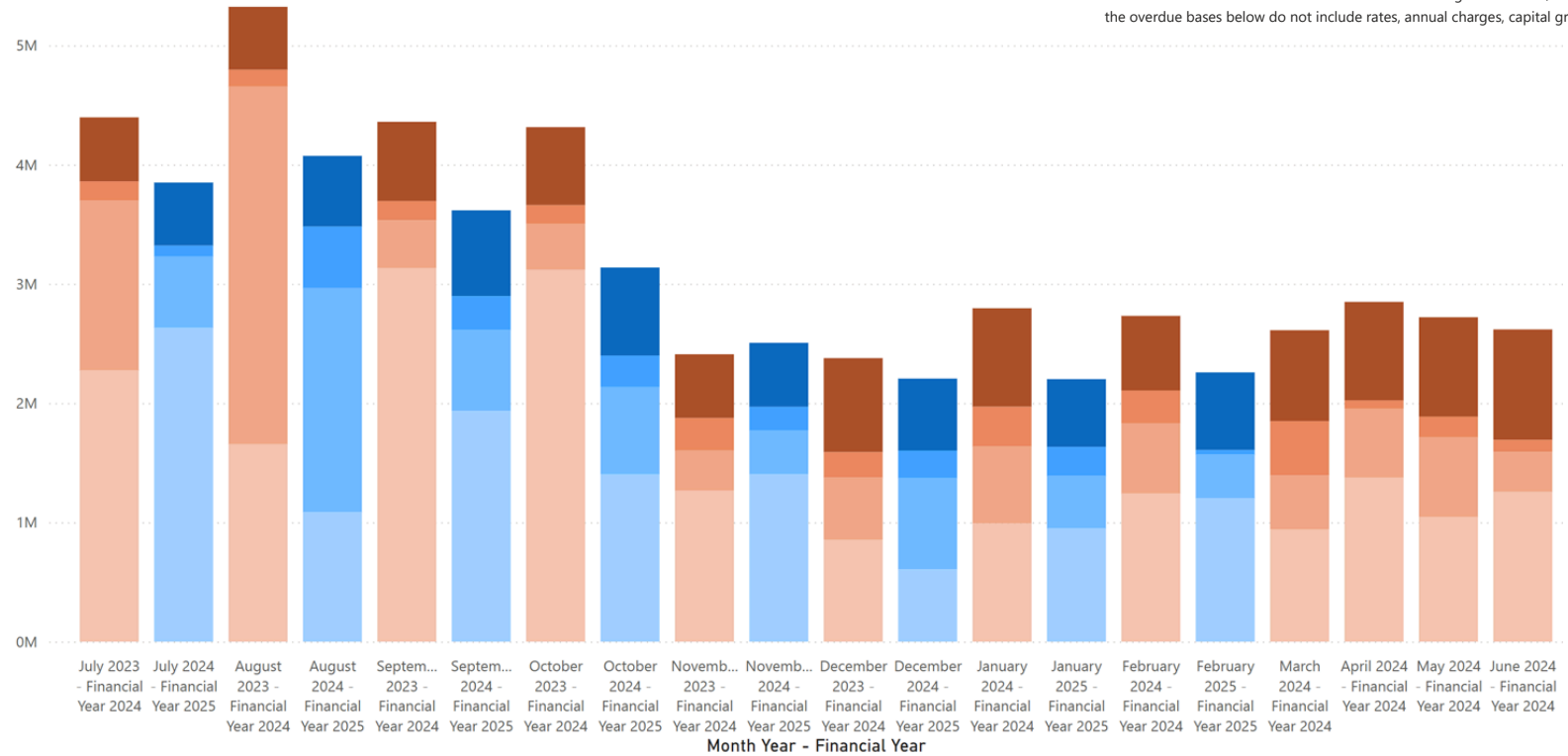


Financial Performance

Current and Last Financial Year Overdue Debt

● Current Debt
 ● 31-60 Days Debt
 ● 61-90 Days Debt
 ● 90+ Days
 ● Current Debt Last FY
 ● 31-60 Days Debt Last FY
 ● 61-90 Days Debt Last FY
 ● 90+ Days Debt Last FY

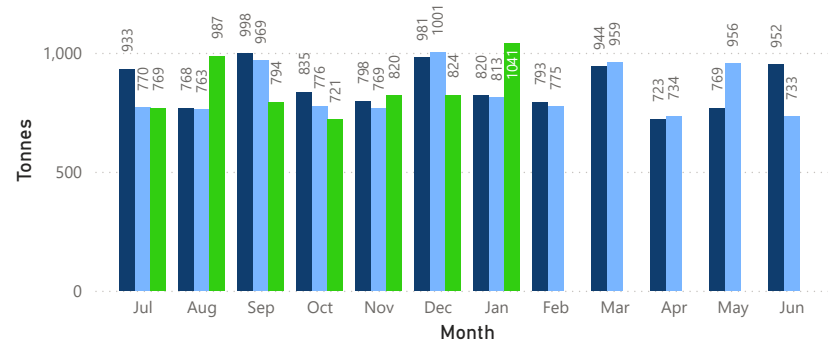
Associated fees are outlined in Council's Fees and Charges document, however the overdue bases below do not include rates, annual charges, capital grants.



Services Performance - Domestic Waste

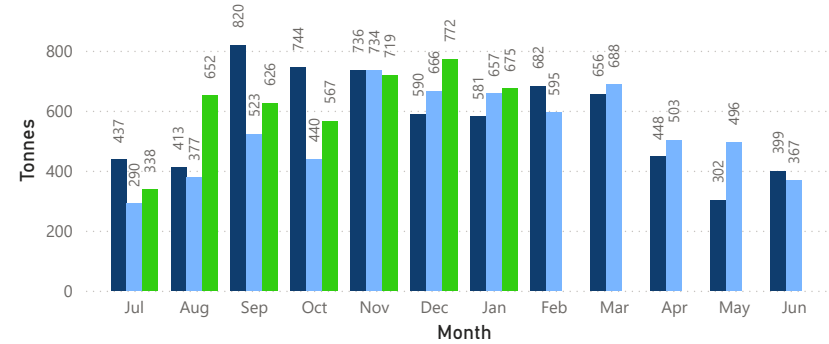
Mixed Waste Tonnes by Month by Year

Financial Year ● 2023 ● 2024 ● 2025



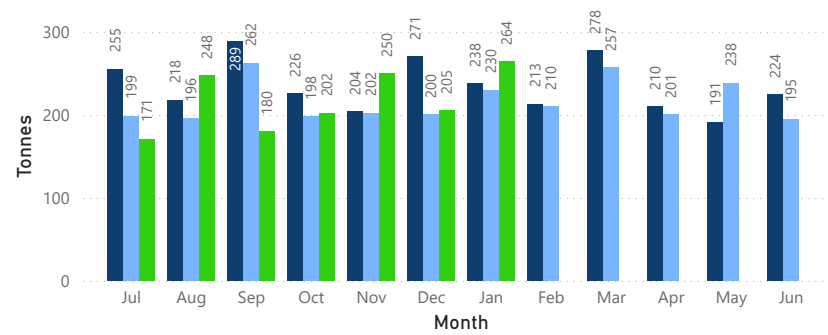
FOGO Tonnes by Month by Year

Financial Year ● 2023 ● 2024 ● 2025



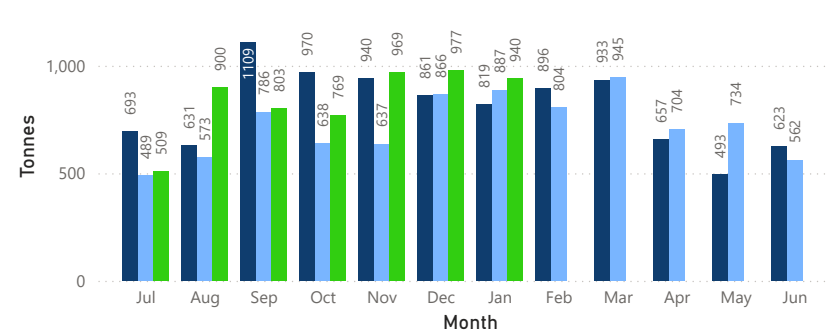
Recycling Tonnes by Month by Year

Financial Year ● 2023 ● 2024 ● 2025



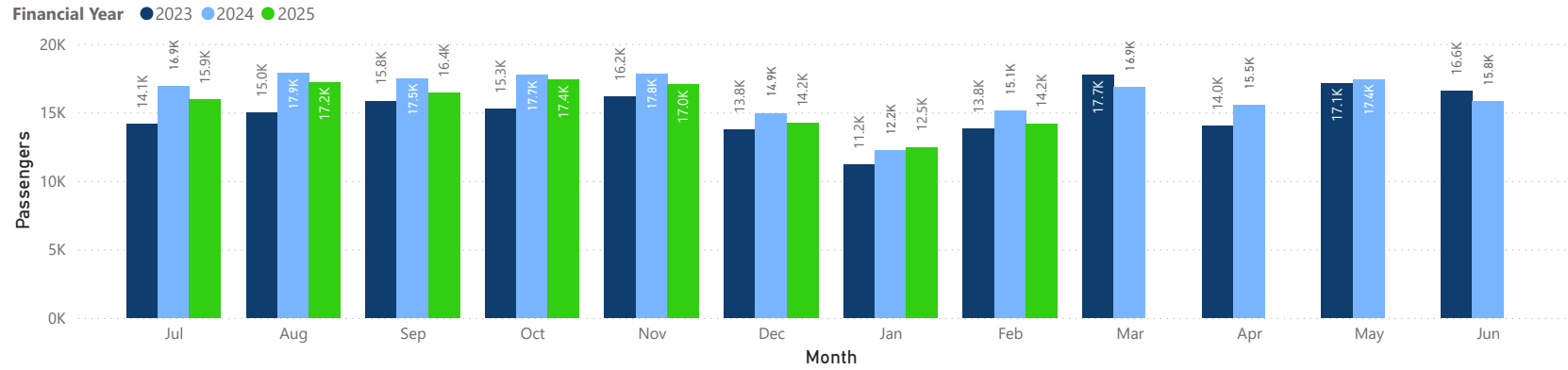
Diverted from Landfill Tonnes by Month by Year

Financial Year ● 2023 ● 2024 ● 2025

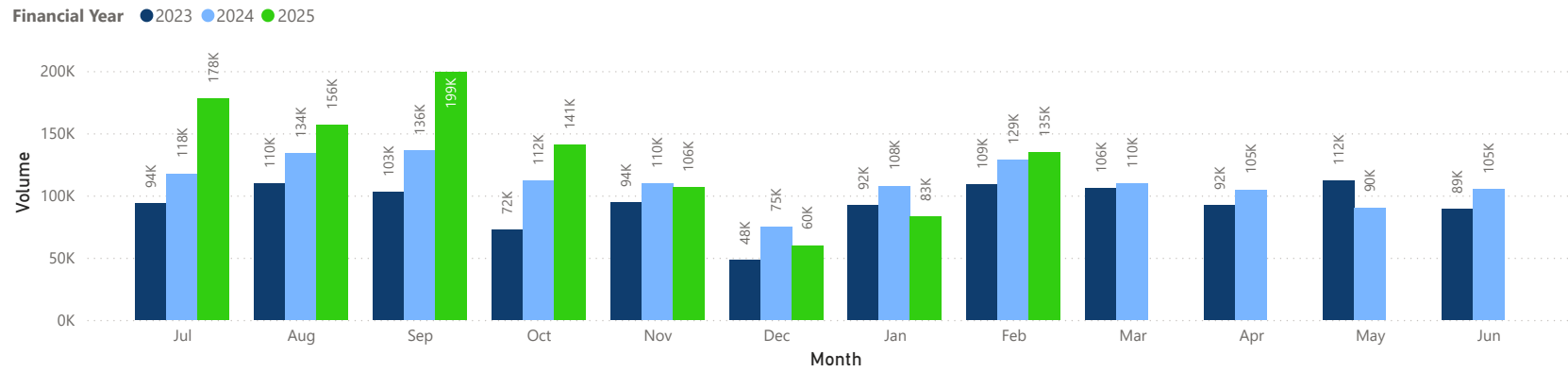


Facility Performance - Business branches

Dubbo Regional Airport - Passengers by Month by Year



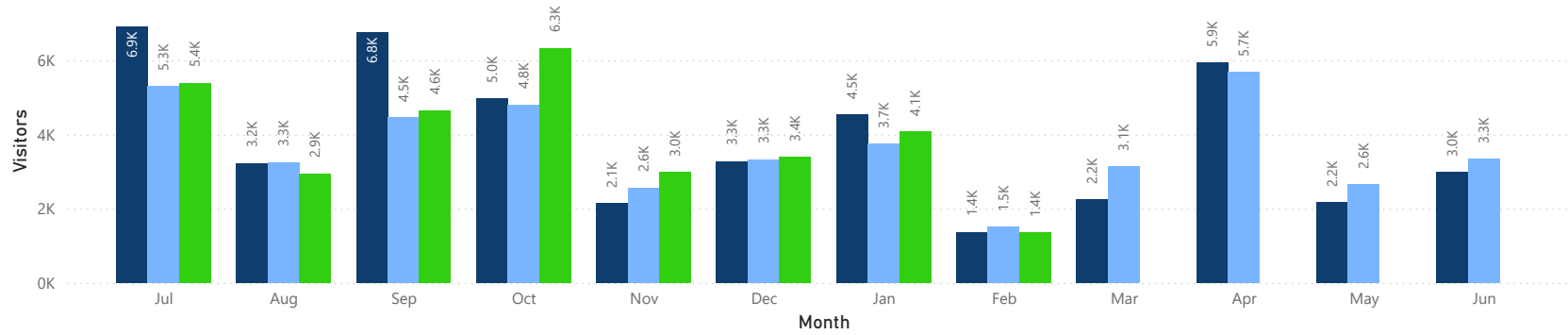
Dubbo Regional Livestock Markets - All stock types sold by Month by Year



Facility Performance

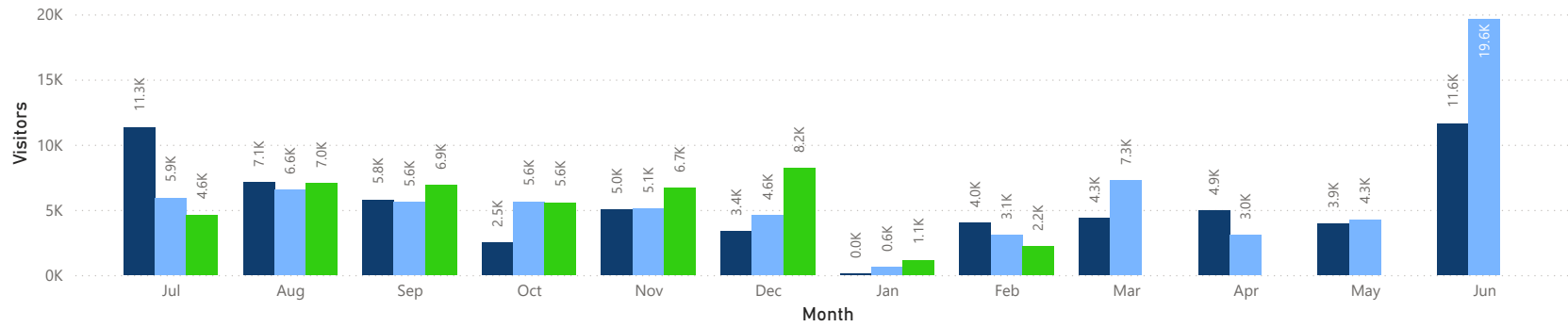
Old Dubbo Gaol - Visitors by Month by Year

Financial Year ● 2023 ● 2024 ● 2025



Dubbo Regional Theatre and Convention Centre - Visitors by Month by Year

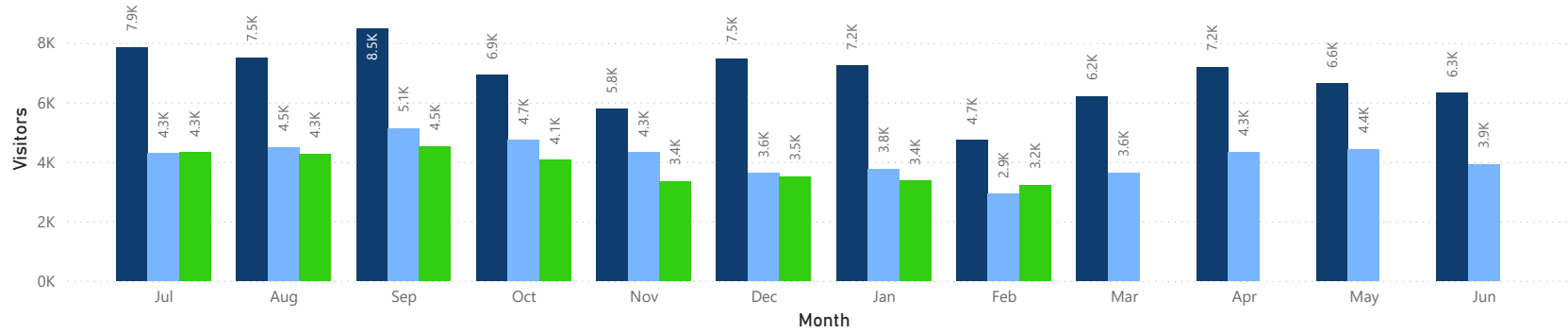
Financial Year ● 2023 ● 2024 ● 2025



Facility Performance

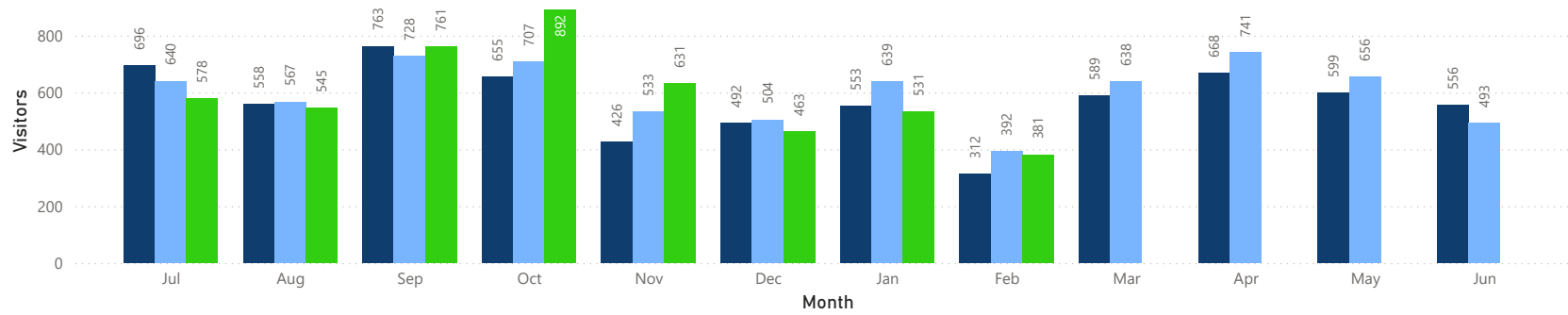
Dubbo VIC - Visitors by Month by Year

Financial Year ● 2023 ● 2024 ● 2025



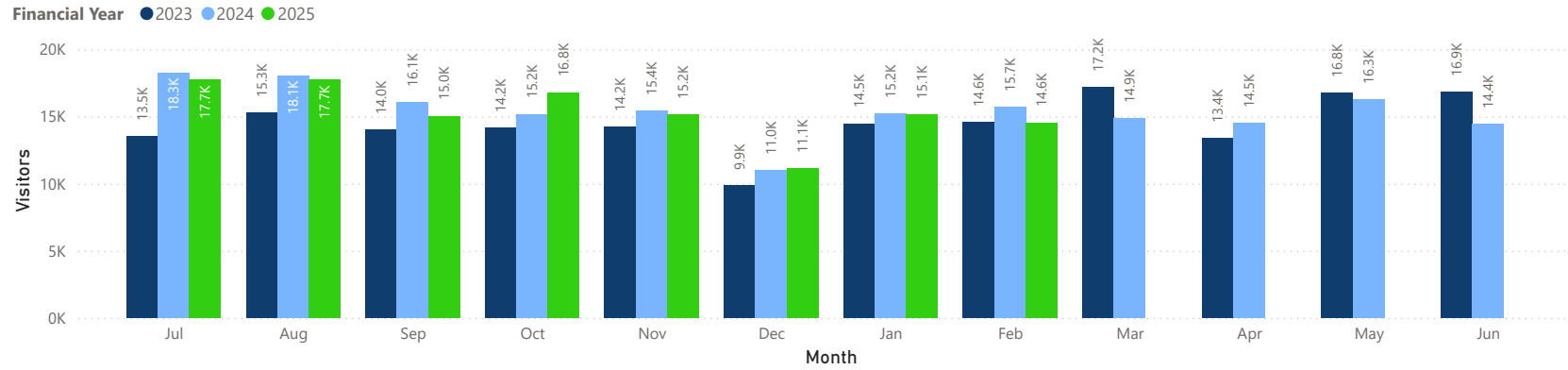
Wellington VIC - Visitors by Month by Year

Financial Year ● 2023 ● 2024 ● 2025

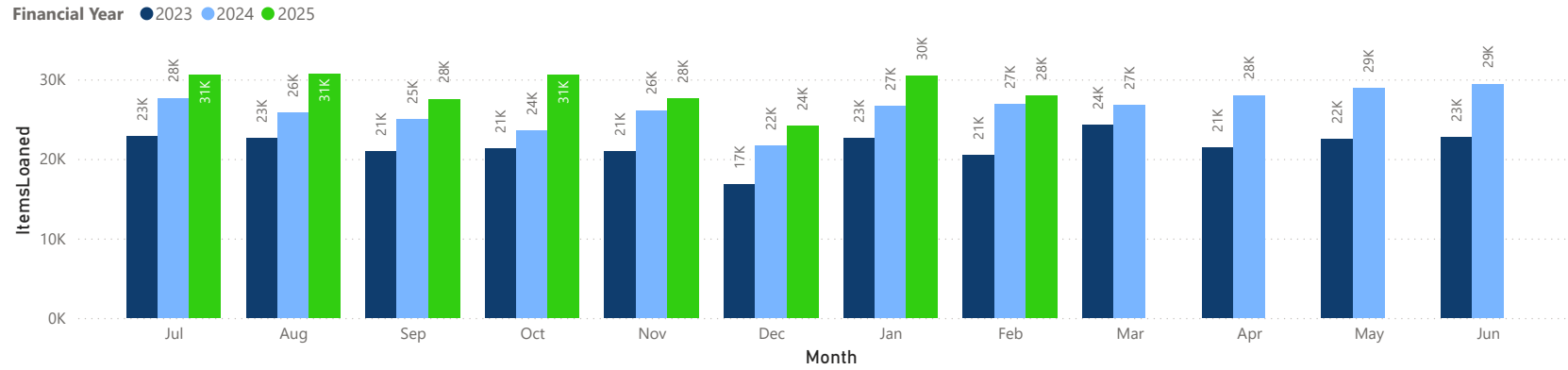


Facility Performance

Macquarie Regional Library (all LGAs) Visitors by Month by Year



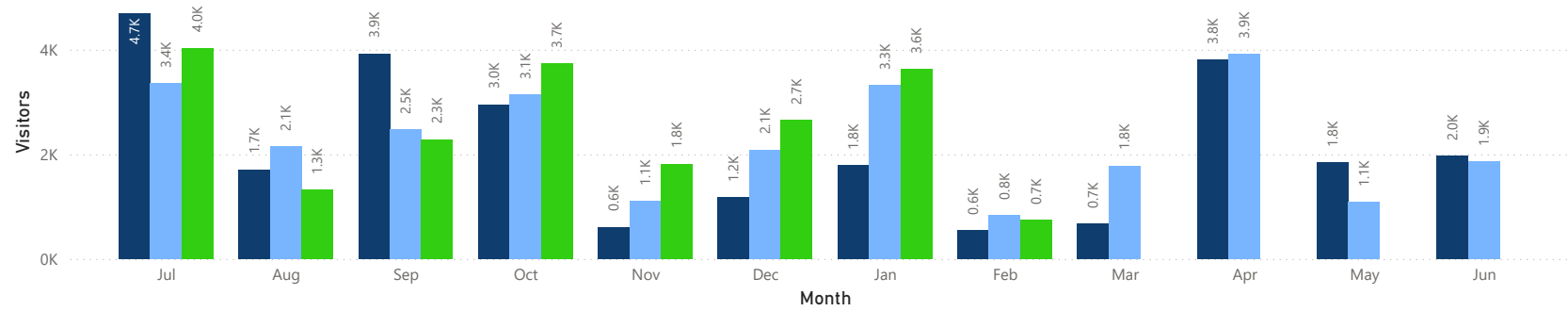
Macquarie Regional Library (all LGAs) Items Loaned (all formats) by Month by Year



Facility Performance

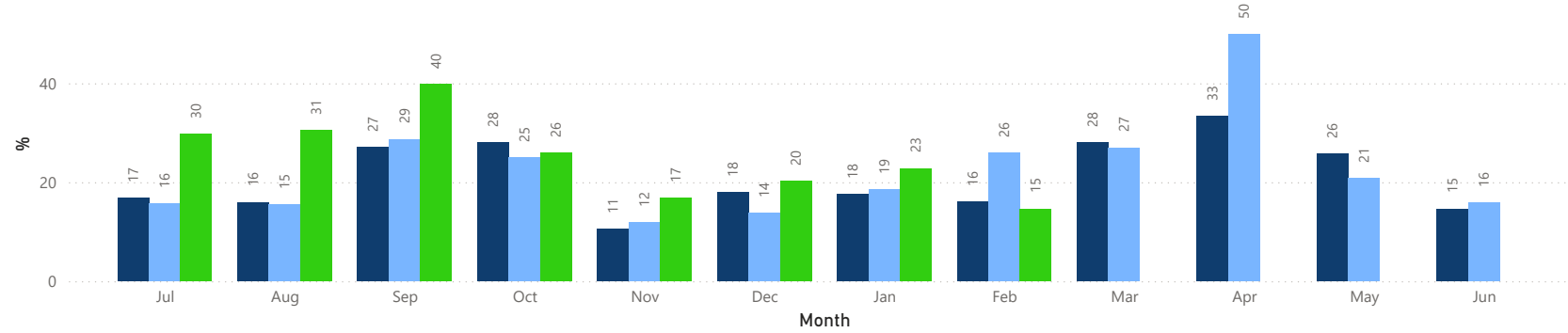
Wellington Caves Visitors Month by Year

Financial Year ● 2023 ● 2024 ● 2025



Wellington Caves Occupancy % by Month by Year

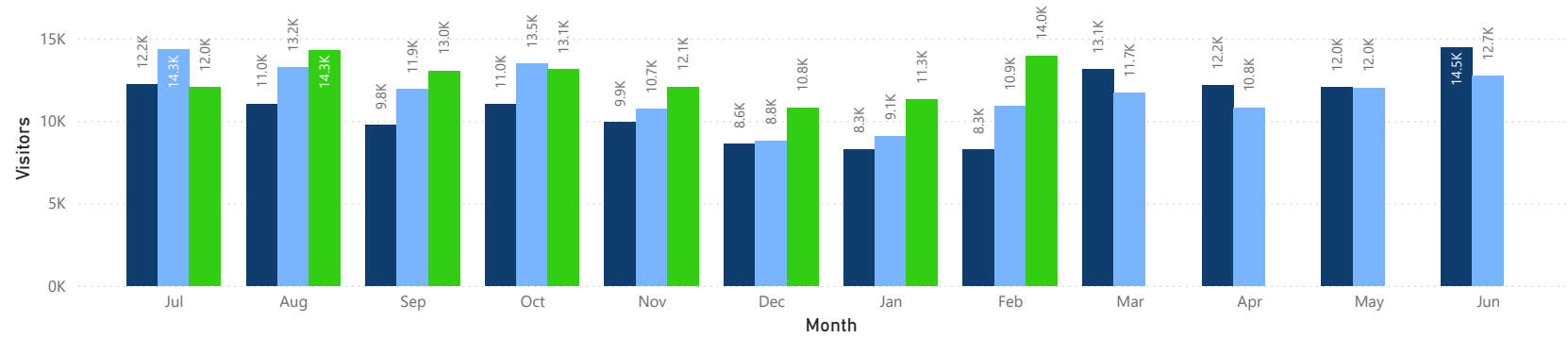
Financial Year ● 2023 ● 2024 ● 2025



Facility Performance

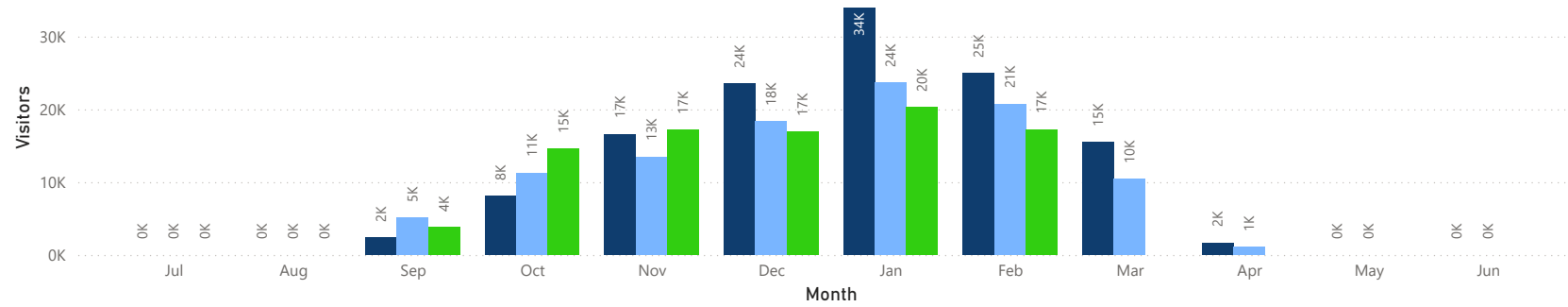
Western Plains Cultural Centre Visitors by Month by Year

Financial Year ● 2023 ● 2024 ● 2025



Aquatic Leisure Centres Total Visitors by Month by Year

Financial Year ● 2023 ● 2024 ● 2025





DUBBO REGIONAL
COUNCIL

REPORT: Outstanding Actions from Council and Committees

DIVISION: Organisational Performance
REPORT DATE: 11 March 2025
TRIM REFERENCE: ID25/377

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none"> Provide update. 	
Issue	<ul style="list-style-type: none"> Reporting the Outstanding Actions emanating from Council and Committee meetings for review by Council. 	
Reasoning	<ul style="list-style-type: none"> To ensure that outstanding resolutions from Council are being actioned accordingly. To allow the elected body to review and monitor progress of the resolutions of council. 	
Financial Implications	Budget Area	Various
	Ongoing Costs	There are no budget implications from this report.
Policy Implications	Policy Title	Nil
	Impact on Policy	There is no policy implications from this report.

STRATEGIC DIRECTION

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

Theme: 4 Leadership

CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance

Delivery Program Strategy: 4.1.2 Council's decision-making processes are open, transparent and accountable

RECOMMENDATION

That the report from the Governance Team Leader be noted.

Jane Bassingthwaighte
Director Organisational Performance

SW
Governance Team Leader

BACKGROUND

Previous Resolution of Council

9/12/2024 CCL24/353	<i>1. That the report from the Governance Team Leader be noted. 2. That the reporting of the outstanding resolutions be presented to Council quarterly.</i>
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REPORT

Regular reporting on outstanding actions emanating from Council and Committee meetings ensures that resolutions of Council are acted upon in a timely manner.

Consultation

- Executive Leadership Team

Resourcing Implications

- No extra resourcing required, is built into governance procedures.

Next Steps

- Continue to provide an updated report to council as per resolution.

APPENDICES:

- [1](#) Outstanding Resolutions - Confidential - Council and Standing Committees - December 2021 - 25 February 2025
- [2](#) Outstanding Resolutions - Council and Standing Committees - December 2021 - 25 February 2025
- [3](#) Outstanding Resolutions - Notices of Motions - December 2021 - 25 February 2025

Report on Confidential Outstanding Dubbo Regional Council Resolutions

CCL23/299 - Compulsory Acquisition of Easements for the Huckel/Macquarie Street Sewerage and Stormwater Upgrade Works

Ordinary Council Meeting 26/10/2023		
Officer/Director:	Manager Property and Land Development Director Organisational Performance	
Target Date: 1/05/2025	Action Reference: CCL23/299	Confidential: Yes
<ol style="list-style-type: none"> 1. That Council agree to the sale of Lot 131 on DP1277458 to the parties, and on the terms, as detailed in this report. 2. That if a contract for the sale of Lot 131 on DP1277458: <ol style="list-style-type: none"> (a) is not exchanged by 31 December 2023; or (b) is rescinded or terminated, then Council agrees to undertake an expression of interest for the sale of Lot 131 on DP1277458. 3. That Council agree to grant an easement to protect Telstra infrastructure located within Lot 131 on DP1277458, with such easement to burden the title to Lot 131 on DP1277458. 4. That Council delegate to the Chief Executive Officer the power to negotiate, finalise and execute any documents relating to: <ol style="list-style-type: none"> (a) an agreement for the sale of Lot 131 on DP1277458, including any contractual documentation, provided that the terms of the contract are in accordance with Council's resolution to this report; (b) any easement over Lot 131 on DP1277458; and (c) any NSW Land Registry Service documentation relating to resolution no. 3(a) and 3(b). 5. That any documents which may not be executed by the Chief Executive Officer under delegation be executed under the Common Seal of Council. 6. That all documentation in relation to this matter remain confidential to Council. 		

Report on Confidential Outstanding Dubbo Regional Council Resolutions

CCL23/353 - Update to Proposed Sale of, and Creation of Easement Over, Lot 131 on DP1277458

Ordinary Council Meeting 14/12/2023		
Officer/Director:	Manager Property and Land Development Director Organisational Performance	
Target Date: 1/05/2025	Action Reference: CCL23/353	Confidential: Yes
<ol style="list-style-type: none"> 1. That Council rescind Council Resolution CCL23/300. 2. That Council agree to the sale of Lot 131 on DP1277458 to the parties, and on the terms, as detailed in this report. 3. That Council delegate to the Chief Executive Officer the power to negotiate, finalise and execute any documents relating to: <ol style="list-style-type: none"> (a) an agreement for the sale of Lot 131 on DP1277458, including any contractual documentation, provided that the terms of the contract are in accordance with Council's resolution to this report; (b) any easement over Lot 131 on DP1277458; and (c) any NSW Land Registry Service documentation relating to resolution no. 2(a) and 2(b). 4. That any documents which may not be executed by the Chief Executive Officer under delegation be executed under the Common Seal of Council. 5. That all documentation in relation to this matter remain confidential to Council. 		

CCC24/16 - RECLASSIFICATION AND REZONING OF ALEXANDER BELL MEMORIAL PARK

Ordinary Council Meeting 21/03/2024		
Officer/Director:	Manager Recreation and Open Spaces Director Community, Culture and Places	
Target Date: 4/04/2024	Action Reference: CCC24/16	Confidential: Yes
<ol style="list-style-type: none"> 1. That Lot 43 DP619578 is not required for the purposes of public open space. 2. That Council prepare a Planning Proposal to undertake reclassification of Alexander Bell Memorial Park from Community Land to Operational Land under the provisions of the Local Government Act 1993 and to rezone the land for the purposes of residential development under the provisions of the Dubbo Regional Local Environmental Plan 2022. 3. That it be noted, in accordance with the requirements of the Environmental Planning and Assessment Act, 1979 and the Local Government Act, 1993, Council is required to undertake community consultation for a period of no less than 28 days and hold a Public Hearing. 4. That all documents in relation to this matter remain confidential to council. 		

Report on Confidential Outstanding Dubbo Regional Council Resolutions

CCL24/181 - Draft Planning Agreement - Kerrs Creek Wind Farm

Ordinary Council Meeting 25/07/2024		
Officer/Director:	Manager Growth Planning Director Development and Environment	
Target Date: 25/04/2025	Action Reference: CCL24/181	Confidential: Yes
<ol style="list-style-type: none"> 1. That Council note the current status and discussions with the developer of the Kerrs Creek Wind Farm in relation to a Planning Agreement. 2. That a draft Planning Agreement be prepared in accordance with the terms identified in Option 1 of this report. 3. That a further report be presented to Council for consideration, including the terms of the draft Planning Agreement and allocation of funding. 4. That all documentation in relation to this matter remain confidential to Council. 		

CCL24/221 - Draft Planning Agreement - Sandy Creek Solar Farm

Ordinary Council Meeting 15/08/2024		
Officer/Director:	Director Development and Environment	
Target Date: 29/08/2024	Action Reference: CCL24/221	Confidential: Yes
<ol style="list-style-type: none"> 1. That Council negotiate a Voluntary Planning Agreement with Lightsource BP at 1.5% of the Capital Investment Value of the final Sandy Creek Solar Farm project. 2. That the Voluntary Planning Agreement to be negotiated in item 1 is for the overall project, with Dubbo Regional Council to receive funds based on pro rata of the project undertaken in the Dubbo Regional Local Government Area. 3. That a further report be presented to Council for consideration including the proposed terms of the draft Voluntary Planning Agreement and associated operating model. 4. That all documentation in relation to this matter remain confidential to Council. 		

Report on Confidential Outstanding Dubbo Regional Council Resolutions

CCL24/357 - Saxa Road/ Comobella Crossing Replacement Project - Land Acquisition

Ordinary Council Meeting 10/12/2024		
Officer/Director:	Manager Infrastructure Delivery Director Infrastructure	
Target Date: 24/12/2024	Action Reference: CCL24/357	Confidential: Yes
<ol style="list-style-type: none"> 1. That Council approve to enter into negotiations to acquire part of Lot 9 DP 754327 for the purposes as detailed in this report pursuant to s177 and s178 of the Roads Act 1993 (NSW) as described in the body of this report; and in accordance with the Land Acquisition (Just Terms Compensation) Act 1991. 2. That Council register an acquisition plan against the title to Lot 9 DP 754327. 3. That upon acquisition, Council's interests are classified as operational in accordance with Chapter 6, Part 2 of the <i>Local Government Act 1993</i> and the property be dedicated as public road reserve. 4. That Council approve the making of an application to the Minister for Local Government to issue a Proposed Acquisition Notice under the Land Acquisition (Just Terms Compensation) Act 1991 for Council to compulsorily acquire the property noted in recommendation 1 (above). 5. That Council make an application to the Governor of NSW for the publication of an Acquisition Notice in the NSW Government Gazette under the Land Acquisition (Just Terms Compensation) Act 1991 for Council to compulsorily acquire the property noted in recommendation 1 (above). 6. That Council delegate to the Chief Executive Officer, the power to negotiate actual and reasonable costs subject to budget limitations. 7. That Council delegate to the Chief Executive Officer, the power to negotiate, finalise, and execute any applications, notices, documents, and compensation claims required to be executed as part of the process for Council to compulsorily acquire Lot 9 DP 754327. 8. That any documents which may not be executed by the Chief Executive Officer under delegation be executed under the Common Seal of Council. 9. That all documentation in relation to this matter remain confidential to Council. 		

Report on Confidential Outstanding Dubbo Regional Council Resolutions

CSC25/10 - Dubbo Regional Airport Airline Regular Passenger Transport (RPT) Fees and Charges 2025/2026

Corporate Services Committee 11/02/2025		
Officer/Director:	Manager Airport Strategy and Operations Director Organisational Performance	
Target Date: 25/02/2025	Action Reference: CSC25/10	Confidential: Yes
<ol style="list-style-type: none"> 1. That the draft 2025/2026 Fees and Charges reflect an increase of 2.9% for Passenger Fees and Charges at Dubbo Regional Airport, to \$20.01. 2. That the draft 2025/2026 Fees and Charges reflect an increase of 2.9% for Regular Passenger Transport Passenger Fees per passenger for Western Ports at Dubbo Regional Airport, to \$4.47. 3. That the Chief Executive Officer formally advise all airlines of proposed Passenger Fees and Charges. 4. That Passenger Fees and Charges transition into a Price On Application item in the public Fees and Charges Budget and remain confidential. 5. That all other fees relating to Dubbo Regional Airport and Wellington Aerodrome and Recreation Park, including security fees and general aviation landing fees, be considered as part of the broader annual Revenue Policy and Fees and Charges review process. 		

CCC25/6 - Tender for the Construction of Teamsters Park Multi-use Courts

Culture and Community Committee 11/02/2025		
Officer/Director:	Manager Recreation and Open Spaces Director Community, Culture and Places	
Target Date: 25/02/2025	Action Reference: CCC25/6	Confidential: Yes
<ol style="list-style-type: none"> 1. That L-Don Sporting be awarded the re-construction of Teamsters Park Multi-use Courts for \$335,115 (inc gst) in accordance with Clause 178 (1) of the Local Government (General) Regulation 2021. 2. That all documentation in relation to this matter be signed under the Common Seal of Council. 3. That all documentation in relation to this matter remain confidential to Council. 		

Report on Confidential Outstanding Dubbo Regional Council Resolutions

CCL25/44 - Tender for Stock Handling at the Dubbo Regional Livestock Markets

Ordinary Council Meeting 25/02/2025		
Officer/Director:	Manager Dubbo Regional Livestock Markets Director Organisational Performance	
Target Date: 11/03/2025	Action Reference: CCL25/44	Confidential: Yes
<ol style="list-style-type: none"> 1. That Council defer the decision of the Stock Handling Services to allow the Councillors to attend a workshop on the matter. 2. That the matter be reported to the Ordinary Council meeting, 25 March 2025. 		

Report on Outstanding Dubbo Regional Council Resolutions

CCL22/155 - Wellington CBD On-Street Parking Management Status

Ordinary Council Meeting 23/06/2022		
Officer/Director:	Infrastructure Strategy Team Leader Director Infrastructure	
Target Date: 6/06/2025	Action Reference: CCL22/155	Confidential: No
<p>That Council approval be granted to continue with the previously commenced Wellington CBD on-street parking management investigation, taking into consideration:</p> <ol style="list-style-type: none"> a. The opportunity to transition the groundwork and outcomes of the previous investigation to further progress the project. b. The potential to address more recent concerns of long-term parking requirements in the Wellington CBD and additional feedback opportunity with further ongoing business consultation. 		

CCL23/20 - Proposed Road Closures - Road Corridors Adjacent to Dubbo Regional Airport

Ordinary Council Meeting 9/02/2023		
Officer/Director:	Manager Airport Strategy and Operations Director Organisational Performance	
Target Date: 23/02/2023	Action Reference: CCL23/20	Confidential: No
<ol style="list-style-type: none"> 1. That Council consent to the closure of the road corridors adjacent to the Dubbo Regional Airport. 2. That Council undertake the Roads Act Council Road Closure Process: Closing of Council Public Roads by Councils, Part 4 Division 3 of Roads Act 1993. 3. That Council provide appropriate easements for all essential Energy overhead and underground assets. 4. That Council classifies the lot as operational land pursuant to s31 of the local Government Act 1993 (NSW). 5. That all documentation in relation to this matter be signed under the Common Seal of Council. 		

Report on Outstanding Dubbo Regional Council Resolutions

CCL23/257 - Draft Blueridge Precinct Development Control Plan

Ordinary Council Meeting 28/09/2023		
Officer/Director:	Manager Growth Planning Director Development and Environment	
Target Date: 25/04/2025	Action Reference: CCL23/257	Confidential: No
<ol style="list-style-type: none"> 1. That Council adopt the draft Blueridge Precinct Development Control Plan (attached in Appendix 1) for the purposes of public exhibition only. 2. That the draft Blueridge Precinct Development Control Plan be placed on public exhibition for a period of not less than 28 days in accordance with Environmental Planning and Assessment Act 1979 and for Council to consult with Precinct landowners. 3. That following the completion of the public exhibition period, a further report be presented to Council for consideration, including the results of the public exhibition. 		

CCL23/319 - Planning Proposal R23-006 - North-West Urban Release Area

Ordinary Council Meeting 23/11/2023		
Officer/Director:	Senior Growth Planner Director Development and Environment	
Target Date: 31/03/2025	Action Reference: CCL23/319	Confidential: No
<ol style="list-style-type: none"> 1. That Council endorse the Planning Proposal (attached in Appendix 1) to amend the Dubbo Regional Local Environmental Plan 2022 for land in the North-West Urban Release Area. 2. That Council submit the Planning Proposal to the NSW Department of Planning and Environment for a Gateway Determination. 3. That Council liaise with the NSW Department of Planning and Environment and undertake minor administrative amendments to the Planning Proposal if required to ensure a Gateway Determination is issued. 4. That Council request the Chief Executive Officer (or delegate) be authorised as the Local Plan Making Authority under Section 3.36 of the Environmental Planning and Assessment Act 1979. 5. That following the completion of the public exhibition period, a further report be presented to Council for consideration, including the results of public exhibition. 		

Report on Outstanding Dubbo Regional Council Resolutions

IPEC24/19 - Dubbo Regional Housing Roadmap - Progress Report

Infrastructure, Planning and Environment Committee 11/04/2024		
Officer/Director:	Growth Planner Director Development and Environment	
Target Date: 25/04/2024	Action Reference: IPEC24/19	Confidential: No
<ol style="list-style-type: none"> That Council note progress in respect of the Dubbo Regional Housing Roadmap. That a further progress report be provided to Council in December 2024, outlining progress of the actions included in the Housing Roadmap. 		

CCL24/153 - Proposed Amendments to the Dubbo Regional Local Environmental Plan 2022

Ordinary Council Meeting 27/06/2024		
Officer/Director:	Environmental Systems Planner Director Development and Environment	
Target Date: 27/06/2025	Action Reference: CCL24/153	Confidential: No
<ol style="list-style-type: none"> That Council support preparation of a Planning Proposal to amend the Dubbo Regional Local Environmental Plan 2022 to include the following: <ol style="list-style-type: none"> To permit Residential Accommodation in the E2 Commercial Centre zone; and To change the minimum lot size area for Lot 103 DP 1143590, 34L Pinedale Road, Dubbo from 8 Ha to 5 Ha. That Council submit the Planning Proposal to the NSW Department of Planning and Environment for a Gateway Determination. That following the completion of the public exhibition period, a further report be presented to Council for consideration, including the results of public exhibition. 		

CSC24/38 - Update on Investigations on Potential Boundary Alteration: North Yeoval

Corporate Services Committee 11/07/2024		
Officer/Director:	Director Development and Environment	
Target Date: 25/07/2024	Action Reference: CSC24/38	Confidential: No
<ol style="list-style-type: none"> That the information in the report of the Director Strategy, Partnerships and Engagement be noted. That a further report, including the results of the public exhibition process be provided to Council for consideration. 		

Report on Outstanding Dubbo Regional Council Resolutions

CCL24/201 - Repatriation of Axe Grinding Groove Rocks in Wiradjuri Park

Ordinary Council Meeting 15/08/2024		
Officer/Director:	Manager Recreation and Open Spaces Director Community, Culture and Places	
Target Date: 29/08/2025	Action Reference: CCL24/201	Confidential: No
<ol style="list-style-type: none"> That it be noted that the axe grinding groove rocks located in Wiradjuri Park are required to remain in place as part of the New Dubbo Bridge and associated works undertaken by Transport for NSW. That Council commence the repatriation process with the consultation and approvals to be undertaken by Council. 		

CCL24/206 - Planning Proposals R22-005 and R22-006 - 13L Narromine Road Dubbo - Results of Public Exhibition

Ordinary Council Meeting 15/08/2024		
Officer/Director:	Manager Growth Planning Director Development and Environment	
Target Date: 27/06/2025	Action Reference: CCL24/206	Confidential: No
<ol style="list-style-type: none"> That Council not proceed with Planning Proposal R22-005 (attached in Appendix 1) and Planning Proposal R22-006 (attached in Appendix 2) to amend the Dubbo Regional Local Environmental Plan 2022 for 13L Narromine Road, Dubbo due to the unresolved Transport for NSW objection. That Council note submissions received during the public exhibition period (attached in Appendices 3, 4 and 5). That Council prepare a city-wide strategic transportation model and an infrastructure contributions plan to address the requirements of the Transport for NSW objection. That following preparation of a city-wide strategic transportation model and an infrastructure contributions plan, Council resubmit the Planning Proposals to the NSW Department of Planning, Housing and Infrastructure and undertake additional consultation with Transport for NSW. That following consultation with the NSW Department of Planning, Housing and Infrastructure, and Transport for NSW, a further report be presented to Council, including the results of consultation. 		

Report on Outstanding Dubbo Regional Council Resolutions

CCL24/205 - Planning Proposal R24-002 - Zoning and Minimum Lot Size Area Amendments to part of Keswick Estate

Ordinary Council Meeting 15/08/2024		
Officer/Director:	Senior Growth Planner Director Development and Environment	
Target Date: 31/03/2025	Action Reference: CCL24/205	Confidential: No
<ol style="list-style-type: none"> 1. That Council endorse the Planning Proposal (attached as Appendix 1) to amend the Dubbo Regional Local Environmental Plan 2022 at part of Keswick Estate (Lot 101 DP1280301) by changing the zoning from R2 Low Density Residential to R1 General Residential and removing the existing Minimum Lot Size Area provisions for approximately 10 hectares of the land. 2. That Council note the Strategic and Site-Specific Assessment (attached in Appendix 2). 3. That Council submit the Planning Proposal to the NSW Department of Planning, Housing and Infrastructure for a Gateway Determination, and request it include a condition that a Stormwater Strategy be prepared prior to undertaking public and State Agency consultation. 4. That Council request the Department of Planning, Housing and Infrastructure to be the Local Plan Making Authority under Section 3.36 of the Environmental Planning and Assessment Act 1979 as the Planning Proposal is related to Council-owned land. 5. That Council support a minimum 20 working days public exhibition period for the Planning Proposal, subject to the conditions of a Gateway Determination. 6. That following the completion of the public exhibition period, a further report be presented to Council for consideration, including the results of public exhibition. 		

CCL24/271 - Wellington Historical Society request for operating location(s) for Wellington Museum.

Ordinary Council Meeting 24/10/2024		
Officer/Director:	Manager Regional Experiences Director Community, Culture and Places	
Target Date: 7/11/2024	Action Reference: CCL24/271	Confidential: No
<ol style="list-style-type: none"> 1. That, Council enter in to a peppercorn lease agreement of \$1 per annum for Lot 2, 5 Maughan Street between Dubbo Regional Council and the Wellington Historical Society for a five-year term with three five-year options. 2. That Council not enter into a lease for lot 8, 37 Warne Street or lot 9, 37 Warne Street (corner Warne and Percy Streets). 3. That Council assist the Wellington Historical Society find alternative accommodation to house their excess collection and that the Wellington Historical Society will not be required to move the collection before alternative accommodation is found. 		

Report on Outstanding Dubbo Regional Council Resolutions

CCC24/45 - Defer Cemetery Amenity Capital Works Allocation from 2024/2025 to 2025/2026 Financial Year

Culture and Community Committee 12/11/2024		
Officer/Director:	Executive Officer Community, Culture and Places Director Community, Culture and Places	
Target Date: 26/11/2024	Action Reference: CCC24/45	Confidential: No
<ol style="list-style-type: none"> 1. That funding allocated for toilet facilities at New Dubbo and Wellington Lawn cemeteries be deferred from year 1 and 2 of the adopted 2024/2025 four-year budget to year 2, to allow for the development of a masterplan for both the New Dubbo and Wellington Lawn cemeteries in the current financial year (year 1). 2. That Council allocate funding to provide a portable toilet facility at the Wellington Lawn Cemetery During Services and special event days (for example Mother's Day, Father's day, Easter and Christmas) until permanent toilet facilities are completed. 		

CSC24/49 - Future Use of 74 Wingewarra Street (The Greens)

Corporate Services Committee 12/11/2024		
Officer/Director:	Director Organisational Performance	
Target Date: 30/04/2025	Action Reference: CSC24/49	Confidential: No
<ol style="list-style-type: none"> 1. That Council undertakes an Expression of Interest process for a two-year Lease of The Greens. 2. That a report be provided to Council on the outcome and final endorsement. 		

CCL24/316 - Proposed Village Roadshow Program

Ordinary Council Meeting 26/11/2024		
Officer/Director:	Corporate Strategy Performance Coordinator Director Strategy Partnerships and Engagement	
Target Date: 22/04/2025	Action Reference: CCL24/316	Confidential: No
<ol style="list-style-type: none"> 1. That the Villages Committee can be involved in the development of a potential schedule and format for a Villages roadshow. 2. That Council notes the recent engagement with the villages as part of the 2025-2029 Delivery Program (Table 1). 		

Report on Outstanding Dubbo Regional Council Resolutions

CCL24/350 - Land Acquisition - Dubbo Regional Livestock Markets - Lot 1 Deposited Plan 446390

Ordinary Council Meeting 10/12/2024		
Officer/Director:	Property and Land Officer Director Organisational Performance	
Target Date: 24/12/2024	Action Reference: CCL24/350	Confidential: No
<ol style="list-style-type: none"> 1. That Council proceed with the compulsory acquisition of the whole of Lot 1 Deposited Plan 446390 (Property) for the purposes as detailed in this Report. 2. That the compulsory acquisition of the Property noted in Resolution No.1 (above) is acquired: <ol style="list-style-type: none"> a. pursuant to s.186 of the Local Government Act 1993 (NSW); and b. In accordance with the Land Acquisition (Just Terms Compensation) Act 1991. 3. That upon acquisition, Council's interests are classified as operational in accordance with Chapter 6, Part 2 of the Local Government Act 1993. 4. That Council make an application to the Minister for Local Government to issue a Proposed Acquisition Notice under the Land Acquisition (Just Terms Compensation) Act 1991 for Council to compulsorily acquire the Property noted in Resolution no. 1 (above). 5. That Council make an application to the Governor of NSW for the publication of an Acquisition Notice in the NSW Government Gazette under the Land Acquisition (Just Terms Compensation) Act 1991 for Council to compulsorily acquire the properties noted in resolution no. 1 (above). 6. That Council delegate to the Chief Executive Officer, the power to negotiate actual and reasonable costs subject to budget limitations. 7. That Council delegate to the Chief Executive Officer, the power to negotiate, finalise, and execute any applications, notices, documents, and compensation claims required to be executed as part of the process for Council to compulsorily acquire the Property. 8. That all documentation in relation to this matter be executed under Power of Attorney. 		

CCL24/344 - Draft Development Control Plan DCP24-001 - Tiger Moth Circuit - 38 High Street Dubbo

Ordinary Council Meeting 10/12/2024		
Officer/Director:	Growth Planner Director Development and Environment	
Target Date: 24/12/2024	Action Reference: CCL24/344	Confidential: No
<ol style="list-style-type: none"> 1. That the draft Tiger Moth Circuit Development Control Plan (attached in Appendix 1) be adopted for the purposes of public exhibition. 2. That the draft Tiger Moth Circuit Development Control Plan be placed on public exhibition for a period of not less than 28 days in accordance with the requirements of the Environmental Planning and Assessment Act, 1979. 3. That following the completion of the public exhibition period, a further report be presented to Council for consideration, including the results of public exhibition. 		

Report on Outstanding Dubbo Regional Council Resolutions

CCL25/7 - Draft Planning Agreement VPA24-001 - Concrete Works - 19L and 20L Sheraton Road Dubbo

Ordinary Council Meeting 21/01/2025		
Officer/Director:	Director Development and Environment	
Target Date: 4/02/2025	Action Reference: CCL25/7	Confidential: No
<ol style="list-style-type: none"> 1. That a draft Planning Agreement be prepared generally in accordance with the updated terms identified in this report and the letter of offer provided by Regional Hardrock Pty Ltd (attached in Appendix 1). 2. That the \$124,000 contribution to the upgrade of Sheraton Road be paid to Council within 30 days of the issue of notice of determination for Development Application D22-528. 3. That a further report be presented to Council for consideration if a Planning Agreement cannot be successfully negotiated. 4. That a draft Planning Agreement and Explanatory Note prepared in accordance with the terms identified in this report be placed on public exhibition in accordance with the Environmental Planning and Assessment Act, 1979. 5. That following the conclusion of the public exhibition period, a further report be presented to Council for consideration, including any submissions received. 		

IPEC25/8 - Bulky Waste Trial Update Report

Infrastructure, Planning and Environment Committee 11/02/2025		
Officer/Director:	Waste Contract and Collection Coordinator Director Development and Environment	
Target Date: 25/02/2025	Action Reference: IPEC25/8	Confidential: No
<ol style="list-style-type: none"> 1. That the report of the Waste Contract and Collection Coordinator dated 30 January 2025 be noted. 2. That a further report be provided to Council for consideration on the results of the trial at the April 2025 Ordinary Meeting. 		

Report on Outstanding Dubbo Regional Council Resolutions

CCC25/5 - Victoria Park Amenities - Consultant Recommendation

Culture and Community Committee 11/02/2025		
Officer/Director:	Manager Recreation and Open Spaces Director Community, Culture and Places	
Target Date: 25/02/2025	Action Reference: CCC25/5	Confidential: No
<ol style="list-style-type: none"> 1. That Council notes the recommendation from the consultant in relation to the preferred location of the new amenity block, being in front of the western facing wall of the Dubbo Aquatic Leisure Centre, on the premise of Safety by Design Principles. 2. That Council prepare and advertise for a minimum of 28 days an open tender for a new Victoria Park Amenity Block that has, as a minimum, the following attributes: <ol style="list-style-type: none"> a. Fits generally within the allocated space of 14m x 4.3m. b. That at least the same number of toilets are provided as the existing amenities. c. The inclusion of a unisex parenting room, requesting both an adult and junior toilet, d. Disabled accessible toilet, e. Privacy screen, f. Internal and an external wash basin facilities. 3. That a new compliant accessible pathway be constructed linking the Dubbo Aquatic Leisure Centre carpark, the new amenity block, and the playground, as funds allow. 4. That additional lighting in the area be installed, as funds allow. 5. That the new amenity block be constructed using materials that have an extended life cycle and low recurrent maintenance costs, reflective of the heritage of the site and, in an energy efficient manner to reduce operational costs. 6. That the suggested design be reported to a Council meeting for final approval and adoption. 		

Report on Outstanding Dubbo Regional Council Resolutions

IPEC25/5 - Draft Planning Proposal Policy

Infrastructure, Planning and Environment Committee 11/02/2025		
Officer/Director:	Manager Growth Planning Director Development and Environment	
Target Date: 25/02/2025	Action Reference: IPEC25/5	Confidential: No
<ol style="list-style-type: none"> 1. That the draft Planning Proposal Policy (attached in Appendix 1) be adopted for the purposes of public exhibition. 2. That the draft Planning Proposal Policy be placed on public exhibition for a period of not less than 28 days in accordance with the requirements of the Environmental Planning and Assessment Act, 1979. 3. That following the completion of the public exhibition period, a further report be presented to Council for consideration, including the results of public exhibition. 		

IPEC25/7 – Duke of Wellington Bridge – Flood Damage Repair Funding

Infrastructure, Planning and Environment Committee 11/02/2025		
Officer/Director:	Manager Growth Planning	
Target Date: 25/02/2025	Action Reference: IPEC25/7	Confidential: No
<ol style="list-style-type: none"> 1. That Council make formal representations to the NSW Minister for Regional Transport and Roads, seeking the Minister’s support to provide funding for Council to undertake flood damage repairs to re-open the Duke of Wellington Bridge. 2. That the Duke of Wellington Bridge remain open as a pedestrian bridge and the pedestrian pathway is monitored against further riverbank degradation, noting pedestrian access may be discontinued if riverbank conditions deteriorate. 		

Report on Notices of Motion and Questions on Notice Outstanding Dubbo Regional Council Resolutions

CCL24/125 - Letters to Owners Wellington Based Solar Farms

Ordinary Council Meeting 23/05/2024		
Officer/Director:	Manager Growth Planning Director Development and Environment	
Target Date: 6/06/2024	Action Reference: CCL24/125	Confidential: No
<ol style="list-style-type: none"> 1. That the Chief Executive Officer write to the owners of the Suntop Solar Farm (Cal Energy Pty Ltd) and Wellington Solar Farm and Wellington North Solar Farm (Lightsource BP and the new owners Beijing Energy International Australia) in respect of the following: <ol style="list-style-type: none"> a. To explain Council's Policy Position in respect of community benefits from renewable energy projects, including Council's adopted Renewable Energy Benefit Framework. b. To note that the Proponents of the Suntop Solar Farm and the Wellington Solar Farms were not previously required to provide community benefits in accordance with Council's currently adopted Renewable Energy Benefits Framework through a Voluntary Planning Agreement with Council. c. That Council therefore requests each Proponent to enter into a Voluntary Planning Agreement with Council in accordance with the requirements of Council's adopted Renewable Energy Benefits Framework. 2. That Council believes the proposed Voluntary Planning Agreements negotiated in accordance with Council's Framework would be seen by the community as an act of goodwill by the project owners and thereby increase the acceptance of the shift to renewable energy in our Region. 3. That any draft Voluntary Planning Agreement be provided to Council for consideration in accordance with the provisions of the Environmental Planning and Assessment Act,1979, including detailed consultation with community. 		

Report on Notices of Motion and Questions on Notice Outstanding Dubbo Regional Council Resolutions

CCL24/148 - Notice of Motion - Scabbing Flat Bridge

Ordinary Council Meeting 27/06/2024		
Officer/Director:	Manager Infrastructure Delivery Director Infrastructure	
Target Date: 11/07/2024	Action Reference: CCL24/148	Confidential: No
<p>That the CEO have staff prepare an initial assessment for the feasibility of a new bridge across the Macquarie River near Geurie and that this be shared with Transport for NSW. This initial assessment could include, but not necessarily limited to:</p> <ul style="list-style-type: none"> i. The current state and suitability of the existing timber bridge. ii. The “ownership” and responsibility for maintenance/replacement of the bridge. iii. The historical significance of the existing bridge and the preservation benefits which would flow from early replacement of that bridge. iv. The need for a replacement bridge capable of conveying B Double trucks. This need to be demonstrated and supported by relevant statistics including the value of agricultural production and the costs to the community of not having a reliable transport corridor. v. The estimated costs of the replacement bridge. 		

CCL24/263 - Feasibility and Estimated Costs of Extending Town Water Supply Mumbil to Stuart Town

Ordinary Council Meeting 24/10/2024		
Officer/Director:	Acting Director Infrastructure Director Infrastructure	
Target Date: 7/11/2024	Action Reference: CCL24/263	Confidential: No
<p>That as part of the 2025 – 2029 Four Year Delivery Plan and associated Operational Plans and budget, Council undertake the feasibility and options analysis in the 2025/2026 financial year for the provision of town water (potable water) to the Stuart Town village.</p>		

Report on Notices of Motion and Questions on Notice Outstanding Dubbo Regional Council Resolutions

CCL24/259 - Community Funding

Ordinary Council Meeting 24/10/2024		
Officer/Director:	Director Community, Culture and Places	
Target Date: 1/03/2025	Action Reference: CCL24/259	Confidential: No
<ol style="list-style-type: none"> 1. Review all existing separate funding programs currently available to organisations and community groups, including but not limited to: <ol style="list-style-type: none"> a. Community Venue Hire Program; b. Corporate Sponsorship; c. SPARC Support Program; d. Community Services Fund; e. Community Events Fund; f. Destination Events Fund; g. Discretionary funds under the control of the Mayor and/or CEO. 2. Consider, as part of the review, the establishment of a single Community Fund with an annual budget allocation of \$250,000. This fund will support applications for financial assistance, requests for venue hire fee reductions, use of discretionary funds and other similar requests. 3. Ensure the review results in a streamlined, transparent, and user-friendly application process for community funding. This review should include: <ol style="list-style-type: none"> a. Implementing four funding rounds annually (quarterly); b. Allocating one-quarter of the total annual budget to each round; c. Rolling over unallocated funds to the next funding round. 4. Develop and adopt guidelines for the proposed Community Fund, using previous eligibility criteria as a base, that ensure: <ol style="list-style-type: none"> a. All applications are assessed against the total annual budget; b. The process is transparent and easily understandable; c. Funding decisions are made on merit and aligned with Council’s strategic objectives. 		

Report on Notices of Motion and Questions on Notice Outstanding Dubbo Regional Council Resolutions

CCL24/302 - Public Toilet Strategy

Ordinary Council Meeting 26/11/2024		
Officer/Director:	Director Community, Culture and Places	
Target Date: 10/12/2024	Action Reference: CCL24/302	Confidential: No
<ol style="list-style-type: none"> 1. In support of the draft Community Safety and Crime Prevention Plan, Dubbo Regional Council develop a Public Toilet Strategy, focusing on the provision of accessible, sustainable, safe and clean public toilet network that meets the current and future needs of the community. 2. That, to reduce the cost of developing a policy/strategy, the CEO (or nominee) approach other councils that have an adopted public toilet policy/strategy and ask to be allowed to use parts of their document as a template for a Dubbo policy/strategy. 		

CCL24/341 - Council Buildings

Ordinary Council Meeting 10/12/2024		
Officer/Director:	Manager Building Assets Director Organisational Performance	
Target Date: 24/12/2024	Action Reference: CCL24/341	Confidential: No
<p>That the CEO provide a report to Council listing all underutilised buildings and parcels of serviced commercial land owned by Council, including a detailed overview of potential or planned future use.</p>		

Report on Notices of Motion and Questions on Notice Outstanding Dubbo Regional Council Resolutions

CCL24/340 - Local Purchasing Policy

Ordinary Council Meeting 10/12/2024		
Officer/Director:	Procurement Business Partner Director Organisational Performance	
Target Date: 25/11/2025	Action Reference: CCL24/340	Confidential: No
<p>That Council:</p> <ol style="list-style-type: none"> 1. Requests the Chief Executive Officer to provide a report on the utilisation of local businesses in Council's procurement activities. 2. The report is to include, at a minimum: <ul style="list-style-type: none"> • An update on Council's current initiatives to support local businesses. • A review of the definition of "local business" as outlined in the Procurement Policy, including its application and any recommendations for improvement. • An assessment of the effectiveness of the nominal five percent price deduction applied to local businesses and local content in evaluating prices. • Recommendations for enhancing local business outcomes through Council's Local Procurement Policy Strategy and associated procedures, including any potential modifications to the current definition and nominal discount mechanism. 		

CCL24/339 - Share the Dignity

Ordinary Council Meeting 10/12/2024		
Officer/Director:	Director Community, Culture and Places	
Target Date: 24/12/2024	Action Reference: CCL24/339	Confidential: No
<p>That Council staff work with Share the Dignity to find an appropriate space to house a vending machine for Share the Dignity and seek external funding for the \$26,000 inc. GST cost over 4 years for the vending machine and supplies.</p>		

Report on Notices of Motion and Questions on Notice Outstanding Dubbo Regional Council Resolutions

CCL25/5 - Review of all Sister City Relationships

Ordinary Council Meeting 21/01/2025		
Officer/Director:	Cultural Development Coordinator Director Community, Culture and Places	
Target Date: 4/02/2025	Action Reference: CCL25/5	Confidential: No
<ol style="list-style-type: none"> 1. 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. 2. The report shall include: <ul style="list-style-type: none"> o An overview of activities and engagements for each relationship. o Recommendations for MOUs or agreements required to continue active partnerships or whether formal cessation of these ties is appropriate. 3. That the Council consider the outcomes of the report and, where appropriate, initiate steps to: <ul style="list-style-type: none"> o Formalise MOUs for active partnerships to ensure mutual benefits. o Engage with cities linked to dormant relationships to determine their interest in reactivating the partnership. o Politely discontinue ties with cities where mutual engagement is no longer feasible. 		

CCL25/32 - Fluoridation of Dubbo Drinking Water Supply

Ordinary Council Meeting 25/02/2025		
Officer/Director:	Director Infrastructure	
Target Date: 27/05/2025	Action Reference: CCL25/32	Confidential: No
<p>That the CEO provide a report to the 27 May 2025 Ordinary Council meeting which includes:</p> <ol style="list-style-type: none"> a. The original rationale for the fluoridation of Dubbo drinking water supply. b. The documented health risks and benefits of fluoridation. c. How fluoride is absorbed by the human body. d. Which Councils and/or water authorities in NSW do not fluoridate their water supplies. e. Have any NSW Councils or water authorities successfully removed fluoride from the water supply? f. Is informed consent necessary for the introduction of fluoride, if so, how is it achieved? If not, why not? g. Please advise any statistics if available of tooth decay in the years prior to and after the failure of the fluoride system. 		

Report on Notices of Motion and Questions on Notice Outstanding Dubbo Regional Council Resolutions

CCL25/33 - Dubbo War Memorial Civic Hall

Ordinary Council Meeting 25/02/2025		
Officer/Director:	Director Community, Culture and Places	
Target Date: 11/03/2025	Action Reference: CCL25/33	Confidential: No
That Council: <ol style="list-style-type: none"> 1. Submit an application to the relevant heritage authority for the inclusion of the Dubbo War Memorial Civic Hall (now part of the Dubbo Regional Theatre and Convention Centre) on the New South Wales War Memorials Register, given its historical significance as a war memorial and civic space. 2. Investigate and identify other historically significant buildings, sites, or structures within the Dubbo Local Government Area that may be eligible for listing on the New South Wales War Memorials Register, and report back to Council with recommendations for further submissions. 		

CCL25/29 - Dubbo Regional Council Facilities Fees and Charges

Ordinary Council Meeting 25/02/2025		
Officer/Director:	Director Community, Culture and Places Director Strategy Partnerships and Engagement	
Target Date: 11/03/2025	Action Reference: CCL25/29	Confidential: No
That the CEO provide a report to Council, as part of the draft budget process, outlining the existing rates, discounts and subsidies for community groups and non-profit organisations accessing Dubbo Regional Council assets and facilities.		

CCL25/30 - Centenary Dubbo Cenotaph

Ordinary Council Meeting 25/02/2025		
Officer/Director:	Director Community, Culture and Places	
Target Date: 11/03/2025	Action Reference: CCL25/30	Confidential: No
That the CEO organise events in conjunction with the Dubbo RSL Subbranch to commemorate the Centenary of the Dubbo Cenotaph which was dedicated on 25 April 1925.		

Report on Notices of Motion and Questions on Notice Outstanding Dubbo Regional Council Resolutions

CCL25/31 - Control of Pest Bird Species

Ordinary Council Meeting 25/02/2025		
Officer/Director:	Director Development and Environment	
Target Date: 11/03/2025	Action Reference: CCL25/31	Confidential: No
<p>That the Chief Executive Officer prepare a report for consideration at the April 2025 Ordinary Council Meeting detailing the following:</p> <ol style="list-style-type: none"> 1. The role of State and Local Government in the management of pest Bird Species (Pigeons and Indian Myna). 2. Actions undertaken by State Government in the management of pest Bird Species (Pigeons and Indian Myna). 3. Any options available for external funding for Local Government and/or local community groups for control and management programs. 4. Any options for collaborative programs, with an invitation to businesses, to source funding from property owners in the Dubbo Central Business District and the Wellington Town Centre for the management of pest bird species that are problematic/causing issues for private property owners. 		



REPORT: Quarterly Report on Complaint Statistics Under Council's Code of Conduct - Quarter 2

DIVISION: Organisational Performance
REPORT DATE: 13 March 2025
TRIM REFERENCE: ID25/381

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none"> Fulfil legislated requirement/compliance Increase transparency 	
Issue	<ul style="list-style-type: none"> Code of Conduct complaints against Councillors and the Chief Executive Officer are reported to Council and the Office of Local Government annually, which is a statutory requirement. The reporting year is 1 September 2024 to 31 August 2025 (set by legislation). In addition, quarterly reports are provided to Council on the running code of conduct statistics for Councillors. 	
Reasoning	<ul style="list-style-type: none"> In accordance with Part 11.1 of the Procedures for the Administration of the Model Code of Conduct as issued by the NSW Department of Premier and Cabinet, Council's Complaints Coordinator is required to report to council within 3 months of the end of September each year on complaint statistics under Council's Code of Conduct. The elected body has requested quarterly reporting in addition to the statutory annual report. 	
Financial Implications	Budget Area	Corporate Governance
	Funding Source	Corporate Governance – Code of Conduct
	Actual Cost	\$18,329.38 for Q1 and Q2
	Ongoing Costs	Budgeted \$52,000 for 2024/2025
Policy Implications	Policy Title	Council's Code of Conduct
	Impact on Policy	No policy implications from this report

STRATEGIC DIRECTION

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

Theme: 4 Leadership

CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance

Delivery Program Strategy: 4.1.4 Statutory requirements are met and services are provided in a cost-effective and timely manner

RECOMMENDATION

That the information contained within the report of the Acting Manager Corporate Governance, dated 13 March 2025, be noted.

Jane Bassingthwaite
Director Organisational Performance

SS
Acting Manager Corporate
Governance

BACKGROUND

Council previously requested quarterly reports regarding Code of Conduct complaints received against Councillors or the Chief Executive Officer.

The total cost incurred for Code of Conduct complaints within the 2023/2024 reporting period (being 1 September 2023 to 31 August 2024) totalled \$13,868.25. It is noted that costs reported represent costs incurred at the time of reporting.

As resolved at the Ordinary Council meeting held on 26 October 2023, following are the revised quarterly reporting periods which will align with annual reporting:

Reporting Period		Report to Council
Quarter 1 (Q1)	1 September to 30 November	December
Quarter 2 (Q2)	1 December to 28 February (or 29 February in a leap year)	March
Quarter 3 (Q3)	1 March to 31 May	June
Quarter 4 (Q4)	1 June to 31 August	September

REPORT

This report provides statistics on Code of Conduct complaints received for the second reporting quarter for the 2024/2025 period, being 1 December 2024 to 28 February 2025. Accordingly, please see **Appendix 1** which advises that one Code of Conduct complaint was received during Q2.

It is noted that during the quarter, costs were incurred in relation to a complaint received during previous reporting periods, totalling \$499.88. This brings the total cost to date, for this reporting year (Q1 and Q2), to \$18,329.38.

This information is provided in line with Part 11.1 of Council's Procedures for the Administration of the Dubbo Regional Council Code of Conduct.

Consultation

- Reporting complaint statistics regularly allows for transparency both within Council and in the broader community.
- All Councillors are required to undertake Code of Conduct training as part of their role as an Elected Body. Sessions were provided on 2 October 2024 and 20 November 2024, resulting in all Councillors completing the required training.
- Council is required to report its annual Code of Conduct statistics to the Office of Local Government each December (for the period 1 September to 31 August).

Resourcing Implications

- Staff resources are used to manage the administration of complaints and liaise with external conduct reviewers.

APPENDICES:

- [1](#) [↓](#) 2024/2025 Quarterly Code of Conduct Reporting Statistics - Quarter Two

REPORTING STATISTICS ON CODE OF CONDUCT COMPLAINTS ABOUT COUNCILLORS AND THE CHIEF EXECUTIVE OFFICER
 Reporting Period: 1 September 2024 to 31 August 2025

Prepared in accordance with Part 11.1 of Council’s Procedures for the Administration of the Dubbo Regional Council Code of Conduct.

Reporting Period	Complaints Received	Referred to Conduct Reviewer	Finalised at Preliminary Assessment Stage	Investigated by Conduct Reviewer	Outcome of Investigations	Reviewed by Office of Local Government	Total Costs Incurred (including GST)
Q1 1 September 2024 to 30 November 2024	0	-	-	-	Outcomes relating to previously received complaints finalised in Q1: DRC24/2 – Finalised and forwarded to Office of Local Government. DRC24/3 – Finalised and forwarded to Office of Local Government.	DRC24/2 DRC24/3	Costs incurred in Q1 in relation to previously received complaints: DRC24/2: \$2,972.75 DRC24/3: \$10,049.75 DRC24/4: \$4,807.00
Q2 1 December 2024 to 28 February 2025	1	-	-	-	DRC25/1 – Forwarded to OLG as per Procedures for the Administration of the Code of Conduct.		Cost incurred in Q2 in relation to previously received complaint: DRC24/2: \$499.88
Q3 1 March 2025 to 31 May 2025							
Q4 1 June 2025 to 31 August 2025							
TOTAL	1	-	-	-	-	-	\$18,329.38



**DUBBO REGIONAL
COUNCIL**

Report of the Infrastructure, Planning and Environment Committee - meeting 11 March 2025

AUTHOR: Governance Officer
REPORT DATE: 13 March 2025

The Council had before it the report of the Infrastructure, Planning and Environment Committee meeting held 11 March 2025.

RECOMMENDATION

That the report of the Infrastructure, Planning and Environment Committee meeting held on 11 March 2025, be adopted.



**REPORT
INFRASTRUCTURE, PLANNING AND
ENVIRONMENT COMMITTEE
11 MARCH 2025**

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

ALSO IN ATTENDANCE: The Chief Executive Officer, the Director Organisational Performance, the Governance Team Leader, the Governance Officer, the Director Strategy, Partnerships and Engagement, the Communications Partner, the IT Infrastructure Specialist, the IT Support Officer, the Director Development and Environment, the Manager Growth Planning, the Manager Resource Recovery and Efficiency, the Director Infrastructure, the Manager Operations Water Supply and Sewerage, the Director Community, Culture and Places and the Manager Recreation and Open Space.

Councillor L Butler assumed the chair of the meeting.

The proceedings of the meeting commenced at 5.30pm at the Dubbo Civic Administration Building, Council Chamber. The Acknowledgement of Country was read by Councillor J Cowley.

IPEC25/10 LEAVE OF ABSENCE (ID25/161)

Requests for leave of absence were received from Councillors R Ivey and P Wells who were absent from the meeting due to personal reasons.

Moved by Councillor S Chowdhury and seconded by Councillor M Wright.

MOTION

That such requests for leave of absence be accepted and Councillors R Ivey and P Wells be granted leave of absence from this meeting.

CARRIED

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

Against: Nil

IPEC25/11 CONFLICTS OF INTEREST (ID25/162)

There were no conflicts of interest declared.

IPEC25/12 DEVELOPMENT ACTIVITY SUMMARY (ID25/213)

The Committee had before it the report dated 21 February 2025 from the Manager Building and Development Services regarding Development Activity Summary.

Moved by Councillor M Wright and seconded by Councillor S Chowdhury.

MOTION

That the report of the Manager Building and Development Services dated 21 February 2025 be noted.

CARRIED

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

Against: Nil

IPEC25/13 DRINKING WATER MANAGEMENT SYSTEM - 2024 ANNUAL REPORT (ID24/2333)

The Committee had before it the report dated 17 February 2025 from the Water and Sewer Treatment Engineer regarding Drinking Water Management System - 2024 Annual Report.

Moved by Councillor P Toynton and seconded by Councillor M Wright.

MOTION

- 1. That the Drinking Water Management System - 2024 Annual Report dated 17 February 2025 by the Water and Sewer Treatment Engineer be noted.**
- 2. That it be noted, as is required, that the Drinking Water Management System Annual Report shall be provided to the Public Health/Western NSW Local Health District.**

CARRIED

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

Against: Nil

IPEC25/14 WATER QUALITY ACTION PLAN UPDATE - 2024 ANNUAL REPORT (ID25/27)

The Committee had before it the report dated 17 February 2025 from the Manager Operations Water and Sewer regarding Water Quality Action Plan Update - 2024 Annual Report.

Moved by Councillor J Black and seconded by Councillor K Richardson.

MOTION

That the report of the Manager Operations Water Supply and Sewerage dated 17 February 2025 be noted.

CARRIED

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

Against: Nil

IPEC25/15 DRAFT PLANNING AGREEMENT VPA23-002 - MARYVALE SOLAR FARM (ID25/169)

The Committee had before it the report dated 27 February 2025 from the Manager Growth Planning regarding Draft Planning Agreement VPA23-002 - Maryvale Solar Farm.

Moved by Councillor M Wright and seconded by Councillor J Black.

MOTION

- 1. That a draft Planning Agreement be prepared in accordance with the terms identified in this report.**
- 2. That Council note the amended offer is 1.5% of the Capital Investment Value of the project.**
- 3. That a further report be presented to Council for consideration if a Planning Agreement cannot be successfully negotiated.**
- 4. That a draft Planning Agreement and Explanatory Note prepared in accordance with the terms identified in this report be placed on public exhibition in accordance with the provisions of the Environmental Planning and Assessment Act 1979.**
- 5. That following the conclusion of the public exhibition period, a further report be presented to Council for consideration, including any submissions received.**

CARRIED

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

Against: Nil

IPEC25/16 2025-2035 WASTE STRATEGY (ID25/172)

The Committee had before it the report dated 28 February 2025 from the Manager Resource Recovery and Efficiency regarding 2025-2035 Waste Strategy.

The Committee received a presentation from the Manager Resource Recovery and Efficiency.

Moved by Councillor P Toynton and seconded by Councillor K Richardson.

MOTION

1. That the report of the Manager Resource Recovery and Efficiency be noted.
2. That Council adopt the draft 2025-2035 Waste Strategy provided in Appendix 1.

CARRIED

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

Against: Nil

IPEC25/17 RIDE TO GIVE 2025 (ID25/339)

The Committee had before it the report dated 3 March 2025 from the Traffic Engineer regarding Ride to Give 2025.

Moved by Councillor J Cowley and seconded by Councillor S Chowdhury.

MOTION

That Council approval be granted to the event organisers to undertake the Ride to Give 2025 cycling event. No road closures or detours are required, and traffic management will be implemented in compliance with Transport for NSW (TfNSW), NSW Police, and Council's conditions of consent, as follows:

1. **Insurance and compliance:**
 - a. **Council's Insurance and Risk Officer must sight a copy of the Public Liability Insurance Policy for a minimum amount of \$20 million on which Dubbo Regional Council and NSW Police are specifically noted to be indemnified against any action resulting from the event.**
 - b. **All traffic control measures will adhere to Australian Standard AS1742.3 and TfNSW Traffic Control at Worksites Manual.**
 - c. **The event organiser will be responsible for the provision of all required traffic controls (e.g. signage, barriers, marshals).**
2. **Emergency and safety measures:**
 - a. **Emergency response units must not be adversely impacted by this event.**
 - b. **Riders will be required to comply with all road safety regulations.**
 - c. **A contingency plan is in place for adverse conditions.**

CARRIED

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

Against: Nil

**IPEC25/18 2025 ANZAC DAY CEREMONIES - DUBBO LOCAL GOVERNMENT AREA
(ID25/336)**

The Committee had before it the report dated 3 March 2025 from the Infrastructure Strategy Team Leader regarding 2025 Anzac Day Ceremonies - Dubbo Local Government Area.

Moved by Councillor J Cowley and seconded by Councillor A Ryan.

MOTION

That Council approval be granted to the Returned and Services League Sub-branches in Dubbo and Wellington and the Stuart Town Anzac Committee undertake their respective Anzac Day marches on Friday 25 April 2025 and implement road closures and detours as conditioned by Transport for NSW (TfNSW), NSW Police and Council's following conditions of consent:

- 1. Dubbo:**
 - a. For the Dawn Service and Anzac Day March, temporary road closures are to be provided:**
 - ☐ Dawn Service in Darling Street between Talbragar and Wingewarra Streets from 5 am to 6.30 am.**
 - ☐ Anzac Day March in Brisbane Street between Wingewarra and Serisier Streets and Wingewarra Street between Darling and Brisbane streets from 9 am to 10.45 am.**
 - ☐ Wingewarra Street from Brisbane to Macquarie Streets and Macquarie Street from Wingewarra to Talbragar Streets from 10.15 am to 11 am.**
 - ☐ Talbragar Street from Macquarie Street to Memorial Drive, Victoria Park, from 10.45 am to 11.15 am.**
 - ☐ Darling Street from Talbragar to Wingewarra Streets from 10.15 am to 1 pm.**
 - ☐ Wingewarra Street between Darling and Brisbane Streets from 9 am to 1 pm.**
 - ☐ Council's Traffic Control Plan TM 7048 (attached as Appendix 1) is to be used for the event.**
 - b. Traffic controllers and/or trained marshalls are to be provided at all road closure points, and other locations as identified in the Traffic Control Plan (attached as Appendix 1).**
 - c. Council's Insurance and Risk Officer must sight a copy of the Public Liability Insurance Policy for a minimum amount of \$20 million on which Dubbo Regional Council and NSW Police are specifically noted to be indemnified against any action resulting from the event.**
 - d. A public notification is required for the Anzac Day March a minimum of seven days prior to the event.**
 - e. The applicant is to forward a letter to Council with all the required documentation accepting the above conditions before final approval will be granted.**

2. **Wellington:**
 - a. For the Anzac Day March, a temporary road closure is to be provided on the Mitchell Highway, being Nanima Crescent and Lee Street, between Maughan and Whiteley Streets from 10.45 am to 11 am, with the detour via Arthur, Warne, Percy and Whiteley Streets. Council's Traffic Control Plan Wellington Anzac Detour TM 7270 (attached as Appendix 2) is to be used for this event.
 - b. The applicant is to gain approval from TfNSW for the closure and detour of the Mitchell Highway and Road Occupancy Licence with evidence provided to Council of such approval and conditions as warranted.
 - c. Traffic controllers and/or trained marshalls are to be provided at all road closure points, and other locations as identified in the Traffic Control Plan (attached as Appendix 2).
 - d. Council's Insurance and Risk Officer must sight a copy of the Public Liability Insurance Policy for a minimum amount of \$20 million on which Dubbo Regional Council, TfNSW and NSW Police are specifically noted to be indemnified against any action resulting from the event.
 - e. A public notification is required for the Anzac Day March a minimum of seven days prior to the event.
 - f. The applicant is to forward a letter to Council with all the required documentation accepting the above conditions before final approval will be granted.
3. **Stuart Town:**
 - a. For the Anzac Day Ceremony, a temporary road closure is to be provided in Molong Street, between the Burrendong Way (Alexander Street) and Bell Street from 10.30 am to 1.30 pm, with a detour of Molong Street via Burrendong Way and Bell Street. Council's Traffic Control Plan TM 7175 (attached as Appendix 3) is to be used for the event.
 - b. Concurrence is required from the TfNSW for the event to utilise part of Burrendong Way between Molong and Bell Streets as a detour with advice provided to Council.
 - c. Traffic controllers and/or trained marshalls are to be provided at all road closure points, and other locations, as identified in the Traffic Control Plan (attached as Appendix 3).
 - d. Council's Governance Insurance and Risk Officer must sight a copy of the Public Liability Insurance Policy for a minimum amount of \$20 million on which Dubbo Regional Council, TfNSW and NSW Police are specifically noted to be indemnified against any action resulting from the event.
 - e. A public notification is required for the Anzac Day March a minimum of seven days prior to the event, with notification letters to be delivered to the affected residents within the road closure areas in the village.
 - f. The applicant is to forward a letter to Council with all the required documentation accepting the above conditions before final approval will be granted.

CARRIED

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

Against: Nil

IPEC25/19 2025 WELLINGTON BOOT - TRAFFIC MANAGEMENT FOR BUSHRANGERS CREEK ROAD WELLINGTON (ID25/338)

The Committee had before it the report dated 3 March 2025 from the Infrastructure Strategy Team Leader regarding 2025 Wellington Boot - Traffic Management for Bushrangers Creek Road Wellington.

Moved by Councillor J Cowley and seconded by Councillor S Chowdhury.

MOTION

That Council approval be granted to the Wellington Race Club to implement MTM's Traffic Management Plan for the Wellington Boot event on Bushrangers Creek Road (Appendix 1) to facilitate the traffic and pedestrian environment for the event to be held in the Wellington Racecourse on Sunday, 30 March 2025, subject to the following conditions:

- a. The Traffic Management Plan will be implemented on Sunday, 30 March 2025, between 7 am to 6 pm.**
- b. The submission of a Traffic Management Plan and Traffic Control Plan to Council prior to the event date. All traffic control measures contained in the Plan are to be in accordance with the Australian Standard (AS 1742.3:2019) and Transport for NSW's (TfNSW) 'Guide to Traffic Control at Worksites' and approved by an accredited person. Traffic Control Plan (The Wellington Boot Event - Sunday 30 March 2025 - Wellington Race Club Bushrangers Creek Road) is to be implemented for the event.**
- c. The organiser is to provide Council's Insurance and Risk Officer with a copy of the Public Liability Insurance Policy for the amount of at least \$20 million. Such policy is to note that Council, TfNSW and the NSW Police are indemnified against any possible action as a result of the event.**
- d. The implementation of the Traffic Management Plan and Traffic Control Plan is to be undertaken by an accredited traffic control company with personnel required to have current TfNSW certification.**
- e. The applicant is responsible for all traffic control required for the event in accordance with the approved Traffic Control Plan.**
- f. Parking along each side of the Bushrangers Creek Road is to be prohibited with the exception of designated areas for bus and/or taxi set down and pick up activity.**
- g. The applicant is to provide Council with a formal letter of acceptance of the conditions prior to final approval.**
- h. All costs associated with implementing the event are to be met by the event organiser.**

CARRIED

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

Against: Nil

The meeting closed at 6:16pm.

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CHAIRPERSON



**DUBBO REGIONAL
COUNCIL**

Report of the Culture and Community Committee - meeting 11 March 2025

AUTHOR: Governance Officer
REPORT DATE: 13 March 2025

The Council had before it the report of the Culture and Community Committee meeting held 11 March 2025.

RECOMMENDATION

That the report of the Culture and Community Committee meeting held on 11 March 2025, be adopted.



REPORT
CULTURE AND COMMUNITY COMMITTEE
11 MARCH 2025

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

ALSO IN ATTENDANCE: The Chief Executive Officer, the Director Organisational Performance, the Governance Team Leader, the Governance Officer, the Director Strategy, Partnerships and Engagement, the Communications Partner, the IT Infrastructure Specialist, the IT Support Officer, the Director Development and Environment, the Manager Growth Planning, the Manager Resource Recovery and Efficiency, the Director Infrastructure, the Manager Operations Water Supply and Sewerage, the Director Community, Culture and Places and the Manager Recreation and Open Space.

Councillor J Black assumed the chair of the meeting.

The proceedings of the meeting commenced at 6:20pm at the Dubbo Civic Administration Building, Council Chamber.

CCC25/7 LEAVE OF ABSENCE (ID25/163)

Requests for leave of absence were received from Councillors R Ivey and P Wells who were absent from the meeting due to personal reasons.

Moved by Councillor A Ryan and seconded by Councillor M Wright.

MOTION

That such requests for leave of absence be accepted and Councillor R Ivey and P Wells be granted leave of absence from this meeting.

CARRIED

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

Against: Nil

CCC25/8 CONFLICTS OF INTEREST (ID25/166)

There were no conflicts of interest declared.

CCC25/9 CROWN LANDS PLANS OF MANAGEMENT - OLD DUBBO GAOL AND VICTORIA PARK (ID25/60)

The Committee had before it the report dated 21 February 2025 from the Manager Recreation and Open Spaces regarding Crown Lands Plans of Management - Old Dubbo Gaol and Victoria Park.

Moved by Councillor K Richardson and seconded by Councillor L Butler.

MOTION

- 1. That the draft Victoria Park and Old Dubbo Gaol Plan of Management be endorsed for the purpose of public exhibition for a period of 42 days.**
- 2. That a further report be submitted to Council detailing results of public exhibition, for adoption of the final plan.**

CARRIED

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

Against: Nil

The meeting closed at 6:27pm.

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CHAIRPERSON



**DUBBO REGIONAL
COUNCIL**

Report of the Corporate Services Committee - meeting 11 March 2025

**AUTHOR: Governance Officer
REPORT DATE: 13 March 2025**

The Council had before it the report of the Corporate Services Committee meeting held 11 March 2025.

RECOMMENDATION

That the report of the Corporate Services Committee meeting held on 11 March 2025, be adopted.



DUBBO REGIONAL
COUNCIL

REPORT
CORPORATE SERVICES COMMITTEE
11 MARCH 2025

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

ALSO IN ATTENDANCE: The Chief Executive Officer, the Director Organisational Performance, the Governance Team Leader, the Governance Officer, the Director Strategy, Partnerships and Engagement, the Communications Partner, the IT Infrastructure Specialist, the IT Support Officer, the Director Development and Environment, the Manager Growth Planning, the Manager Resource Recovery and Efficiency, the Director Infrastructure, the Manager Operations Water Supply and Sewerage, the Director Community, Culture and Places and the Manager Recreation and Open Space.

Councillor K Richardson assumed the chair of the meeting.

The proceedings of the meeting commenced at 6:28pm at the Dubbo Civic Administration Building, Council Chamber.

CSC25/11 LEAVE OF ABSENCE (ID25/165)

Requests for leave of absence were received from Councillor R Ivey and P Wells who were absent from the meeting due to personal reasons.

Moved by Councillor A Ryan and seconded by Councillor M Wright.

MOTION

That such requests for leave of absence be accepted and Councillor R Ivey and P Wells be granted leave of absence from this meeting.

CARRIED

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

Against: Nil

CSC25/12 CONFLICTS OF INTEREST (ID25/164)

There were no Conflicts of Interest declared.

CSC25/13 REVIEW OF 2023-2027 COMMUNITY ENGAGEMENT STRATEGY (INCLUDING COMMUNITY PARTICIPATION PLAN) IN RESPONSE TO LEGISLATIVE AND POST-ELECTION REQUIREMENTS (ID25/326)

The Committee had before it the report dated 28 February 2025 from the Manager Customer Experience and Engagement regarding Review of 2023-2027 Community Engagement Strategy (including Community Participation Plan) in response to Legislative and Post-Election requirements.

Moved by Councillor M Wright and seconded by Councillor J Black.

MOTION

1. That the amended 2023-2027 Community Engagement Strategy (including the Community Participation Plan) be endorsed for public exhibition.
2. That the amended 2023-2027 Community Engagement Strategy (including the Community Participation Plan) be placed on public exhibition for a minimum of 28 days.
3. That following the public exhibition and community consultation, a further report be presented to Council, including the consultation outcomes, for consideration.

CARRIED

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

Against: Nil

CSC25/14 COUNCIL COMMUNITY COMMITTEES – TERMS OF REFERENCE AND DETERMINATION OF COUNCILLOR REPRESENTATION (ID25/265)

The Committee had before it the report dated 26 February 2025 from the Director Strategy Partnerships and Engagement regarding Council Community Committees – Terms of Reference and Determination of Councillor Representation.

Moved by Councillor M Dickerson and seconded by Councillor S Chowdhury.

MOTION

1. That Council note the information contained within the report of the Director Strategy Partnerships and Engagement, dated 26 February 2025.
2. That the Draft Terms of Reference and Code of Meeting Practice documents (Appendices 1 to 6) regarding the listed Council Community Committees be endorsed for the purpose of adoption by their respective committees:
 - a) Wellington Town Committee;
 - b) Villages Committee;
 - c) Youth Council;
 - d) Renewable Energy Zone Benefit Committee;
 - e) Sister City Committee; and
 - f) Multicultural Advisory Committee.

3. That a minimum of two Councillor representatives be determined for each of the Council Community Committees.
4. That the above representatives will serve on the Council Community Committees for the duration of the Council term.
5. That all Council Community Committees, at their first meetings, adopt the Terms of Reference and Code of Meeting Practice, elect a chairperson from the Councillor representatives, and be presented with an introduction and induction to Council Community Committee meeting operations.
6. That clause 3.14 of the Code of Meeting Practice (within the Terms of Reference) for all Council Community Committees be amended as follows: One of the Councillor representatives will be elected as chairperson at the first meeting of the committee.

CARRIED

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

Against: Nil

CSC25/15 LAND CLASSIFICATION - PART OF 43 WHITE STREET AND LOT 4391 DP1294801, DELTA ROAD, DUBBO (ID24/2357)

The Committee had before it the report dated 5 December 2024 from the Property Services Team Leader regarding Land Classification - Part of 43 White Street and Lot 4391 DP1294801, Delta Road, Dubbo.

Moved by Councillor J Black and seconded by Councillor M Wright.

MOTION

1. That upon acquisition and completion of the public notification provisions under s34 of the *Local Government Act 1993*, the following properties are to be classified as 'operational land' in accordance with the *Local Government Act 1993*:
 - i. 43 White Street, Dubbo being proposed Lot 12 on DP1243994; and
 - iii. Delta Road, Dubbo being Lot 4391 on DP1294801.
2. That the Chief Executive Officer be delegated authority to execute any documents necessary to effect resolution no. 1.

CARRIED

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

Against: Nil

CSC25/16 CHANGE OF DATE FOR 25 NOVEMBER 2025 ORDINARY COUNCIL MEETING DUE LOCAL GOVERNMENT NSW ANNUAL CONFERENCE (ID25/6)

The Committee had before it the report dated 7 January 2025 from the Manager Corporate Governance regarding Change of date for 25 November 2025 Ordinary Council Meeting due Local Government NSW Annual Conference.

Moved by Councillor J Cowley and seconded by Councillor P Toynton.

MOTION

That the November Ordinary Council meeting be held at the Wellington Council Chambers on Tuesday 18 November 2025 commencing at 5.30pm.

CARRIED

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

Against: Nil

CONFIDENTIAL

In accordance with Section 9(2A) Local Government Act 1993, in the opinion of the Chief Executive Officer, the following business is of a kind as referred to in Section 10A(2) of the Act, and should be dealt with in a Confidential Session of the Committee meeting closed to the press and public.

The item listed below come within the following provisions of the Act:

- CSC25/17 – License for Bureau of Meteorology - *the matter concerned information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business (Section 10A(2)(c)).*

There were no submissions as to whether the meeting should be closed for a particular item.

At this junction it was moved by Councillor J Cowley and seconded by Councillor P Toynton that the Committee resolves into Closed Session, the time being 6:36 pm.

The Open Session resumed at 6:39pm.

The following resolutions made in the closed session were displayed on the screen.

CSC25/17 LICENCE FOR BUREAU OF METEOROLOGY (ID25/260)

The Committee had before it the report dated 26 February 2025 from the Manager Airport Strategy and Operations regarding Licence for Bureau of Meteorology.

Moved by Councillor J Cowley and seconded by Councillor P Toynton.

That members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business (Section 10A(2)(c)).

Moved by Councillor J Black and seconded by Councillor P Toynton.

MOTION

1. That Dubbo Regional Council enter into a Licence Agreement with the Commonwealth of Australia represented by the Bureau of Meteorology for 10 years with an Option to renew for a further 10 years, being a term of 20 years in total at Dubbo Regional Airport commencing from the date of execution.
2. That Council delegate authority to Chief Executive Officer to negotiate the other terms of the Licence Agreement, including the amount of rent which may be the subject of a grant for financial assistance under s356 of the *Local Government Act 1993*.
3. That any necessary documentation in relation to this matter be executed under the Common Seal of Council.
4. That the information contained within this report remain confidential to the Council.

CARRIED

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

Against: Nil

The meeting closed at 6:41pm.

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CHAIRPERSON



**DUBBO REGIONAL
COUNCIL**

Report of the Audit, Risk and Improvement Committee - meeting 17 March 2025

AUTHOR: Governance Officer
REPORT DATE: 13 March 2025

The Council had before it the report of the Audit, Risk and Improvement Committee meeting held 17 March 2025.

RECOMMENDATION

That the report of the Audit, Risk and Improvement Committee meeting held on 17 March 2025, be adopted.



**REPORT
AUDIT, RISK AND IMPROVEMENT
COMMITTEE
17 MARCH 2025**

PRESENT: Councillors J Black, R Ivey and T Breen (Independent Member), G Matthews (Independent Member) and J Walkom (Independent Member).

ALSO IN ATTENDANCE:

The Chief Executive Officer, the Director Organisational Performance, the Acting Manager Corporate Governance, the Governance Officer, the Director Strategy, Partnerships and Engagement, the Chief Information Officer, the Chief Financial Officer, Nicky Rajani (NSW Audit Office), David Daniels (NSW Audit Office) and Hong Wee Soh (NSW Audit Office).

Mr J Walkom assumed the Chair of the meeting.

The proceedings of the meeting commenced at 4:00pm.

The Mr J Walkom read an Acknowledgement of Country.

ARIC25/1 LEAVE OF ABSENCE (ID25/328)

There were no requests for leave of absence received.

ARIC25/2 CONFLICTS OF INTEREST (ID25/216)

There were no conflicts of interest declared.

ARIC25/3 REPORT OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE - MEETING 9 DECEMBER 2024 (ID25/367)

The Committee had before it the report of the Audit, Risk and Improvement Committee meeting held 9 December 2024.

Moved by T Breen and seconded by G Matthews

RECOMMENDATION

That the report of the Audit, Risk and Improvement Committee meeting held on 9 December 2024, be noted.

CARRIED

ARIC25/4 AUDIT OFFICE OF NSW - FINAL MANAGEMENT LETTER - YEAR ENDED 30 JUNE 2024 (ID25/210)

The Committee had before it the report dated 17 February 2025 from the Manager Corporate Governance regarding Audit Office of NSW - Final Management Letter - Year Ended 30 June 2024.

Moved by G Matthews and seconded by J Walkom.

RECOMMENDATION

- 1. That the information contained within the report of the Manager Corporate Governance, dated 17 February 2025, be noted.**
- 2. That the Issues identified in the Audit Office letter be included in the outstanding Action Items report to the following Audit Risk and Improvement Committee meeting.**

CARRIED

ARIC25/5 ARIC ACTION ITEMS UPDATE - MARCH 2025 (ID25/333)

The Committee had before it the report dated 28 February 2025 from the Governance Officer regarding ARIC Action Items Update - March 2025.

Moved by T Breen and seconded by G Matthews

RECOMMENDATION

That the Action Items report of the Governance Officer be noted.

CARRIED

ARIC25/6 ANNUAL AUDIT ENGAGEMENT PLAN FOR DUBBO REGIONAL COUNCIL'S FINANCIAL STATEMENTS FOR YEAR ENDING 30 JUNE 2025 (ID25/327)

The Committee had before it the report dated 28 February 2025 from the Chief Financial Officer regarding Annual Audit Engagement Plan for Dubbo Regional Council's Financial Statements for Year Ending 30 June 2025.

Moved by G Matthews and seconded by T Breen.

RECOMMENDATION

That the Annual Audit Engagement Plan of Dubbo Regional Council's Financial Statements for Year Ending 30 June 2025, from the NSW Audit Office, be accepted.

CARRIED

ARIC25/7 SERVICE REVIEW PROGRAM - UPDATE (ID25/74)

The Committee had before it the report dated 23 January 2025 from the Director Strategy Partnerships and Engagement regarding Service Review Program - Update.

Moved by J Walkom and seconded by T Been.

RECOMMENDATION

That the report of the Director Strategy, Partnerships and Engagement, dated 28 February 2025, be noted.

CARRIED

ARIC25/8 DUBBO REGIONAL COUNCIL CONTRACTOR MANAGEMENT FRAMEWORK (ID24/1886)

The Committee had before it the report dated 7 October 2024 from the Manager People Culture and Safety regarding Dubbo Regional Council Contractor Management Framework.

Moved by G Matthews and seconded by T Breen.

RECOMMENDATION

That the Audit Risk and Improvement Committee note the report from the Manager People Culture and Safety dated 7 October 2024.

CARRIED

ARIC25/9 ARIC MEMBER CONTRACTS (ID25/343)

The committee reports having met with the Manager People Culture and Safety regarding the ARIC Member Contracts.

ARIC25/10 COUNCILLOR INDUCTION AND PROFESSIONAL DEVELOPMENT UPDATE (ID25/221)

The Committee had before it the report dated 19 February 2025 from the Manager Corporate Governance regarding Councillor Induction and Professional Development update.

Moved by T Breen and seconded by G Matthews

RECOMMENDATION

That the information in the report by the Manager Corporate Governance be noted.

CARRIED

ARIC25/11 DETERMINATION OF MEETING DATES FOR 2025 (ID25/342)

The Committee had before it the report dated 3 March 2025 from the Governance Officer regarding Determination of Meeting Dates for 2025.

Moved by G Matthews and seconded by John Walkom

RECOMMENDATION

1. That the Audit, Risk and Improvement Committee endorse the proposed meetings dates for 2025, as noted in the report.
2. That the committee hold additional meetings when significant unexpected issues arise, or if the chair is asked to hold an additional meeting by a committee member, the CEO or the governing body.

CARRIED

ARIC25/12 CHIEF EXECUTIVE OFFICER UPDATE (ID25/368)

The committee received a verbal update on this item including Smart Water Meter matter.

ARIC25/13 DIRECTOR ORGANISATIONAL PERFORMANCE UPDATE (ID25/369)

The committee received a verbal update on this item.

ARIC25/14 GENERAL BUSINESS (ID25/217)

The following items of general business were discussed:

- Service Catalogue “corporate blueprint” update provided by the Director Strategy, Partnerships and Engagement. A report regarding the outcome will be presented to ARIC.
- Delivery of Audit Plan Update – progress of the audits discussed and further details will be circulated amongst members out of session.

The meeting closed at 5:17 pm.

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CHAIRPERSON



DUBBO REGIONAL
COUNCIL

NOTICE OF MOTION: Australia Day Ceremony 2026 - Wellington and Dubbo

REPORT DATE: 7 March 2025

FILE: ID25/358

Council had before it a Notice of Motion dated 7 March 2025 from Councillor R Ivey regarding the Australia Day Ceremony 2026 - Wellington and Dubbo as follows:

That 2026 Australia Day Ceremonies for Wellington and Dubbo be held as follows:

- 1. Wellington: late afternoon/evening of Sunday 25 January 2026 in Cameron Park, or in the case of inclement weather, in the Wellington Civic Centre.*
- 2. Dubbo: in the morning of Monday 26 January 2026 in Victoria Park, or in the case of inclement weather, in the Dubbo Civic Centre.*

RECOMMENDATION

That 2026 Australia Day Ceremonies for Wellington and Dubbo be held as follows:

- 1. Wellington: late afternoon/evening of Sunday 25 January 2026 in Cameron Park, or in the case of inclement weather, in the Wellington Civic Centre.**
- 2. Dubbo: in the morning of Monday 26 January 2026 in Victoria Park, or in the case of inclement weather, in the Dubbo Civic Centre.**

RI
Councillor

APPENDICES:

- [1](#) Notice of Motion - Clr R Ivey - Australia Day 2026

Councillor Richard Ivey

PO Box 81
DUBBO NSW 2830

17 February 2025

The Chief Executive Officer
Dubbo Regional Council
PO Box 81
DUBBO NSW 2830

Dear Murray

NOTICE OF MOTION – AUSTRALIA DAY CEREMONY 2026 - WELLINGTON AND DUBBO

I would like to place the following notice of motion on the agenda for the 25 March 2025 Ordinary meeting of Council.

That 2026 Australia Day Ceremonies for Wellington and Dubbo be held as follows:

1. Wellington: late afternoon/evening of Sunday 25 January 2026 in Cameron Park, or in the case of inclement weather, in the Wellington Civic Centre.
2. Dubbo: in the morning of Monday 26 January 2026 in Victoria Park, or in the case of inclement weather, in the Dubbo Civic Centre.

Yours faithfully



Richard Ivey
Councillor



NOTICE OF MOTION: Childcare Sector in Dubbo Regional Council Local Government Area

REPORT DATE: 10 March 2025
FILE: ID25/364

Council had before it a Notice of Motion dated 10 March 2025 from Councillor J Cowley regarding the Childcare Sector in Dubbo Regional Council Local Government Area as follows:

1. *That the CEO provide a report to the ordinary meeting of Council in June 2025 offering analysis of the childcare sector across the DRC LGA including:*
 - a. *Challenges facing the Dubbo and Wellington communities in accessing childcare services;*
 - b. *The sector's ability to recruit and retain the skilled workers required by legislation;*
 - c. *A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of DRC's childcare services; and*
 - d. *Any other matters regarding childcare deemed appropriate for consideration by the elected body.*

RECOMMENDATION

1. **That the CEO provide a report to the ordinary meeting of Council in June 2025 offering analysis of the childcare sector across the DRC LGA including:**
 - a. **Challenges facing the Dubbo and Wellington communities in accessing childcare services;**
 - b. **The sector's ability to recruit and retain the skilled workers required by legislation;**
 - c. **A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of DRC's childcare services; and**
 - d. **Any other matters regarding childcare deemed appropriate for consideration by the elected body.**

JC
Councillor

APPENDICES:

1. [Notice of Motion - Ordinary Council meeting 25/03/2025 - Clr J Cowley - Child Care Sector in Dubbo Regional Council LGA](#)

Councillor Jen Cowley OAM

PO Box 81
DUBBO NSW 2830

10 March 2025

The Chief Executive Officer
Dubbo Regional Council
PO Box 81
DUBBO NSW 2830

Dear Murray

NOTICE OF MOTION – CHILDCARE SECTOR IN DUBBO REGIONAL COUNCIL LGA

I would like to place the following notice of motion on the agenda for the 25 March 2025 Ordinary meeting of Council.

1. *That the CEO provide a report to the ordinary meeting of Council in June 2025 offering analysis of the childcare sector across the DRC LGA including:*
 - a. *Challenges facing the Dubbo and Wellington communities in accessing childcare services;*
 - b. *The sector's ability to recruit and retain the skilled workers required by legislation;*
 - c. *A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of DRC's childcare services; and*
 - d. *Any other matters regarding childcare deemed appropriate for consideration by the elected body.*

Yours faithfully



Jen Cowley OAM
Councillor



DUBBO REGIONAL
COUNCIL

NOTICE OF MOTION: Improving Urban Tree Canopy

REPORT DATE: 17 March 2025

FILE: ID25/413

Council had before it a Notice of Motion dated 17 March 2025 from Councillor J Cowley regarding the Improving Urban Tree Canopy as follows:

That the CEO provide a report to Council outlining the strategic mechanisms currently in place, and being considered for the future, to improve urban tree canopy cover within the Local Government Area.

RECOMMENDATION

That the CEO provide a report to Council outlining the strategic mechanisms currently in place, and being considered for the future, to improve urban tree canopy cover within the Local Government Area.

JC
Councillor

APPENDICES:

[1](#) Notice of Motion - Clr J Cowley - Tree Preservation Public Education Program

Councillor Jen Cowley OAM

PO Box 81
DUBBO NSW 2830

17 March 2025

The Chief Executive Officer
Dubbo Regional Council
PO Box 81
DUBBO NSW 2830

Dear Murray

NOTICE OF MOTION – IMPROVING URBAN TREE CANOPY

That the CEO provide a report to Council outlining the strategic mechanisms currently in place, and being considered for the future, to improve urban tree canopy cover within the Local Government Area.

Yours faithfully



Jen Cowley OAM
Councillor



DUBBO REGIONAL
COUNCIL

NOTICE OF MOTION: Street Names Wiradjuri Translations

REPORT DATE: 17 March 2025

FILE: ID25/422

Council had before it a Notice of Motion dated 17 March 2025 from Councillor M Dickerson regarding the Street Names Wiradjuri Translations as follows:

That the Chief Executive Officer:

- 1. Identifies any further appropriate street names in proximity to the Dubbo or Wellington CBD that have Aboriginal origins.*
- 2. Recommends any additional signage for existing and new street names as identified.*
- 3. Provides costing estimates for the new street signs.*

RECOMMENDATION

That the Chief Executive Officer:

- 1. Identifies any further appropriate street names in proximity to the Dubbo or Wellington CBD that have Aboriginal origins.**
- 2. Recommends any additional signage for existing and new street names as identified.**
- 3. Provides costing estimates for the new street signs.**

MD
Councillor

APPENDICES:

- [1↓](#) Notice of Motion - 17 March 2025 - Street Signs - Clr Mathew Dickerson

17 March 2025

The Chief Executive Officer
Dubbo Regional Council
PO Box 81
Dubbo NSW 2830

Please place the following Notice of Motion on the agenda for the March 2025 Ordinary Meeting of Council.

NOTICE OF MOTION: STREET NAMES WIRADJURI TRANSLATIONS

Motion

That the Chief Executive Officer:

1. Identifies any further appropriate street names in proximity to the Dubbo or Wellington CBD that have Aboriginal origins.
2. Recommends any additional signage for existing and new street names as identified.
3. Provides costing estimates for the new street signs.

Rationale:

On 26 April 2016, Dubbo City Council installed signage in the CBD displaying the Aboriginal meanings beneath five existing street names of Aboriginal origin. This initiative, led by then Councillor Rod Towney with the full support of Councillors at the time, aimed to recognise and celebrate the region's rich Aboriginal heritage. It was always intended that the project would continue, with further signage and the identification of additional street names. However, the amalgamation on 12 May 2016 stalled its progress.

This Notice of Motion seeks to revive and continue that important work by identifying opportunities to enhance signage for the five previously identified street names, as well as to identify additional street names of Aboriginal origin in proximity to the Dubbo or Wellington CBD. It also seeks recommendations for appropriate signage and associated cost estimates. Continuing this project reaffirms Council's commitment to acknowledging and honouring Aboriginal language and culture in our public spaces.



Councillor Mathew Dickerson



DUBBO REGIONAL
COUNCIL

NOTICE OF MOTION: Homelessness in the Dubbo LGA

REPORT DATE: 17 March 2025

FILE: ID25/423

Council had before it a Notice of Motion dated 17 March 2025 from Councillor M Wright regarding the Homelessness in the Dubbo LGA as follows:

1. *That through the Community Safety and Crime Prevention Reference Group, the CEO work with agencies and Non-Government Organisations, including Councillor representation to consider the current homeless challenges in our community and develop innovative options to address the level of homelessness in the LGA and particularly rough sleepers on the central Dubbo and river corridor area.*
2. *That Council endorses the call by The Foyer Foundation for Government financial support to establish a Youth Foyer in Dubbo and in this regard formal correspondence be provided to parties contesting the upcoming Federal election seeking financial support commitments noting that:*
 - *Dubbo has been identified as priority location in NSW by the Foyer Foundation,*
 - *Youth Foyers provide a safe and stable home for around 40 young people, aged 16-24, with integrated education and employment supports under one roof for up to 2 years and*
 - *Within 2 years of living in a Youth Foyer, statistics show a young person has had the assistance they need to change their life trajectory whereby more than 80% of young people exit into safe and stable housing, 65% gain secure and decent employment, and they are 60% less likely to be involved in the justice system.*

RECOMMENDATION

1. **That through the Community Safety and Crime Prevention Reference Group, the CEO work with agencies and Non-Government Organisations, including Councillor representation to consider the current homeless challenges in our community and develop innovative options to address the level of homelessness in the LGA and particularly rough sleepers on the central Dubbo and river corridor area.**
2. **That Council endorses the call by The Foyer Foundation for Government financial support to establish a Youth Foyer in Dubbo and in this regard formal correspondence be provided to parties contesting the upcoming Federal election seeking financial support commitments noting that:**
 - **Dubbo has been identified as priority location in NSW by the Foyer Foundation,**
 - **Youth Foyers provide a safe and stable home for around 40 young people, aged 16-24, with integrated education and employment supports under one roof for up to 2 years and**
 - **Within 2 years of living in a Youth Foyer, statistics show a young person has had**

the assistance they need to change their life trajectory whereby more than 80% of young people exit into safe and stable housing, 65% gain secure and decent employment, and they are 60% less likely to be involved in the justice system.

MW
Councillor

APPENDICES:

[1↓](#) Notice of Motion - Clr M Wright - Homelessness in the Dubbo LGA

Clr Matt Wright
PO Box 81
DUBBO NSW 2830

17th March 2025

The Chief Executive Officer
Dubbo Regional Council
PO Box 81
DUBBO NSW 2830

Dear Murray,

NOTICE OF MOTION – HOMELESSNESS IN THE DUBBO LGA

I hereby request that the following notice of motion be placed on the agenda for 25th March 2025 Ordinary Meeting of Council:

1. *That through the Community Safety and Crime Prevention Reference Group, the CEO work with agencies and Non-Government Organisations, including Councillor representation to consider the current homeless challenges in our community and develop innovative options to address the level of homelessness in the LGA and particularly rough sleepers in the central Dubbo and river corridor area.*
2. *That Council endorses the call by The Foyer Foundation for Government financial support to establish a Youth Foyer in Dubbo and in this regard formal correspondence be provided to parties contesting the upcoming Federal election seeking financial support commitments noting that:*
 - *Dubbo has been identified as priority location in NSW by the Foyer Foundation,*
 - *Youth Foyers provide a safe and stable home for around 40 young people, aged 16-24, with integrated education and employment supports under one roof for up to 2 years and*
 - *Within 2 years of living in a Youth Foyer, statistics show a young person has had the assistance they need to change their life trajectory whereby more than 80% of young people exit into safe and stable housing, 65% gain secure and decent employment, and they are 60% less likely to be involved in the justice system*

Yours faithfully,


Matt Wright
Councillor



DUBBO REGIONAL
COUNCIL

NOTICE OF MOTION: Audit of Trees within the LGA

REPORT DATE: 17 March 2025

FILE: ID25/424

Council had before it a Notice of Motion dated 17 March 2025 from Councillor L Butler regarding the Audit of Trees within the LGA as follows:

1. *That Council conduct a full audit of all trees that have died or otherwise missing in rows or groups on the main roads and median strips in Dubbo and Wellington. This audit result to be presented at the April Council meeting. Further, a similar audit be conducted for suburban streets and the results of that audit to be presented at the May Council meeting.*
2. *That Council included in the 2025-2026 budget funds to replace missing trees on main roads and suburban streets. That replacement trees are to be the same type as those that are missing and that they have no more than two years growth.*
3. *That the replacement trees are placed on a regular maintenance program to ensure that they are regularly watered, pruned and fertilized correctly.*
4. *That Council's 2025-2026 Budget be altered to accommodate 1,2,3 above.*
5. *That Council re-introduce the quarterly community tree planting events with a goal of planting 5000 per annum.*
6. *That trees of a similar size to those trees used for replacement by offered to ratepayer, free of charge to plant on their front verge.*

RECOMMENDATION

1. **That Council conduct a full audit of all trees that have died or otherwise missing in rows or groups on the main roads and median strips in Dubbo and Wellington. This audit result to be presented at the April Council meeting. Further, a similar audit be conducted for suburban streets and the results of that audit to be presented at the May Council meeting.**
2. **That Council included in the 2025-2026 budget funds to replace missing trees on main roads and suburban streets. That replacement trees are to be the same type as those that are missing and that they have no more than two years growth.**
3. **That the replacement trees are placed on a regular maintenance program to ensure that they are regularly watered, pruned and fertilized correctly.**
4. **That Council's 2025-2026 Budget be altered to accommodate 1,2,3 above.**
5. **That Council re-introduce the quarterly community tree planting events with a goal of planting 5000 per annum.**
6. **That trees of a similar size to those trees used for replacement by offered to ratepayer, free of charge to plant on their front verge.**

LB
Councillor

APPENDICES:

- [1](#) Notice of Motion - Clr L Butler - Tree Audit in the LGA

Councillor Lukas Butler

PO Box 81
DUBBO NSW 2830

17 March 2025

The Chief Executive Officer
Dubbo Regional Council
PO Box 81
DUBBO NSW 2830

Dear Murray

NOTICE OF MOTION – AUDIT OF TREES WITHIN THE LGA

I would like to place the following notice of motion on the agenda for the March Ordinary meeting of Council.

- 1. That Council conduct a full audit of all trees that have died or otherwise missing in rows or groups on the main roads and median strips in Dubbo and Wellington. This audit result to be presented at the April Council meeting. Further, a similar audit be conducted for suburban streets and the results of that audit to be presented at the May Council meeting.*
- 2. That Council includes in the 2025-2026 budget funds to replace missing trees on main roads and suburban streets. That replacement trees are to be the same type as those that are missing and that they have no more than two years growth.*
- 3. That the replacement trees are placed on a regular maintenance program to ensure that they are regularly watered pruned and fertilized correctly.*
- 4. That Council's 2025-2026 Budget be altered to accommodate 1,2,3, above.*
- 5. That Council re-introduce the quarterly community tree planting events with a goal of planting 5000 trees per annum.*
- 6. That trees of a similar size to those trees used for replacement be offered to ratepayer, free of charge to plant on their front verge.*

Yours faithfully



Lukas Butler
Councillor



NOTICE OF MOTION OF RESCISSION: Fluoridation of Dubbo Drinking Water Supply

REPORT DATE: 7 March 2025

FILE: ID25/359

Council had before it a Notice of Motion of Rescission dated 26 February 2025 from Councillors M Dickerson, R Ivey and M Wright as follows:

We the undersigned give notice that we intend to move a motion to rescind the following resolution (Clause CCL25/32) regarding Fluoridation of Dubbo Drinking Water Supply.

Motion:

That the resolution of the Council made at its Ordinary Meeting on 25 February 2025 under **Agenda Item CCL25/32** relating to the first step towards the possible removal of fluoride from the **Drinking Water in the Dubbo Regional Council LGA** be rescinded.

Rational:

Pursuant to **Clause 17.3** of the *Code of Meeting Practice*, a resolution of the Council may only be altered or rescinded through a formal motion of which notice has been given in accordance with **Clause 3.9**.

At the **25 February 2025** meeting, ten Councillors engaged in a wide-ranging and detailed debate before a **close vote** on this significant matter. If this resolution was considered again at a future meeting, with additional time to consider the **full ramifications** of this resolution and the presence of all eleven Councillors, the outcome may differ from the February 2025 meeting.

Additionally, this resolution marks the **first step in a potential process to remove fluoride** from the drinking water supply of Dubbo and the wider Local Government Area. Given the **significant public health and policy implications** of such a change, it is essential that **all Councillors are present to fully deliberate and vote on this matter**.

While this resolution currently only requests information and a report, **significant costs** will be incurred by Dubbo Regional Council staff, in addition to **considerable public expenditure**, as **State health authorities** will be required to provide much of this information.

For these reasons, and given that **no action has yet been undertaken**, I request that this resolution be rescinded and reconsidered at the **next Ordinary Meeting of Council**.

RECOMMENDATION

That Council determine this Notice of Motion of Rescission.

MD
Councillor

APPENDICES:

- [1](#) Notice of Motion of Rescission - Clr M Dickerson - CCL25/32 - Fluoridation of Dubbo Drinking Water Supply for Council meeting 25/03/2025

26 February 2025

The Chief Executive Officer
Dubbo Regional Council
PO Box 81
Dubbo NSW 2830

**NOTICE OF MOTION OF RESCISSION: RELATED TO THE POSSIBLE PERMANENT REMOVAL
OF FLUORIDE FROM ALL DRINKING WATER IN THE DUBBO REGIONAL COUNCIL LGA**

Motion:

That the resolution of the Council made at its Ordinary Meeting on 25 February 2025 under
Agenda Item CCL25/32 relating to the first step towards the possible removal of fluoride from
the **Drinking Water in the Dubbo Regional Council LGA** be rescinded.

Rationale:

Pursuant to **Clause 17.3** of the *Code of Meeting Practice*, a resolution of the Council may only
be altered or rescinded through a formal motion of which notice has been given in accordance
with **Clause 3.9**.

At the **25 February 2025** meeting, ten Councillors engaged in a wide-ranging and detailed
debate before a **close vote** on this significant matter. If this resolution was considered again
at a future meeting, with additional time to consider the **full ramifications** of this resolution
and the presence of all eleven Councillors, the outcome may differ from the February 2025
meeting.

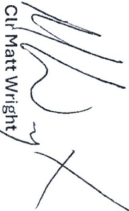
Additionally, this resolution marks the **first step in a potential process to remove fluoride**
from the drinking water supply of Dubbo and the wider Local Government Area. Given the
significant public health and policy implications of such a change, it is essential that **all**
Councillors are present to fully deliberate and vote on the matter.

While this resolution currently only requests information and a report, **significant costs** will be
incurred by Dubbo Regional Council staff, in addition to **considerable public expenditure**, as
State health authorities will be required to provide much of this information.

For these reasons, and given that **no action has yet been undertaken**, I request that this
resolution be rescinded and reconsidered at the **next Ordinary Meeting of Council.**



Clr Mathew Dickerson



Clr Matt Wright



Clr Richard Ivey



DUBBO REGIONAL
COUNCIL

REPORT: Community Services Fund 2024/2025 Round 2

DIVISION: Community, Culture and Places

REPORT DATE: 13 March 2025

TRIM REFERENCE: ID24/2080

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none"> Seek endorsement 	
Issue	<ul style="list-style-type: none"> Recommendation report for applications received under Round 2 of 2024/2025 Community Services Fund. 	
Reasoning	<ul style="list-style-type: none"> There were 16 applications totalling \$191,954.79 for available funds of \$161,716 (50% current year allocation + roll over from 2024/25 R1). 	
Financial Implications	Budget Area	Community Services
	Funding Source	Budgeted Operational Expense
	Proposed Cost	\$58,987.59 (total of recommended applications)
	Ongoing Costs	\$150,000 per year ongoing.
Policy Implications	Policy Title	Financial Assistance Policy
	Impact on Policy	Alignment

STRATEGIC DIRECTION

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

Theme: 5 Liveability

CSP Objective: 5.3 The lifestyle and social needs of the community are supported

Delivery Program Strategy: 5.3.1 The social service issues and requirements of our community are identified and met

RECOMMENDATION

That Council allocate \$58,987.59 to the community-based organisations in accordance with Section 356 of The *Local Government Act 1993* and notification to be sent to each recommended applicant:

• Burrendong Arboretum Land Manager	\$9,900.00
• Dubbo Environment Group	\$6,699.48
• Western Cancer Centre Foundation Ltd	\$7,456.11
• Emmanuel Care Centre Incorporation	\$2,342.00
• Boys to the Bush Ltd	\$25,414.00
• Dubbo & District Parent Support Group for Deaf/Hearing Impaired	\$5,637.00
• Rotary Club of Dubbo Macquarie (Inc) in Community Partnership with Dubbo Dementia Alliance	\$1,539.00

Craig Arms
Director Community, Culture and Places

CW
Manager
Services
Community

BACKGROUND

The framework under which Council considers and determines donations relates to the requirements of Section 356 of the *Local Government Act 1993* (the Act) whereby Council may contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.

REPORT

This grant provides funding opportunities to community organisations to support services that deliver social or environmental outcomes to the Dubbo Regional Council local government area and help create, enhance, or build community well-being and amenity.

An internal assessment panel assessed each application independently on the following key criteria:

- i. Service idea – Application addresses an identified community need and demonstrates achievable social or environmental outcomes for the community.
- ii. Sustainability – The service has a clear beginning and demonstrates where practical that any ongoing or recurrent costs can be met by the applicant once funding has been expended.
- iii. Capacity of the applicant to successfully complete the service.
- iv. Alignment with the Towards 2040 Community Strategic Plan (CSP).
- v. Budget – The budget is comprehensive and realistic. Demonstrates all co-contributions (organisation, sponsors, and other grant funding sources) and required quotes are provided with value for money demonstrated.

The Community Services Fund 2024/2025 Round 2 received 16 applications to the value of \$191,954.79. Table 1 outlines recommended total or partial funding to seven applications. Some recommended applications rated lower against the eligibility criteria of the Community Services Fund Guidelines, prompting a recommendation for partial funding.

2024/2025 Community Services Fund Round 2 – Recommended				
Organisation	Project	Funding Request	Recommendation	Amount
Burrendong Arboretum Land Manager	Record Management User Manual	\$9,900.00	Eligible – Fund in full with further information gathered re: user manual creator	\$9,900.00
Dubbo Environment Group	Wellington Indian Myna Aviary Trap	\$7,099.48	Eligible – partially fund – exclude fuel costs	\$6,699.48
Western Cancer Centre Foundation Ltd	Wellness Centre Coordinator	\$7456.11	Eligible – Fund in full with further information gathered re: other funding sources	\$7,456.11
Emmanuel Care Centre Incorporation	Recycling for a Better Future	\$2,342.00	Eligible – fund in full	\$2,342.00

Boys to the Bush Ltd	BttB Caring for Dubbo Crew	\$27,814.00	Eligible – partial fund – exclude fuel costs and requested further project information on participants costs	\$25,414.00
Dubbo & District Parent Support Group for Deaf/Hearing Impaired In	Hear our Heart Ear Bus	\$5,837.00	Eligible – Partially fund - exclude fuel costs	\$5,637.00
Rotary Club of Dubbo Macquarie (Inc) in Community Partnership with Dubbo Dementia Alliance	Dubbo Dementia Expo 2025	\$1,539.00	Eligible – Fund in full	\$1,539.00
Total				\$58,987.59

Table 1 Recommended Applications

Table 2 outlines nine of the non-recommended grant applications which did not meet the eligibility list for the Community Services 2024/2025 Round 2 grant ground.

2024/2025 Community Services Fund Round 2 – Not Recommended			
Organisation	Project/Activity	Funding Request	Reason for Ineligibility
SOMAD	Support for local music events	\$1,800.00	Ineligible - Events (other streams of financial assistance are available).
Dubbo Dirt Bike Club	Installation of Retaining Wall	\$7,100.00	Ineligible - Works to building or property
Marradhali Aboriginal Corporation	Sing & Move	\$10,000.00	Ineligible – specific group
Lifeline Central West Inc	Dubbo Growth Room - Supporting Wellbeing	\$20,000.00	Ineligible - Gender specific
Youth off the Streets Limited	Dubbo Youth Cultural Group	\$19,980.00	Ineligible - Events (other streams of financial assistance are available). Specific demographic.
Social Gain	Better Together Project Pilot	\$40,000.00	Ineligible - Applications seeking funds for existing salaried or waged positions
Oriscon Inc	Creating Community Connection through Storytelling	\$20,294.20	Ineligible - Events (other streams of financial assistance are available).
Paramount Tennis Club Inc	New PA System	\$4,993.00	Ineligible - Social Activities for members of the organisation exclusively
Wellington Eisteddfod Society	Enrichment and Accessibility to Arts	\$5,800.00	Ineligible - Events (other streams of financial assistance are available).

Table 2: Applications Not Recommended

Acquittals

An acquittal report is required within two months of the completion of each project, as per the date listed on each application. The Executive Support Team seek to contact organisations with outstanding acquittals every six months, prior to each new round opening. Additional reminders are also automated within the SmartyGrants platform and are scheduled one month prior and the day of the advised completion date. However, this is a courtesy measure, it does not dilute the responsibility of the grant recipient to acquit granted public money.

The Executive Support Team also provide a DRC Acquittal Fact Sheet to all successful funding recipients.

Some community organisations struggle to acquit within the designated 12 months and require ongoing administrative support to achieve the agreed outcomes.

Outstanding Acquittal Reports

Currently there are 13 outstanding acquittals, totalling \$120,086.30 for the Community Services Fund and eight outstanding, totalling \$27,482 for the previous Financial Assistance Program, across multiple rounds spanning 2018 through to 2025.

The table below shows the improvement since September 2023. However, there remains a substantial amount of funding remaining unacquitted.

Fund	No. Outstanding Acquittals		Outstanding Amounts	
	Sept. 2023	Now	Sept. 2023	Now
Community Services Fund	22	13	\$151,856.00	\$120,086.30
Financial Assistance Program	21	8	\$61,686.00	\$27,482.00

Consultation

- Manager Community Services, Director Community Culture and Places and the Executive Officer Community Culture and Places were involved in review and approval of funding guidelines (Appendix 1).
- Weekly Council column – from 01/12/2024 through to 28/02/2025.
- Social media post – 23/01/2025 and 21/02/2025.
- Media release – 05/02/2025
- Newspaper ads – Dubbo Photo News - 23/01/2025, 13/02/2026
Daily Liberal - 18/01/2025, 08/02/2025, 15/02/2025

Resourcing Implications

- Annual budget allocation for 2024/2025 is \$150,000.
- Round 2 makes available 50% of the annual budget plus the unspent roll over from last financial year.
- The recommendations from the assessment process total \$58,987.59.

Next Steps

- All successful recipients of funding shall be advised in writing and the requirements of fund provisions including expenditure and acquittal timeframe, as well as acquittal form.
- All unsuccessful recipients shall be advised in writing and informed of ineligibility if relevant, provided links to the Dubbo Grant Hub and any advice to assist future applications for council financial assistance, or other lines of funding.

APPENDICES:

- 1 [↓](#) Community Services Fund Guidelines

COMMUNITY SERVICES FUND

GUIDELINES





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THIS DOCUMENT HAS BEEN ELABORATED BY THE COMMUNITY CULTURE AND PLACES DIVISION OF DUBBO REGIONAL COUNCIL



1. What is the Community Services Fund?

The Community Services Fund relates to the requirements of Section 356 of the Local Government Act 1993 whereby Council may contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions. Funding is determined by Council annually and allocated as part of the Organisation's annual budget

This grant provides funding to community organisations to support services that deliver social or environmental outcomes to the Dubbo Regional Council local government area and help create, enhance, or build community well-being and amenity.

Definitions

Community organisation means:

- A. an entity that carries on activities for a public purpose; or
- B. another entity whose primary object is not directed at making a profit.

Community service, at its core, involves activities that provide benefits to your community, often performed without financial compensation. It represents not only a means of achieving immediate change but also an opportunity to establish a foundation for a brighter future. The term "community service" encompasses a diverse array of activities, including direct and indirect service, as well as advocacy and activism.

Community well-being is the combination of social, economic, environmental, and political conditions identified by individuals and their communities as essential for them to flourish and fulfil their potential.

Community amenity means any public benefit, improvement or contribution that can enhance the quality of life for a community and includes, but is not limited to, public spaces, land or an interest in land, affordable and/or special needs housing, and facilities, which meet a range of social, environmental, cultural, recreational and infrastructure needs of the community.

Social outcomes specifically focus on a particular population or community and can include various aspects such as changes in knowledge, attitudes, behaviours, or living conditions. They reflect the positive effects that the initiative aims to achieve in society.

All grants are governed by Dubbo Regional Council's Financial Assistance Policy.



2. Key Contacts

Community Culture and Places Executive Support Team

E: council@dubbo.nsw.gov.au

P: 02 6801 4000

3. Key Dates

There are two rounds per year – opening in February and July.

The funding is time limited and will cover projects that are able to be completed within a twelve (12) month timeframe from the date of funding.

Applications are scheduled for endorsement at a Council meeting approximately one (1) month after the application deadline of each round.

Round	Opening Date	Closing Date	Notification of Outcome	Project Start Date*
1	1 July	31 July	Approximately 4 weeks after closing date	15 September
2	1 February	28 February		15 April

* Services must commence on or after this date.

4. Expected Outcomes

Each application is required to address the following:

- i. The service must address an identified community need.
- ii. Demonstrate how the funding will enable the organisation to deliver social or environmental outcomes to the community.
- iii. Demonstrate collaboration between members and/or volunteers to contribute to the service.
- iv. Demonstrate the capacity to manage funds and deliver the service within twelve (12) months.
- v. Align with the Towards 2040 Community Strategic Plan (CSP).



5. Eligibility

- i. Organisations must be based and operate within the Dubbo Regional Council local government area.
- ii. The service must be undertaken within the Dubbo Regional local government area.
- iii. Only one application per organisation, per financial year.

6. The following are ineligible

- i. Applicants with an overdue acquittal or who have failed to appropriately acquit a previous Council grant.
 - a. An Acquittal Report is required within two (2) months of the completion of each project, as per the date listed on each application.
- ii. Organisations with outstanding applications due to extension or have not expended their prior funding within the allocated twelve (12) months of provision.
- iii. Applicants can not apply for funding via the Community Services Fund if funding has already been provided by another funding stream within Dubbo Regional Council for the same project in the same financial year.
- iv. Late or incomplete applications.
- v. Proposals from Government Departments, agencies or any Council.
- vi. Proposals from sporting agencies (these organisations have other avenues for financial assistance).
- vii. Events (other streams of financial assistance are available).
- viii. Social activities for members of the organisation exclusively.
- ix. Expenditure for equipment not related to the specific service proposed.
- x. Services with a religious, political, or sectarian purpose.
- xi. Applications seeking funds for retrospective projects commencing, or items purchased, prior to end of the grant closing date.
- xii. General fundraising appeals.
- xiii. Existing services that require additional, continuous and/or top-up funding.
- xiv. Applicants in a position to self-fund the project.
- xv. Applications that duplicate a service already existing within the local government area.



- xvi. A Service which primarily benefits a single individual or business.
- xvii. Applications seeking funds for prize money, prizes, trophies, and gift cards/vouchers.
- xviii. Applications seeking funds for payment of debt and/or insurance premiums.
- xix. Applications seeking funds for personal benefit such as travel, meal or accommodation costs including costs to undertake projects outside of the region.
- xx. Applicants with gaming machines and/or trade regularly with a liquor licence most days of the week.
- xxi. Proposals that are for funding the core business of the organisation. This includes purchase of capital equipment.
- xxii. Works to building or property.
- xxiii. Routine maintenance or works to Council owned buildings that are a lease obligation.
- xxiv. Purchase of land or buildings.
- xxv. Applications seeking funds for existing salaried or waged positions.
- xxvi. Applications that have safety and/or environmental hazards that are not addressed by acts under a Risk Management Plan to mitigate risk.
- xxvii. Applications that do not reflect community standards and denigrates, excludes or offends community groups.
- xxviii. A service which in the opinion of the assessment panel would be better funded by State or Federal Government, or by corporate sponsorship.



7. Insurances

All applicants should consider conducting a risk assessment process for their proposed service to address any necessary insurance implications. Organisations should check their current insurance arrangements to determine if any extra cover is required. Applicants should ensure that all staff and volunteers associated with the service have the appropriate mandatory clearances.

8. Assessment Criteria

Each application will be assessed as follows:

- i. Service idea – Application addresses an identified community need and demonstrates achievable social or environmental outcomes for the community.
- ii. Sustainability – The service has a clear beginning and demonstrates where practical that any ongoing or recurrent costs can be met by the applicant once funding has been expended.
- iii. Capacity of the applicant to successfully deliver the service.
- iv. Alignment with the Towards 2040 Community Strategic Plan (CSP).
- v. Budget – The budget is comprehensive and realistic. Demonstrates all co-contributions (organisation, sponsors, and other grant funding sources) and required quotes are provided with value for money demonstrated.

As funding is limited, not every application that meets the assessment criteria will necessarily be successful with being allocated funding or the full funding amount requested.



9. How to Apply

Council uses SmartyGrants administration software to manage its grants programs. Applications must be submitted via the Dubbo Regional Council SmartyGrants webpage.

Applications must meet the eligibility requirements and no late applications will be accepted. Hard copy applications are not accepted.

Documents may be uploaded to the application as required. Please include:

- Current quotes to support the budget; and
- Relevant approvals, insurances and plans.

Other examples of supporting documents that may strengthen your application are:

- Location map;
- Site plan and/or photos;
- Letter(s) of support from organisations your application identifies as partners in the project / activity.

All applications will be assessed by an Assessment Panel and recommendations presented to Council for endorsement.



10. Conditions of Funding

Successful applicants are required to comply with the following terms and conditions associated with Council's financial support.

- i. Funding is GST exempt.
- ii. All recipients of funding are required to return to the Community Culture and Places Division:
 - a. An Acquittal Report within two (2) months of the completion of the project, as per the date listed on each application.
 - b. Receipts for all purchases must be included.
- iii. Funds are to be acquitted within twelve (12) months of the grant being provided. Failure to do so without written request and approval for an extension from Dubbo Regional Council may result in the donation amount being reduced or cancelled requiring the return of funds to Council.
- iv. Failure to provide an Acquittal Report will prohibit future funding opportunities.
- v. Applications include time frames and list of items identified for purchase from funding.
- vi. Funds granted can only be used for the purpose as specified in the application, unless written permission for a variation is obtained from Dubbo Regional Council.
- vii. Dubbo Regional Council must be advised in writing if there are any significant changes to the service as described in the application, or to the contact details of the recipient.
- viii. Should the service be cancelled, all funding received is to be repaid to Dubbo Regional Council.
- ix. All Dubbo Regional Council and other requisite permits, approvals, insurances etc. relating to the service must be obtained or funding may be withdrawn.
- x. Where possible, the organisation will source goods and services for the service from within the Dubbo Regional Council local government area.
- xi. Dubbo Regional Council reserves the right, as part of the assessment process, to request further information or documentation.
- xii. Dubbo Regional Council reserves the right to conduct a financial audit of the funding either during the financial year or on completion of the financial year.



- xiii. Dubbo Regional Council and its officers shall not be responsible for any liabilities incurred or entered into by the recipient organisation as a result of or arising out of that organisations responsibilities under the Funding Agreement.
- xiv. The recipient organisation shall indemnify the Council and its officers against any claim, demand, liability suit costs, expenses, action arising out of or in any way connected with the activities of the organisations or agents in consequence of the Funding Agreement except where the claim, demand, liability, costs or action are caused by Dubbo Regional Council and its officers.
- xv. Unless agreed in writing at the time of funding approval, Dubbo Regional Council has no obligations regarding ongoing funding, maintenance or renewal of assets created by the service.

11. Notification and Payment

- i. All applicants will be notified of the outcome of their application.
- ii. Successful applicants are required to adhere to any special conditions referred to in the letter of notification. Dubbo Regional Council reserves the right to withhold funding if stipulated conditions are not met.
- iii. Recipients of funding will be required to have a representative attend a civic ceremony at which novelty cheques will be presented for media and marketing purposes, or provide suitable advice to Dubbo Regional Council of inability to attend.
- iv. Applicants who do not have a current creditor account number will be required to complete and submit a Supplier Details Form prior to payment being made.
- v. Requests for variations or extensions must be submitted in writing to Dubbo Regional Council for approval.
- vi. The organisation will provide to Dubbo Regional Council an acquittal report. This report is due within two (2) months of the end of the project, as per the application.



12. Funding Matrix

COMMUNITY SERVICES FUND					
Criteria	NIL	Up to 10K	Up to 15K	Up to 20K	More than 20K
Project Idea	Not evident / unconvincing	Identify a key community need.	Identify 2 key community needs and align them with an action outlined in the Community Strategic Plan (CSP).	Identify up to 3 key community needs and align them with an action outlined in the Community Strategic Plan (CSP).	Identify up to 5 key community needs and align them with an action outlined in the Community Strategic Plan (CSP).
Sustainability	Project requires additional, continuous and/or top-up funding.		Project requires a one-off (or ad hoc) grant or demonstrates, where practical, that any ongoing or recurrent costs can be met by the applicant once funding has been expended.		
Capacity	History of incomplete projects and overdue/ outstanding acquittals.	History of project extensions.	Past projects completed as per submitted deadlines and acquittals have been completed within 6 months.	Past projects completed as per submitted deadlines and acquittals have been completed within 3 months.	All past projects and acquittals have been completed within the submitted deadlines.
			• Or organisations first time submitting an application.		
Budget	Not evident / unconvincing	Evident but basic.	Comprehensive and realistic budget.	Comprehensive and realistic budget with all co-contributions (organisation, sponsors, and other grant funding sources) listed.	Comprehensive and realistic budget with all co-contributions (organisation, sponsors, and other grant funding sources) listed and quotes that demonstrate value for money.
Increased participation in community projects /or increased sense of belonging to the community.	Not evident / unconvincing	<10 people directly in limited location.	10-20 people directly in limited location.	20-50 people directly with evidence (supporting data) of additional indirect benefits to the broader community.	>50 people directly with evidence (supporting data, documented feedback, or surveys) of additional indirect benefits to the broader community.
Extent of outcome to community (social or environmental).	Not evident / unconvincing	Identify basic short-term outcomes to the community.		Identify and justify realistic short term and long-term outcomes to the community.	Identify and justify realistic short term and long-term outcomes to the community via improved service delivery, community development and education.



REPORT: 2025 - 2029 Community Safety and Crime Prevention Plan

DIVISION: Community, Culture and Places
REPORT DATE: 26 February 2025
TRIM REFERENCE: ID25/258

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none"> Seek endorsement 	
Issue	<ul style="list-style-type: none"> Seeking endorsement of the 2025 – 2029 Community Safety and Crime Prevention Plan (CSCP Plan). Report provides information on the submissions received and amendments made following completion of the Public Exhibition. 	
Reasoning	<ul style="list-style-type: none"> At its meeting 26 November 2024, Council endorsed the public exhibition of the draft Community Safety and Crime Prevention Plan in February 2025. The public exhibition process has been completed. Eight public submissions were received, and appropriate minor amendments made to the plan. 	
Financial Implications	Budget Area	Multiple sections of Council
	Funding Source	Internal Budget and seek external grant assistance
	Proposed Cost	The CSCP Plan includes a range of actions that will be undertaken as business-as-usual activities. However, this work will highlight further recommendations to Council that will require financial considerations.
	Ongoing Costs	As above
Policy Implications	Policy Title	Nil
	Impact on Policy	Nil
Consultation	Community Engagement	Public Exhibition from 3 February 2025 till 3 March 2025. Extensive consultation during the development of the plan as explained the previous 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 a number of 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:	5.3.1 The social service issues and requirements of our community are identified and met
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

1. That the submissions received during the public exhibition, as well as the contributions made by the community during the community engagement phase be acknowledged.
2. That Council endorse the 2025 – 2029 Community Safety and Crime Prevention Plan as provided in Appendix 1.
3. That it be noted that the CEO will be required to review the Community Services Branch level for service delivery to allow sufficient resources to implement the CSCP Plan.

Craig Arms
Director Community, Culture and Places

CW
Manager Community
Services

BACKGROUND

Previous Resolutions of Council

<p>CCL23/125 25 May 2023</p>	<p><i>That Council, through its Social Justice and Youth Committees, work with government agencies, non-government organisations and other stakeholders, to develop a Community Safety Strategy and associated Action Plan.</i></p> <p><i>The foreshadowed motion on being put to the meeting became the motion.</i></p>
<p>CCC24/13 7 March 2024</p>	<ol style="list-style-type: none"> 1. <i>That the progress report provided by Director Community, Culture and Places be noted.</i> 2. <i>That it be noted that the Community Safety Plan will encompass 'Crime Prevention Priorities' and associated action plans.</i> 3. <i>That the Chief Executive Officer develop a 'Youth Strategy' in collaboration with the Youth Council and other key stakeholders.</i>
<p>CCL24/311 26 November 2024</p>	<ol style="list-style-type: none"> 1. That Council endorse the draft 2025–2029 Community Safety and Crime Prevention Plan, for the purpose of public exhibition, commencing in February 2025. 2. That Council provide a report detailing the results of the public exhibition period to the March 2025 Ordinary Meeting of Council. 3. That Council establish a Community Safety and Crime Prevention Reference Group, in line with the recommendations of ID24/2064 Community Engagement Groups 2024 - 2028.

REPORT

Draft Community Safety and Crime Prevention Plan

Over the course of the previous 18-months, substantial work has been completed by staff to consult with the local community to identify issues affecting their lived experience and/or perceived attitude toward community safety and crime prevention in our local community.

That work provided the foundation for the draft Community Safety and Crime Prevention Plan (CSCP Plan) which was endorsed by Council in November 2024 for public exhibition in February 2024.

Key elements of the plan include:

Identified locations of safety concern

The community identified 217 locations of safety concern via a virtual 'pin-drop' exercise during the community engagement phase. Of these, 201 are in Dubbo, the majority of which are located at nine locations along and around Macquarie Street.

Focus Areas

There are three distinct focus areas identified in the CSCP Plan with supporting objectives, actions, and outcomes.

Focus Area 1: Creating safe public spaces and places

Focus Area 2: Building partnerships and participation

Focus Area 3: Community education and awareness

The role of Council

An important part of the engagement and consultation activities was communicating the jurisdiction of a Local Government entity (Council) in addressing matters of community safety and crime. In better understanding the needs of our community, Council can affect positive outcomes for community safety and crime prevention through the following roles:

Council Role	Description
Provider	Deliver the services and programs to meet the needs of the community.
Leader	Act as leaders and identify key community issues that stakeholders should respond to.
Collaborator	Support and work in partnership with stakeholders to deliver benefits to the community.
Advocator	We ensure major priorities for the community are known and promoted to other decision-making organisations.

Action Plan

There are 28 prioritised actions identified across the three Focus Areas. The role of Council is defined for each and requires an 'all-of-Council' approach to implement (One Team).

Community Safety and Crime Prevention Reference Group

The intent of this group is to share information, coordinate activities, support initiatives and to an extent, hold each organisation accountable for commitments made within their sphere of influence.

Preparations have been made for the establishment of this group. Final work will take place with the endorsement of the CSCP Plan.

Develop a Youth Action Plan

The development of the Youth Action Plan is following a similar path to that of the CSCP Plan. The two are separate documents but are intertwined in many respects. The draft plan is advanced and will be brought before Council soon.

Public Exhibition

The draft 2025 -2029 CSCP Plan was placed on public exhibition under Council’s ‘YourSay’ page from the 3 February 2025 until the 3 March 2025.

The draft 2025-2029 CSCP Plan was able to be viewed in person at Customer Experience Centres in Dubbo and Wellington, as well as the Macquarie Regional Library in Dubbo and Wellington. The link to the YourSay page was also shared with each of the previous Community Safety and Crime Prevention Reference Group members, Local Government networks and Interagency stakeholders.

Explanation of the community engagement response can be viewed as an attachment to this report (Appendix 2)

To be noted is the large amount of plan downloads (384). This is a very high number, indeed the highest download number for all of 2024. This perhaps gives an indication of community interest. There were eight public submissions received during the 28-day exhibition window.

Submissions Received

The below table seeks to concisely explain the theme of the submissions, give insight into the point being made and provide Council’s response.

Theme(s)	Concern	Council Response
Policy and Legislation	Suggest a Smoke Free Environment Policy in the CBD area	This was considered by the project team early on. The principle suggests that if smoking was excluded from a defined CBD zone, then litter, overall cleanliness would improve and perhaps influence the behaviour of some cohorts of individuals. Commitments to enforcing the restriction would need to be clear as well as defining community support. The CSCP Plan has included as a new action, the preparation of a feasibility report outlining the pros and cons of such an initiative as well as discuss the experiences from other Councils that have acted in this space.
Feelings of safety in the	Several recurring issues: homelessness, substance	These concerns appear through the community engagement phase of the CSCP

Dubbo CBD	abuse, verbal abuse, people asking for money, concern for older people, being assaulted, mental illness, harassment, reduced feelings of safety at night, feelings that crime is increasing.	Plan development. They are not limited to Dubbo nor our LGA but do provide for sobering reading. The 28 actions from the plan seek to contribute to responding to these concerns.
Enforcement	More police	This is a recurring sentiment, especially from the face-to-face 'pop-ups' organised in Wellington and Dubbo during 2024. The police are generally well regarded but there is a persistent request for more police and more rapid response to calls. This is beyond the direct influence of Council, but the Reference Group gives an opportunity to raise these concerns.
Judicial Process	Judicial decisions are perceived as too lenient.	This also was a recurring sentiment during the street 'pop-ups'. The perception from the community is that the judicial decisions are too lenient and not a sufficient deterrent to anti-social and crime related behaviour. This is beyond the direct influence of Council, but the Reference Group gives an opportunity to raise these concerns.
Physical Deterrents	Improved street lighting and more CCTV cameras.	Both are key outcomes from the community engagement. There is a consistent perception that street lighting in the CBD especially, needs to be improved and that more CCTV cameras are deterrents of antisocial behaviour. The effective application of both is expensive and complicated. Reviews into the current provision of both are included in the CSCP Plan Action list.
Complex Issues	Safety and crime behaviour needs to be addressed at the root cause.	This point goes to a key theme of the CSCP Plan in that Council is not the sole body responsible for community safety and crime prevention. Indeed, it is a societal wide issue and requires that all parts of our society need to actively contribute to.

Additional external responses received via other communication avenues:

Whilst conducting work for DRC late 2024 a Safe Cities Planning and Design Consultant was asked to review the CSCP Plan and provide comment. The feedback was complimentary and constructive. The recommendations (Appendix 3) have been reviewed with appropriate minor changes made to the plan. An extract from the feedback is provided below:

“As the author of several Community Safety and Crime Prevention Plans and Strategies in more than twenty years working in local government and as a consultant in Safer Towns and Cities, DRC is to be commended on its current Community Safety and Crime Prevention Plan (CSCPP) 2025-2029. The role of local government in community safety and crime prevention is not always readily understood partly because much of the work is intangible with a focus on building and strengthening positive relationships, providing attractive and inviting public spaces which contribute to positive perceptions of safety relating to the “look” and the “feel” and developing trust and social cohesion all of which lie at the heart of safer places.”

“The plan is concise, succinct and easy to read. It contains little jargon and is readily understood while the structure of the document clearly articulates the context for the plan in terms of Council’s broader integrated planning initiatives including its relationship to the overarching framework in the Towards 2040 Community Strategic Plan. It distinctly defines what is meant by community safety and crime prevention, provides guiding principles and data from BOCSAR, outlines the respective roles of Council and the community making clear to the reader what the plan sets out to achieve, by who, how, when, why and at what cost. This is well presented and concise and provides useful information about the various roles Council and the community play in creating safer communities.”

A response from Local Government Community Safety and CCTV Specialist:

“I just read the ‘Plan’, and it looks awesome from the content to the design, well done!”

Council’s Executive Leadership Team met on 18 February 2025 requesting:

“That an action to develop a Dubbo CBD Strategy be included in the Community Safety and Crime Prevention Plan”.

The attached draft 2025-2029 CSCP Plan (Appendix 1) has been amended with consideration to all the submissions (Appendix 4).

Resourcing Implications

A 2024/2025 budget allocation of \$10,000 has funded community engagement, consultation activities and graphic design work to develop the draft CSCP Plan.

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 the preparation of 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.

Community Services realignment

The CSCP Plan represents a significant body of work to implement. The fulfilment of the 28 actions will require contributions from staff from across the organisation and external to it. However, the project management centre of the plan's implementation resides with the Community Services Branch of the Community, Culture and Places Directorate. This added workload cannot be absorbed without adjustments to current service levels.

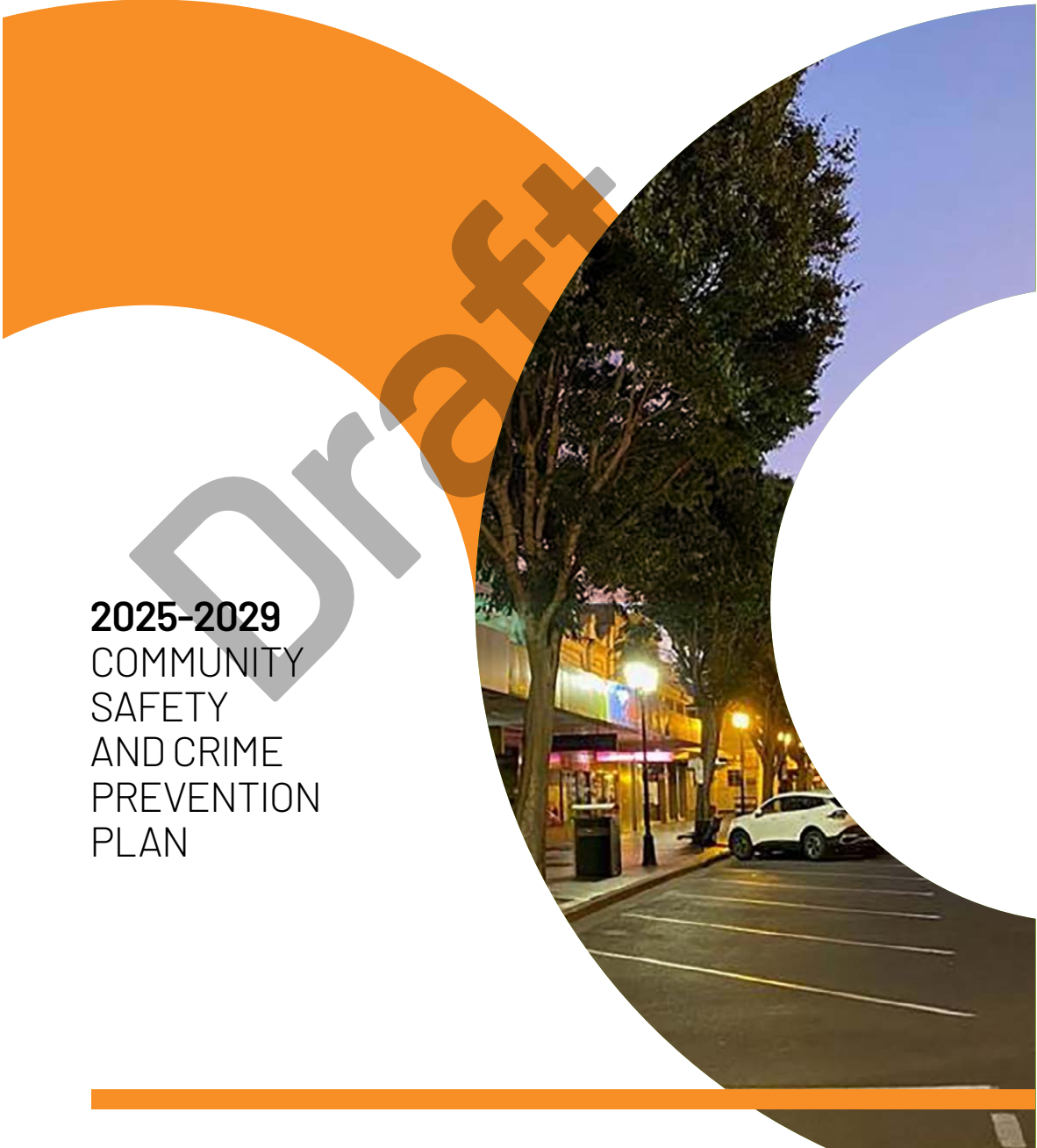
Without the provision of additional staff resources, this will require the adjustment of time and financial allocation within the Community Services Team which will alter existing service levels to the existing portfolio.

Timeframe

Key Date	Explanation
March 2025	Report to the Ordinary Council Meeting detailing the results of the public exhibition period and seeking adoption of the draft Plan.
Post-adoption	Implementation of the plan to commence.
August 2026	Report on the progress of the plan provided to Council including review of the action plan.

APPENDICES:

- 1 [2025-2029 CSCP Plan_March_Updated 3](#)
- 2 [Project - YourSay - Community Safety Crime Prevention Plan - Public Exhibition](#)
- 3 [Safe Cities and Design Consultant - Draft 2025-2029 CSCP Plan](#)
- 4 [Formal Submissions - Draft 2025-2029 CSCP Plan](#)



2025-2029
COMMUNITY
SAFETY
AND CRIME
PREVENTION
PLAN

How the Community Safety and Crime Prevention Plan connects with our other strategic plans

The 2025-2029 Community Safety and Crime Prevention 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 Community Safety and Crime Prevention 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, in delivering improved community safety and crime prevention outcomes.

Strategic context

Towards Community Strategic Plan: Theme 5 Liveability

Goal	We are a diverse, vibrant, safe and healthy region that includes a variety of public spaces and amenities
Objectives	5.1 The health and safety of the community is improved
Strategies	5.1.3 There is an appropriate level of policing in our region
Actions	5.0.3.1 Implement the adopted Community Safety and Crime Prevention Plan

For more information on Council's plans visit:
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 Community Safety and Crime Prevention 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.

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Our vision

To create a liveable, well-planned, safe region that is welcoming and where people can engage with others to live, work and socialise.

We want to grow opportunities for people in our region to feel safe as they use and enjoy public spaces.



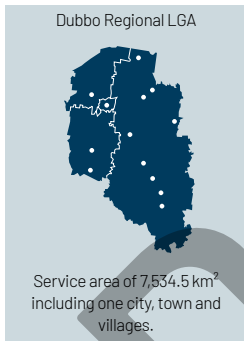
Our commitment

- Advancing the wellbeing and prosperity of the community.
- Working with our community, service providers, organisations, and local business to contribute to the building of a safe and resilient community with reduced attraction for crime.
- Enhancing community health and safety is at the forefront of our efforts.
- Community lifestyle and social needs are supported.
- Considering the unique characteristics of the community, responding to feedback, and collecting information from various sources to provide a clear direction for actions needed to enhance community safety.

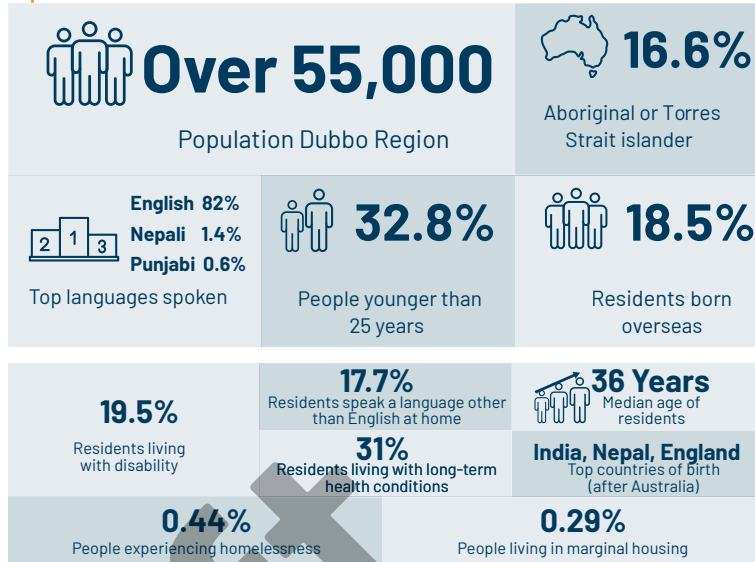
The Dubbo Region's profile

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.

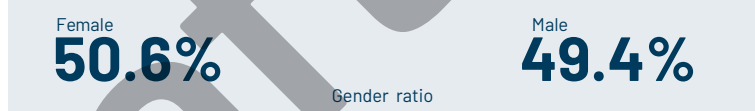
Our region is growing and becoming more culturally diverse. Our youth (0 - 25 years) make up 32.3% of our community and brings with them their energy and the potential for future economic growth and a stronger, more resilient community. The richness of our community is further strengthened by 17.7% of residents older than 65 years who can contribute their valuable knowledge and experience.



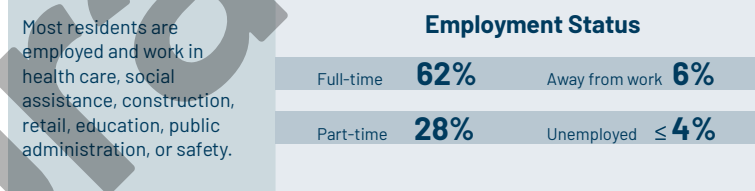
Population



Gender Ratio



Employment



Our challenges and opportunities

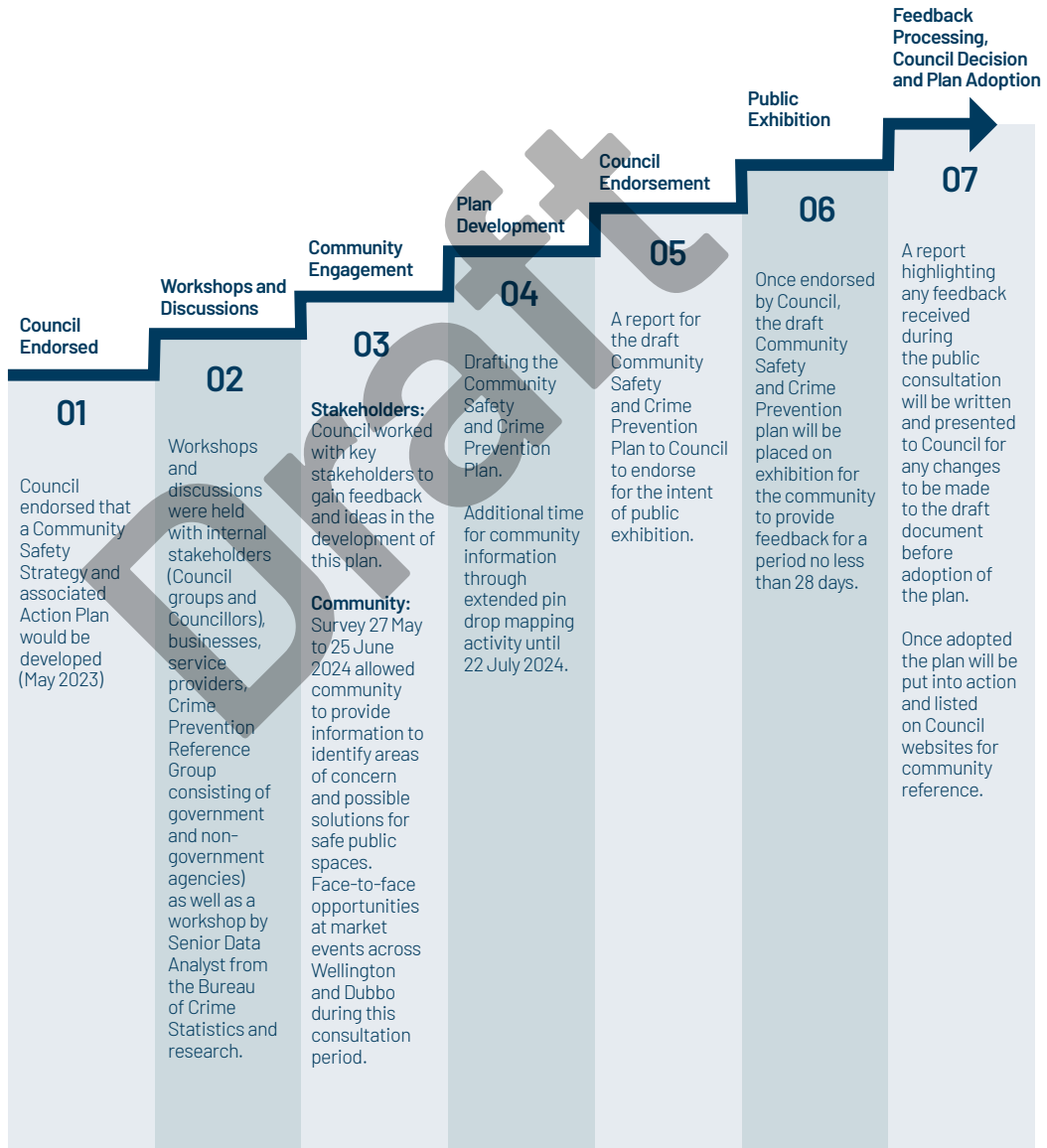
When people feel more comfortable while they are out and about in public places, they tend to engage in activities and behaviours that support their wellbeing through increased connection with other people. There is a need though for better coordination and collaboration between service providers, government, and non-government agencies to enhance community safety to reduce attraction for crime potential.

Public places that feel safe encourage people to go there more often and stay there longer to participate in joyful activities which benefit their social, physical, and mental health, which enhance greater community cohesion. The Dubbo Region is a thriving and dynamic region. As a growing regional Local Government Area, the Dubbo Region includes a diverse population which has access to health, social, law and justice services, public recreational parks and sporting places.

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 crime profile, we analysed regional crime statistics via the NSW Bureau of Crime Statistics and Research (BOCSAR), as well as consulted government law enforcement and justice agencies.

Workshops were held with internal stakeholders (Council staff and Councillors), as well as with external stakeholders (e.g., businesses) to gain insights into what a desirable community looks like in terms of community safety and crime prevention. This was followed by public community consultation through the Community Insights and Input Survey, as well as the Community Safety and Crime Prevention Community Engagement surveys conducted 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.



What is community safety?

Safe communities can be described as places where people can live without fear and enjoy positive health and wellbeing influences on their daily lives. Community safety relies on social connection supported by efforts from all community members and key external stakeholders.

Community safety is complex and includes issues that extend beyond crime and the perception of crime. The policing of criminal activity has its place in enhancing community safety, but other factors such as housing, public transport, employment, health and social services, and well-maintained public amenities must be taken into account.

Community safety is achievable through shared responsibility and collaboration to provide meaningful solutions to create safe environments where people can live, work, play, and go about their daily lives without actual or perceived threats to their safety.

Several agencies play a role in preserving community safety, such as the NSW Police for the prevention, detection, and investigation of crime, as well as NSW Communities and Justice, NSW Health, NSW Education and Social Housing providers, all who deliver services that impact the health, wellbeing, and safety of the community.

Creating a sense of cohesive community is further strengthened by the actions and activities of local government and non-government organisations, such as Council, businesses, sporting clubs, community groups, and community members.

What is crime prevention?

Crime prevention can be described as those activities by an individual or group, public or private, that attempt to eliminate crime before it occurs or before any additional criminal activity results.

Crime prevention requires well-planned interventions that promote community safety and contribute to the sustainable development of vibrant communities.

Crime prevention can reduce the long-term costs for the criminal justice system as well as the economic and social costs of crime. It can achieve a significant return on investment in terms of savings in justice, welfare, health care, and the protection of social and human capital.

Furthermore, a safe and secure society provides an important foundation for the delivery of community directed services, is a prerequisite for sound economic growth through continuing business investment and to facilitate community well-being and cohesion.

What is a community safety and crime prevention plan?

A community safety and crime prevention plan is a guide that is developed in response to the unique characteristics and needs of its community. Actions from the plan will seek to enhance community safety and reduce the opportunity for criminal activity. A community safety and crime prevention plan considers the perceptions of the community, environmental design principles, and reported crime statistics to develop actions that have the capacity to initiate and affect positive outcomes for the community and every individual within it.

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 Community Safety and Crime Prevention Plan:



A whole-of-community approach

Community safety is everyone’s business, and no single level of government, community service provider, or individual can be held responsible for, nor be capable of achieving overall positive outcomes to reduce the drivers and root causes of crime in regional and rural NSW. Building a cohesive community that is safe and where community members relate to each other relies on the active participation of multiple stakeholders with diverse insights and strengths.

Positive community safety and crime prevention outcomes require coordination and collaboration between service providers, funding, and legislative agencies during the designing, implementation and delivery of programs and services, as well as diligent accountability by service providers for their respective program delivery outcomes.

<p>The role of Council Local Government is well placed to lead community crime prevention initiatives and address issues that affect local amenity and quality of life.</p>	<p>The role of the community The actions of community members can affect positive change to address local safety and crime issues. Everyone’s contributions include:</p>
<p>Provider <i>Deliver services and programs to meet the needs of the community where Council has a direct influence.</i></p>	<p>Know your neighbours <i>Neighbours can be each other’s security allies. They can keep an eye on property and report suspicious behaviour.</i></p>
<p>Leader <i>Act as leader and identify key community safety issues that stakeholders should respond to.</i></p>	<p>Know your community <i>Watching out for, support or assist vulnerable members in the community when needed.</i></p>
<p>Collaborator <i>Support and work in partnership with stakeholders to deliver benefits to the community that improve the sense of wellbeing in the Dubbo Region.</i></p>	<p>Know when to report <i>If you witness a crime or suspicious activity, take the time to report it to the appropriate authority.</i></p>
<p>Advocator <i>Ensure major priorities from the community are known and promoted to other decision-making bodies, including Federal Government, State Government, local agencies, and organisations.</i></p>	<p>Get informed <i>There are many online resources available to help you improve your safety, security and to prevent injury. Be on the look-out for workshops in your area.</i></p>
	<p>Use your voice <i>Report any public maintenance issues such as lighting faults and graffiti. The look and feel of an area can impact perceptions of safety.</i></p>

Visit DRC&ME to report lighting faults and graffiti: eservice.dubbo.nsw.gov.au



or scan the QR code

What Dubbo crime data tell us

While the Dubbo Region is generally a safe place, like all Council areas, some level of criminal activity is experienced. Understanding the crime profile for our region allows Dubbo Regional Council (Council) and our partners to evaluate the types of crime and the associated patterns of crime activity to better differentiate between actual crime and community perceptions. The NSW Bureau of Crime Statistics and Research (BOCSAR) provides quarterly reports on insights into crime trends, issues, and concerns. These crime statistics provide information on crime activity that had occurred, and which had been reported to authorities. It does not provide the full picture of the underlying causes and triggers that have led to reported crime, nor does it provide information on future crime activity.

In developing this plan Council referred to BOCSAR reports available at the time and sought deeper insights into the Dubbo Region's crime profile through a workshop presented by a Senior Analyst from BOCSAR. Future BOCSAR reports will be consulted to ensure that the Community Safety and Crime Prevention Plan remains current.

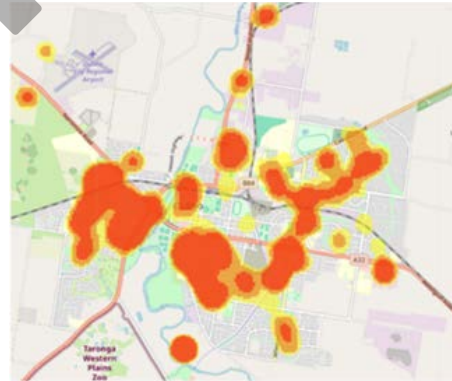
The top five types of offences for the Dubbo Local Government Area reported by the Bureau of Crime Statistics and Research (BOCSAR) are:

1. Motor vehicle theft
2. Break and enter non-dwelling
3. Non-domestic related assault
4. Malicious damage to property
5. Disorderly conduct

Examples of BOCSAR maps that relate to Dubbo



This map indicates areas where a higher incidence of non-domestic assault has been reported (January 2023 to December 2023) and corresponds with information received through community feedback in terms of locations where anti-social behaviour is a concern.



This map indicates areas where incidents of motor vehicle thefts have been reported (January 2023 - December 2023)

BOCSAR reports are available to anyone who is interested via the BOCSAR website following this link: www.bocsar.nsw.gov.au

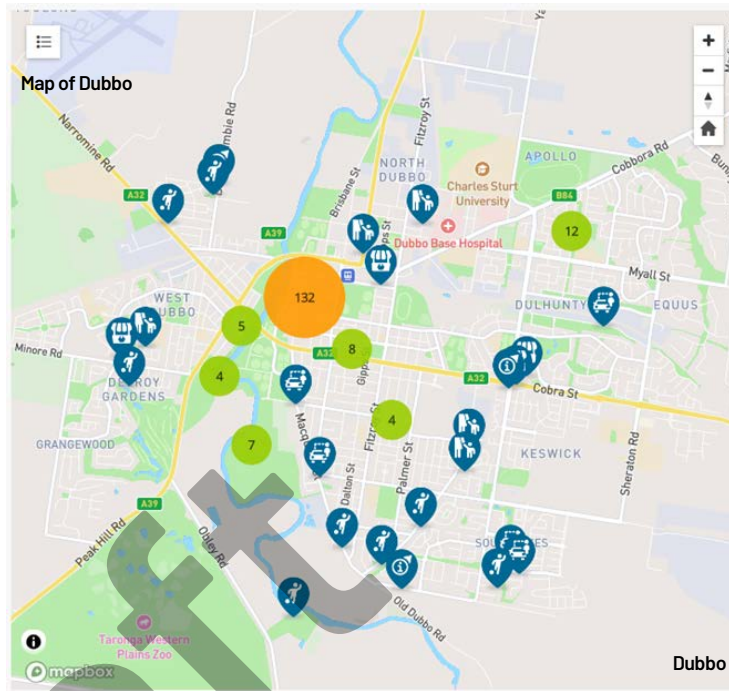


or scan the QR code

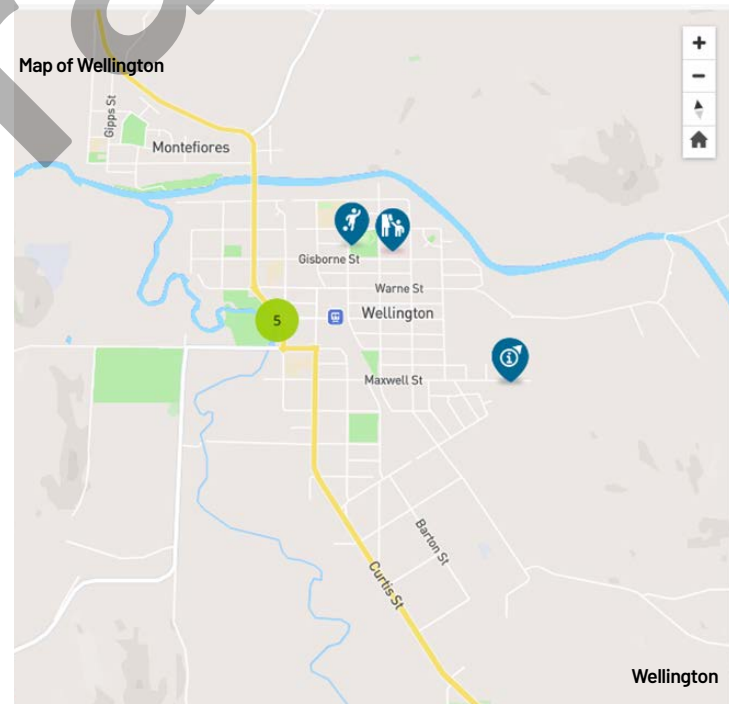
What our community told us

In 2024, Council gained valuable insights from the community through various engagement activities, including the Community Insights and Input surveys and the Community Safety and Crime Prevention consultations. These activities helped shape the focus areas for this plan.

Our community told Council that key public issues, such as community safety, crime prevention, homelessness, and the need for increased police presence were the top priorities for the future. Through this plan, we acknowledge the need to enhance perceptions of our Local Government Area as a safe place to live, work, and play, as well as to foster a sense of harmony, cohesion, and inclusivity across our community.



Most safety concerns were identified in the Dubbo CBD, especially Macquarie Street.



Safety concerns were identified in the vicinity of Cameron Park.

Key to maps:

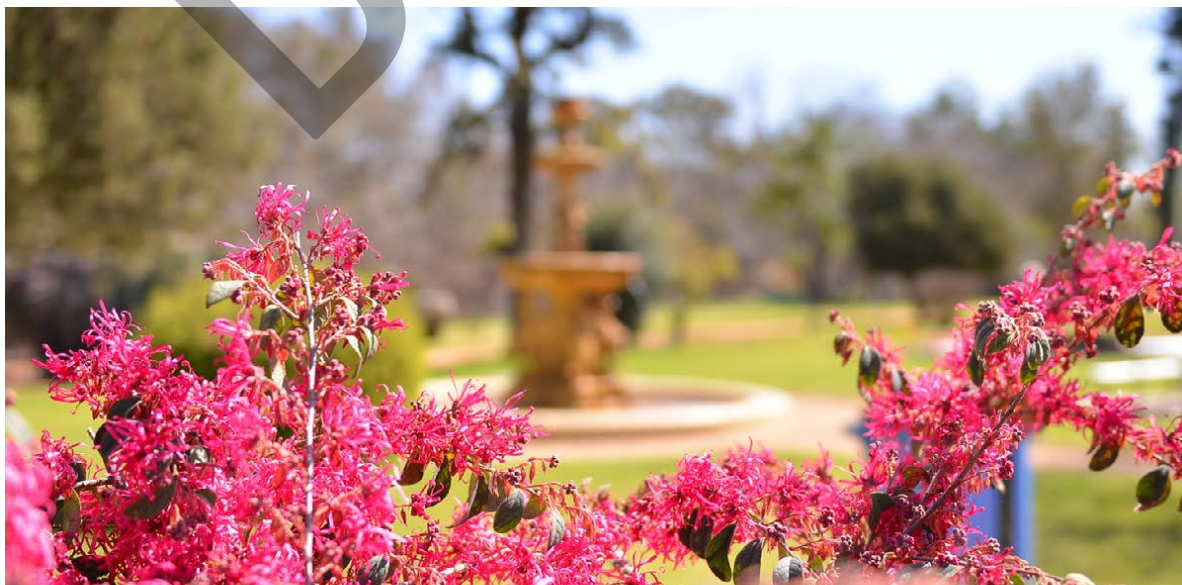
Orange and green dots indicate areas where high numbers of pin drops made by community members resulted in clusters. Blue icons indicate individual pin drops made by community members.

What our community told us (continued)

Community members participating in the Community Safety and Crime Prevention survey’s pin drop mapping activity identified a total of 217 locations in the Local Government Area. The majority of the locations were identified in Dubbo (201), primarily within the Central Business District. In Wellington nine locations were identified and the remaining across our Villages (refer to mapping images).

The community responses to the pin drop mapping activity indicated that they viewed Closed Circuit Television (CCTV) and lighting interventions as deterrents in addressing their concerns about their safety, especially after dark. Perceiving public spaces as well-maintained would improve visibility, make places more accessible and more attractive locations to visit and enjoy. Concerns about anti-social behaviour and feelings of vulnerability as female residents were also highlighted by pin drop respondents. Additional vision statements by community members informed Council about the perceptions and thoughts of the community regarding community safety and crime prevention.

	<p>Safety concerns from areas identified on the pin drop map activity included:</p> <ul style="list-style-type: none"> • Anti-social behaviour • After dark feels unsafe • Feeling vulnerable as a female resident
	<p>The concerns prevent me from:</p> <ul style="list-style-type: none"> • Parking my car • Shopping • Walking/running or exercise
	<p>Interventions identified to improve these concerns included:</p> <ul style="list-style-type: none"> • CCTV • Lighting • Maintenance and upkeep



Community said "I want..."

- “ To feel safe as a female in the community ”
- “ A sense of trust and support among neighbours ”
- “ To shop, live and enjoy leisure without fear of anti-social behaviour ”
- “ To be able to walk freely and safely in any area without fear ”
- “ To feel safe to walk down the main street ”
- “ To exercise at night with the benefit of well-lit exercise areas ”
- “ To know I can park my car safely on a street ”
- “ To access public spaces and feeling safe outside my home after dark ”
- “ To be proud to welcome tourists to my region ”
- “ To walk during the day and early evening/ morning with confidence for my safety ”
- “ I am an older person. I should be able to go to Macquarie Street without the fear of being knocked over ”
- “ To feel safe in our homes, in our streets, while shopping and accessing local facilities ”
- “ A safe community where all socio-economic, ethnic, disabled and gender groups face minimal risk to their person, family, and property ”
- “ A safe community where everyone feels secure, respected and protected ”
- “ A safe and connected community that is like a woven tapestry - individual threads coming together to create something beautiful ”
- “ To be able to go for a walk around my neighbourhood without feeling unsafe ”



Community said "We need..."

“ CCTV in a variety of places ”

“ Perpetrators of repeated violent offences not to be granted bail ”

“ A youth drop-in facility with mentors, counsellors, sports, activities and links to services, a place to be ”

“ Public spaces that are accessible and well cared for ”

“ A safe community requires engagement of citizens, Council and police to work collaboratively ”

“ Brighter street lighting ”

“ Town CBDs that are bright and clean ”

“ Local criminal justice system, local government, regional health services and for at-risk groups to work together ”

“ More police presence and patrols at night 2-6am ”

“ A larger police presence in the CBD and carparks at nighttime ”

“ Transport, especially after dark ”

“ Camps to be removed from river- I don't like walking down there anymore by myself ”

“ Public spaces that are well lit ”

“ A place for troubled youth to go to feel safe ”

“ More streetlights so I can run on a well-lit street early in the morning ”

“ Youth to be held accountable for vandalism ”

“ A bigger police presence ”

“ Playgrounds that are free of needles and broken glass ”

Community expects the Plan to...

“ Be monitored and visible against safety measures ”

“ Have clear action descriptions ”

“ Update community on action implementation via the webpage ”

“ Enhance safety across public spaces and infrastructure through considered planning and maintenance with community safety front of mind ”

“ Assist groups and stakeholders that deliver projects into the community ”

“ Advocate on behalf of vulnerable people and collaborate with service providers to assist in finding solutions ”

“ Be a cornerstone to other plans policies and strategies ”


Community expects Council staff to...

Implement and lead actions that will address reported community concerns and which will lead to positive outcomes for their perceptions of safety in public spaces and places.

Focus areas


It was through 12 months of holistic community and stakeholder consultation, that a diverse range of information was collected which set the direction of the Plan, with three distinct focus areas.

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



Focus Area 1:
Creating safe public spaces and places

- Reduce opportunities for crime and antisocial behaviour through urban and environmental design and placemaking in public spaces
- Investigate opportunities to improve crime deterrents



Focus Area 2:
Building partnerships and participation

- Increase safety awareness and participation with vulnerable people
- Maintain and strengthen relationships with key stakeholders, state agencies and authorities
- Facilitate and coordinate networks to support strategic action for the region



Focus Area 3:
Community education and awareness

- Encourage neighbourhood and community connectivity
- Encourage community engagement and capacity through information sharing



Activating the plan

As a local government body, Council commits to playing a leadership role within the community it represents and can therefore advocate and collaborate to influence service providers and agencies active in the region.

Council can also ensure that the care of its public spaces follows a well-considered design and implementation program to promote community safety and to reduce the opportunity for criminal activity to occur.

Council's active roles as a **Provider, Leader, Collaborator** and **Advocate** are applied through various pathways that will ensure positive outcomes for community safety and crime prevention.

As a **Provider** and **Leader** Council has direct influence over urban planning and maintenance, provision and management of infrastructure and well-designed open public spaces. Carefully designed and well cared for streets and public spaces contribute to a sense of wellbeing and safety for people using them, facilitate opportunities for social connection between people and reduce the likelihood of crime occurring.

Council can enhance actual and perceived safety through:

- Applying situational crime prevention strategies when developing and managing public spaces.
- Ensuring compliance with legislation is adhered to in areas such as planning, traffic management, and responsible ownership of animals.
- Installing and maintaining effective lighting and CCTV networks, well designed and maintained parks, roads, and footpaths, and appropriate management of waste and graffiti.
- Contributing to positive community safety and health outcomes by establishing alcohol and smoke free zones.
- Sensitive and thoughtful open space infrastructure placement and provision that reflects community needs and best practice principles.

As a **Collaborator**, Council can:

- Support and partner with key stakeholders to deliver positive benefits for community safety and crime prevention in the region to promote growth and prosperity of the community it represents.
- Collaborate with local Police to create and disseminate awareness information on crime prevention and community safety.
- Increase community awareness of services available to them with the goal of providing better support, connections and outcomes for people experiencing vulnerable circumstances.
- Maintain and promote effective communication between Council and community members via established Council communication channels such as Customer Experience contact, YourSay, DRC&ME, Council's website, and social media channels.

As an **Advocate**, Council can ensure that major priority community concerns are known and communicated to the relevant bodies, such as the judicial system, NSW State Government, and Australian Federal Government.

Actions table

Focus Area 1: Creating safe public spaces and places

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 Develop a management framework for the Dubbo CBD and Wellington Town Centre identifying current locational boundaries, key asset ownership and responsibilities.	SPE	Leader	●			
1.2 Undertake a street furniture audit of the Dubbo CBD and Wellington Town Centre. Review the audit findings, in consultation with asset owners and service providers, to develop recommendations that reduce opportunities for anti-social behaviours and pedestrian harassment. The review will consider alignment with other Council Plans such as the Disability and Inclusion Action Plan and Economic Development Action Plan.	CCP	Provider	●			
1.3 Undertake a survey of the current lighting operations of the open space network and key identified areas, which provides a high-level summary of the lighting status, regime and identified planned/future works/scheduled maintenance.	CCP	Provider	●			
1.4 Undertake a survey of the current lighting levels in the Dubbo CBD and identified areas* of safety concern, which provides a high-level summary of the lighting status, ownership and identified planned/future works/scheduled maintenance.	IN	Provider		●		
1.5 Assess Council public amenities against safety by design standards and best practice principles with the finalised report to identify improvement areas, estimated costs and prioritised recommendations.	CCP	Provider	●			
1.6 Assess Council managed open spaces to identify areas of improvement, estimated costs and prioritised recommendations. Transport for NSW Safer Cities Program standard and best practice principles to inform recommendations.	CCP	Provider		●		
1.7 Actions and objectives of the Cultural Plan 2025 are considered alongside Council's other plans to ensure that activation of public spaces in the Dubbo CBD and Wellington Town Centre are strategically aligned.	CCP	Leader		●	●	●
1.8 Undertake a feasibility study for the provision of public phone charging stations in suitable public spaces and locations.	CCP	Provider		●		
1.9 Undertake a review of the CCTV Management Policy and develop a strategic program which considers future use of the CCTV network in line with other plans and strategies.	CCP	Provider	●		●	
1.10 Identify and map Council owned and managed car parks in Dubbo and Wellington, by undertaking a safety audit. The finalised report must provide recommendations to address matters identified in the safety audit.	CCP	Provider	●			

Action	Responsible Division	Role of Council	2025/2026	2026/2027	2027/2028	2028/2029
1.11 Conduct a survey of current signage in Dubbo CBD and Wellington Town Centre to inform Council's approach to wayfinding and to ensure consistent messaging.	CCP	Provider			●	
1.12 Develop and roll-out Child Safe Standard Policy and Child Safe Standard Code of Conduct eLearning for all Council employees, which includes a refresher program.	CCP	Leader	●	●	●	●
1.13 Develop a protocol for responding to homelessness and antisocial behaviour in spaces and places that are owned by Council.	CCP	Leader		●		
1.14 Develop a Graffiti Response Management Policy.	CCP	Leader			●	
1.15 As part of ongoing monitoring and evaluation of the Plan: individual geographic points of safety concern from the 'drop-pin' exercise are surveyed annually to report on the action/s taken to address safety concerns. (*Identified areas)	CCP	Leader		●	●	
1.16 Develop a Dubbo CBD Strategy with the intent to give direction to Council planning and amenity provision.	CCP	Provider			●	
1.17 Investigate the feasibility of designating Dubbo CBD and Wellington Town Centres as 'smoke free zones'.	CCP	Leader			●	

Focus Area 2: Building partnerships and participation

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 Establish a Community Safety and Crime Prevention Reference Group, including a charter and appropriate reporting mechanisms.	CCP	Leader	●			
2.2 Develop a resource document for business owners in relation to community safety and crime prevention which identifies the role of Council and channels to share insights.	SPE	Leader	●			
2.3 Develop and implement a Youth Action Plan.	CCP	Leader	●			
2.4 Investigate opportunities to improve perceptions of public safety in shopping centres and business venues through collaboration with key stakeholders.	SPE	Advocate	●			
2.5 Work with Transport for NSW and local Taxi service providers to identify and investigate feasibility and suitability of community safety matters in the Dubbo CBD specifically after-hours popular collection points.	CCP	Collaborator			●	

Action	Responsible Division	Role of Council	2025/2026	2026/2027	2027/2028	2028/2029
2.6 Undertake targeted user group consultation to inform the development of a Nocturnal Exercise Strategy. The strategy should respond to community needs and consider sustainable networks of illuminated routes/locations for nocturnal exercise.	CCP	Leader	●			
2.7 Public spaces and places are designed with the application of Transport for NSW Safer Cities Program, which has a focus on helping improve perceptions of safety by women, girls and gender diverse people.	CCP	Leader	●	●	●	●
2.8 Targeted communications are undertaken with property owners of vacant places that are known to accommodate and attract homeless and/or antisocial behaviours, and to advocate for appropriate actions to minimise undesired use.	CCP	Collaborator	●		●	



Focus Area 3: Community education and awareness

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 Develop and implement a program of 'evergreen messaging' regarding community safety matters that are relevant and applicable to the Local Government Area. Partner with Government and Non-government stakeholders to reinforce messages of local priority.	CCP	Collaborator	●	●	●	●
3.2 Collaborate with sharing service operators in adhering to the Public Spaces (Unattended Property) Act 2021 (and associated regulations). Primary focus on efficient collection of shopping trolleys from public streets.	SPE	Collaborator		●		
3.3 Explore feasible options to disseminate a services register to assist community members in finding local service providers.	CCP	Collaborator	●			

Measuring progress

Measuring and reporting on the action plan helps everyone understand how the region is progressing in delivering improved community safety and crime prevention outcomes. In addition to internal quarterly updates, an annual report will be developed and provided to community. These reports will track progress, inform future bodies of work and will support evidence-based decision making.

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.

The LGA is a safe place to live, work and play.	2024 37%	2022 70%	2019 78%
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Draft

Status	Version	Author	Date	Changes
Draft	1.0	Rusan Hill	March 2025	

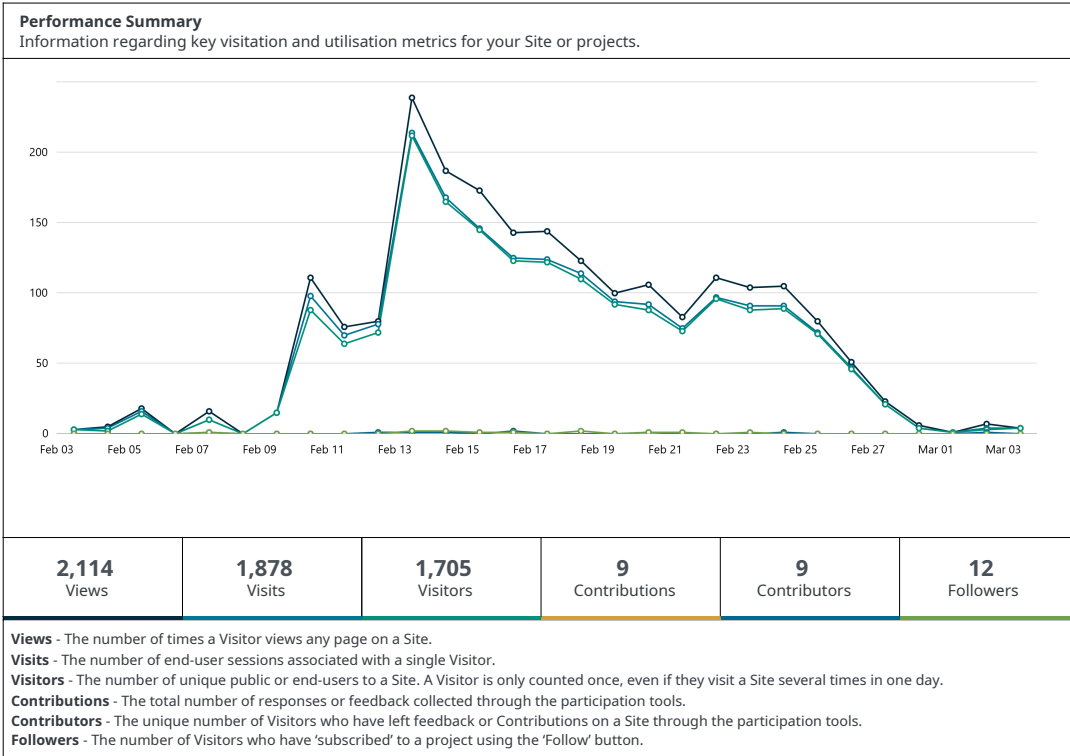
Cnr Church and Darling streets, Dubbo
Cnr Nanima Crescent and Warne Street, Wellington

Ph: (02) 6801 4000
dubbo.nsw.gov.au



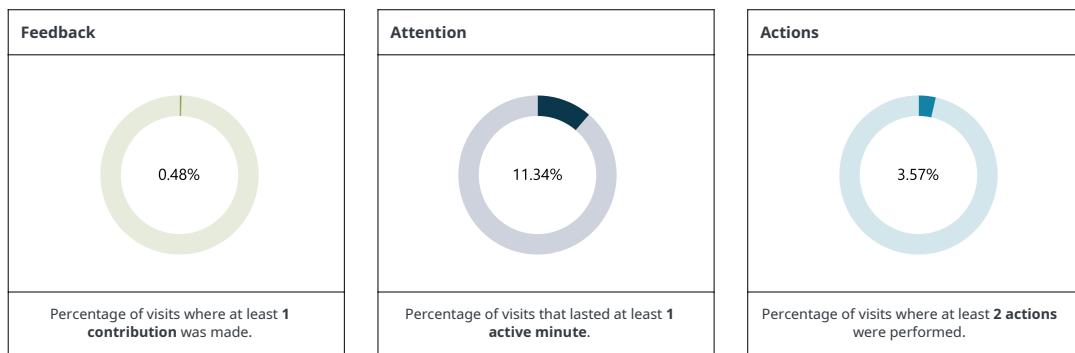
YourSay

Report Type: Project
 Project Name: Community Safety and Crime Prevention Plan
 Date Range: 03-02-2025 - 03-03-2025
 Exported: 04-03-2025 08:58:40





Conversions






Information regarding how well your engagement websites converted Visitors to perform defined key actions.



Participation

Information regarding how people have participated in your projects and activities.

Contributions by Activity			
Contributions by Activity is a breakdown of contributions across each tool			
Activity	Contributions		%
 Form	8	<div style="width: 88.89%;"></div>	88.89%
 Q&A	1	<div style="width: 11.11%;"></div>	11.11%

Top Activities			
Top Activities is the top 5 tools that received the highest contributions			
Activity	Page Name	Contributions	Contributors
 Form	Community Safety and Crime Prevention Plan	8	8
 Question and Answer	Community Safety and Crime Prevention Plan	1	1
 Social Map	Community Safety Action Plan	0	0
 Visioner Input	Your vision	0	0
 Form	Our approach	0	0

Projects

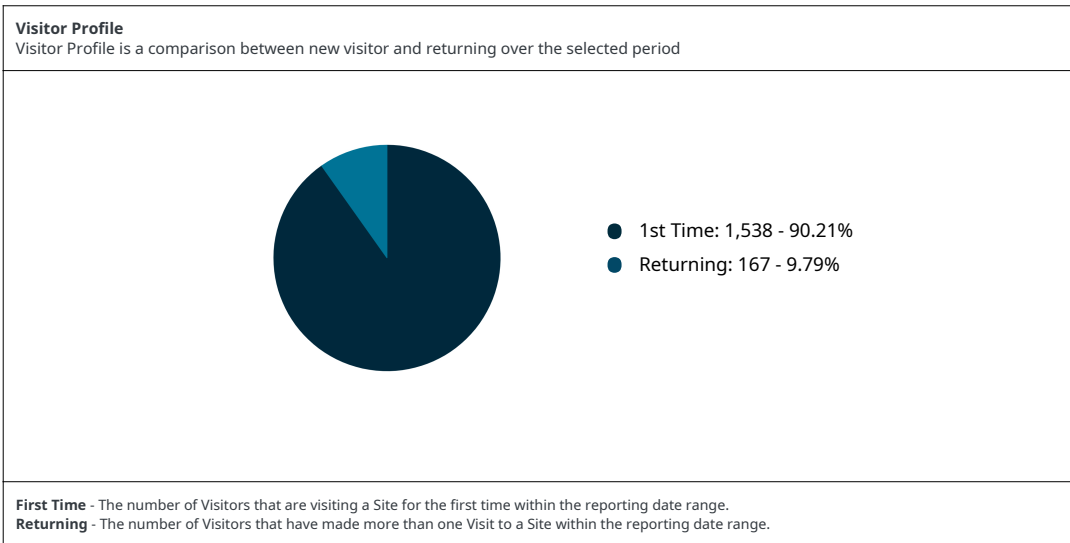
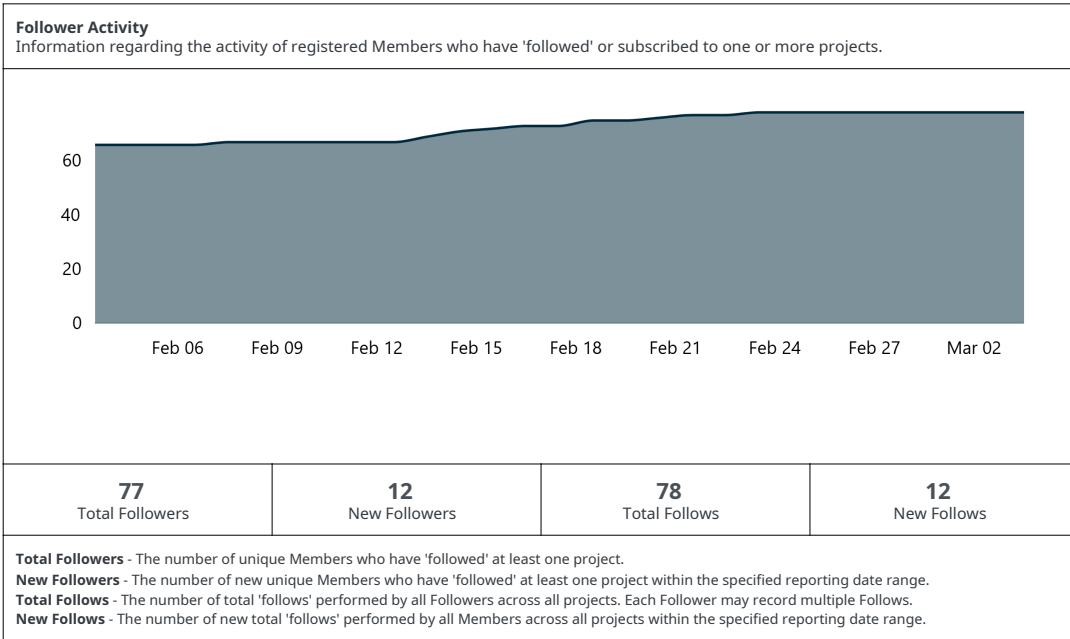
The current number of published projects on your site

Engagement Time		
0 Days	14 Hours	22 Minutes
Feb 13th 2025 Peak Visitation Date	Thursday Peak Visitation Day	

Top Visited Pages			
Summary information for the top five most visited Pages.			
Page Name	Visitation %	Visits	Visitors
Community Safety and Crime Prevention Plan	99.36%	1,866	1,697
We are active right now	2.02%	38	36
Toward Local Action	0.37%	7	7
Your vision	0.32%	6	4
Advocacy	0.27%	5	5

People

Information regarding who has participated in your projects and activities.



Acquisition

Information regarding the method by which Visitors arrived to your Site or projects.

Referral Types

Referral traffic is the segment of traffic that arrives on your website through another source, like through a link on another domain.



Direct - Visitors who have arrived at a Site by entering the exact web address or URL of the page.

Search Engine - Visitors who have arrived at a Site via a search engine. Such as Google, Yahoo, etc.


Websites - Visitors who have arrived at the Site after clicking a link located on an external website.

Social Media - Visitors who have arrived at a Site by clicking a link from a known social media site such as Facebook, X, LinkedIn, etc.

Campaigns - Visitors who have arrived through a campaign (using a UTM). See your email campaign report for more details on campaigns sent from this platform.

Downloads

Information regarding your downloads, the total set of unique documents downloaded, total downloads of all files, and your top downloads.



446
Total Downloads


Top Downloads Top file downloads in your selection, ordered by the number of downloads.		
File Title	File Type	Downloads
Draft Community safety and Crime Prevention Plan.pdf	PDF	386
Engagement Snapshot_Community Safety & Crime Prevention.pdf	PDF	21
REPORT - Progress Toward a Community Safety and Crime Prevention Plan.pdf	PDF	21
REPORT - 2025-2029 Community Safety and Crime Prevention Plan.pdf	PDF	18

Email Campaigns


Information regarding your email campaigns, your total campaigns, the total number of recipients, and your top campaigns by click-through rate (clicks as a percentage of total recipients).



0
Email Campaigns Sent



0
Total Recipients



0%
Click-through Rate

No Data Available

Comments to Dubbo Regional Council (DRC) Community Safety and Crime Prevention Plan (CSCPP) 2025-2029

John Maynard, Safe Cities Planning and Design Consultant

As the author of several Community Safety and Crime Prevention Plans and Strategies in more than twenty years working in local government and as a consultant in Safer Towns and Cities, DRC is to be commended on its current Community Safety and Crime Prevention Plan (CSCPP) 2025-2029. The role of local government in community safety and crime prevention is not always readily understood partly because much of the work is intangible with a focus on building and strengthening positive relationships, providing attractive and inviting public spaces which contribute to positive perceptions of safety relating to the “look” and the “feel” and developing trust and social cohesion all of which lie at the heart of safer places.

As well as advocating to higher levels of Government for issues beyond its remit, often in relation to issues relating to the criminal justice system, Local Government’s role is twofold focusing primarily on social and physical development approaches. Social crime prevention approaches focus on vulnerable or at-risk populations to being both victims and offenders of crime and include adopting strategies and developing community strengthening projects with women, people with disabilities, Aboriginal communities, children and families and ethnic minorities. Council also has a key role to play in the physical environment through planning and design including strategic planning and development assessment in both private and public settings as well as public domain improvements, management and maintenance through waste collection, graffiti removal, maintaining parks, open spaces, public lighting and public amenities as well as providing closed circuit television (CCTV) to support the work of law enforcement agencies. These initiatives almost always involve working collaboratively with Government and non-Government agencies and support services as well as local businesses and residents recognising that creating safer places is a shared responsibility and the best weapon we have in making our towns and cities more vibrant, liveable and sustainable is a planned and united community effort. DRG’s CSCPP 2025-2029 clearly articulates an understanding of this role and provides a solid foundation for continuing to make the Dubbo and broader area a safer and more liveable place to live, work and visit.

The Plan Overall

The plan is concise, succinct and easy to read. It contains little jargon and is readily understood while the structure of the document clearly articulates the context for the plan in terms of Council’s broader integrated planning initiatives including its relationship to the overarching framework in the Towards 2040 Community Strategic Plan. It distinctly defines what is meant by community safety and crime prevention, provides guiding principles and data from BOCSAR, outlines the respective roles of Council and the community making clear to the reader what the plan sets out to achieve, by who, how, when, why and at what cost. This is well presented and concise and provides useful information about the various roles Council and the

community play in creating safer communities. The voices of the community are highlighted from the consultation processes and outline the key crime and safety concerns identified in public places as well as suggestions for improvement focusing on lighting and CCTV through partnerships, participation, education and awareness. Each of these initiatives provides the headings for the key focus areas outlined in the table of action matrix which provides several specific and achievable strategies with times frames and costings which is useful both in terms of staged implementation as resources come to hand and in managing expectations. Some of the strategies assume some knowledge on the part of the reader and hence may need further clarification.

More specific Feedback

Page 5 – Under challenges and opportunities – consider putting the last sentence after the first sentence in the first paragraph as this is referring to challenges. Then consider starting a new paragraph with the current second sentence and combine with the current second paragraph as these two points highlight opportunities.

Page 6 – consider changing the heading “What BOCSAR told us” as this is unlikely to be understood by the lay person. An alternative might read “What Dubbo crime data tells us” or “What we know about crime in Dubbo”

Page 6 – outlines the five key types of offence for the Dubbo area but only provides two heat maps for two offences. The information from BOCSAR requires more explanation or interpretation rather than just listing the offences. Are these offences high for Dubbo compared to the rest of N.S.W. for example? A line under the heat maps for example might read “the crime data from BOCSAR indicates that incidents of assault or motor vehicle theft (if these are the crimes you want to highlight?) are spread broadly across the local government area.” The information listed from BOCSAR currently lacks context.

Page 6 – also might be considered out of sequence – consider putting this on page 9 before the community consultation information after you have explained community safety and crime prevention (currently page 7) and the whole of community approach (currently page 8) as the BOCSAR data has informed how the plan has developed similar to the community consultation process.

Page 9 – not sure but there could be an inconsistency here - the second paragraph details how the consultation process has informed the key focus areas of the Council for the next decade – but the plan itself is for four years?

Page 9 – the pin drop maps are difficult to read and the various icons and what they stand for are not explained while there is no attempt to interpret the findings – consider removing the blue icons as they create clutter and confusion and highlight the orange circle where most concerns were raised. Secondly similar to the heat maps for BOCSAR consider inserting a line under the maps reading “the pin drop map for Dubbo revealed that the majority of safety concerns were identified on Macquarie Street.” “The pin drop map for Wellington indicates that the **limited** (because there were only 5) number of concerns raised were in the vicinity of Cameron Park.

Page 9 – be wary of using emotive language – for example in the last paragraph the first sentence refers to CCTV and lighting as “**major**” deterrents in addressing concerns etc. – this may create false expectations – consider replacing with “**having the most potential to**”.....

Pages 14-16 – consider numbering each of the strategies as this can facilitate ease of reporting for example page 14 – Focus Area 1 Creating Safer Public spaces and places the each strategy is given a number under the main heading reading 1.1, 1.2 etc.

Page 14 – the sixth strategy (1.6?) is vague and assumes the reader understands – I thought this NSW program focused on areas around transport interchanges and did not necessarily focus on open spaces? What are their best practice principles? This is relatively new program – do they have any? **This strategy requires either clarifying or simplifying to read “Work with Transport NSW Safer Cities Program to identify areas for improvement, estimated costs and prioritised recommendations.”**

Page 14 – in the second last strategy (1.9?) consider replacing the word “**expansion**” and rephrasing to read “**Undertake a review of the CCTV Management Policy and develop a strategic program which considers the future of the CCTV network in line with other plans and strategies.**” This may be a better way of managing expectations as Council may not necessarily plan on expanding the network – there may be other less costly options for consideration.

Page 15 – first strategy- consider condensing into something more concise such as “**Conduct a survey of current signage in Dubbo and Wellington to inform Council’s approach to Wayfinding to ensure consistent messaging.**”

Page 17 – How we developed the Plan appears to be out of sequence – consider putting this on page 6 after the demographic information.

Personal Comments

It is noted from the community consultation information that a number of concerns were raised about perceived safety on Macquarie Steet. My own personal observations spending time on Macquarie Street on different days in the morning, early afternoon, late afternoon, early evening and late at night on a Friday revealed a street which had a number of pedestrians engaged in shopping, casual social encounters, vibrant shopfronts and window displays with few vacancies, attractive landscaping, good quality even footpaths. Traffic up and down the street was always constant and appears to be a way of passing leisure time particularly late on the Friday night in question which creates a presence and some level of activity. There was an abundance of public and private lighting observed provided by shopfront windows, under awning lighting and Council streetlights. I understand that this area is also currently covered by unmonitored CCTV. Yet the two most common responses to making the area safer are more lighting and more CCTV. In my experience these are generally the most common responses to this question everywhere. But while more lighting and more cameras have their place, they are at the same time simplistic solutions which in the case of the consultation lack context.

CCTV is invariably wrongly perceived by residents to be monitored while it is expensive to install and maintain. Police commonly lobby Councils for more cameras for funding which is often readily available in the run-up to elections. However, Councils frequently lack the expertise and resources to maintain and / or sustain the network. Those that do successfully apply for funding rarely present a compelling business case that there is strong evidence that cameras are required in a specific location nor do necessarily they at the same time consider alternative crime prevention options.

Moreover, once cameras are installed where do they start and end? How many more staff resources are required to run the program? The footage can be useful to the prosecution in the courts but that is cold comfort to a woman being threatened with sexual assault. The XXX Lab at Monash University for example has developed research showing that cameras create the wrong impression, can make people, particularly women, more fearful and because systems are invariably developed, installed and monitored (the few that are) by men simply provides more evidence of the ingrained masculinisation of urban environments. CCTV has its place amongst a suite of crime prevention measures, but its ongoing support and installation needs to be supported by evidence that people are fearful or that crime has occurred more than once at the same location. There is little empirical evidence for the preventative value of CCTV partially because it is impossible to measure something that does not happen and secondly because it is impossible to isolate cameras as being behind making a location safer when they are invariably complemented by other factors such as improved lighting, police operations, community education and / or simply the presence of other people. The one exception to the rule is car parks where there is evidence that offenders are less likely to break into cars where CCTV is located.

In the case of public lighting more or brighter lighting is not necessarily the solution. Lighting should always be mindful of local context, most importantly intended use of the space after dark and sustainable since it is arguably one of Council's biggest expenses. We should expect our main streets and arterial roads to be well lit but at the same time we may be mindful of discouraging lighting or providing subdued illumination in some locations such as neighbourhood parks to discourage use after dark. Our neighbourhood streets for example are generally lit at night as it becomes dark and are switched off at first light even though not a single, pedestrian, cyclist nor motor vehicle may pass down that street for many hours such as between midnight and 4am on a Tuesday morning. This is inefficient and unsustainable and as new lighting systems are developed, we need to move away from lights which come on or off toward more sophisticated systems which are sensor-activated to ensure that light is provided only when needed. A comprehensive lighting audit as outlined in the Community Safety and Crime Prevention Plan has the potential to save Council a lot of money which might be put toward other crime prevention measures amongst other things.

Crime Prevention Through Environmental Design (CPTED) measures do not necessarily only include lighting and CCTV to increase surveillance or visibility in a public space. Some empty or dead spaces can be activated with informal guardians or the presence of other people by employing street performers or food trucks or

closing off streets to traffic, installing artwork along blank walls in disused spaces, providing public toilets, moveable seating, picnic tables or landscaping and shade to encourage people to linger. The Community Safety and Crime Prevention Plan for example acknowledges this in its strategy aimed at providing public phone charging stations in suitable public spaces and locations. It is also possible to manipulate public spaces to create the impression that people are occupying public areas when they are not. One Council area for example employed life size cardboard cut-outs of a police officer in shopfronts following a spate of vandalism which significantly reduced the problem. As always local problems require local solutions.

People who are homeless or are marginalised commonly contribute to a range of emotions in public spaces. Research indicates that some people who are homeless, often because of the way they present or behave, can make people not only fearful but angry, guilty and sad. It should also be emphasised that people behaving erratically in public places is common to every town and every city whether they have a home to go home to or not. There were certainly people behaving this way during my limited time on Macquarie Street – perhaps two – about the same number of people in my hometown. But people may be reluctant to declare in a community consultation that people who are homeless or who are behaving erratically in a public place make them feel unsafe because they may feel bad or guilty about providing that kind of response. Genuine engagement with these people including looking to satisfy their immediate needs where possible and referral or advocating for outreach services are some of the important roles local Councils play in dealing with these complex problems.

What these matters emphasise is that the fears of people accessing Macquarie Street require deeper interrogation. They also assume that people still go to these places even though they may feel unsafe. What if for example people choose to shop at Orana Shopping Centre rather than Dubbo Square because they feel safer there? They may shop there for many years because they used to feel unsafe around Macquarie Street and Dubbo Square and when they answer the survey, they claim not to feel safe in an area where they have not shopped for a long time. Questions about where people allegedly feel unsafe require a follow-up question about how long ago, they felt that way – for example in the last week, last month, last six months or last year? Otherwise, we assume they have experienced feeling unsafe in a location they may not have visited for years. Moreover, perceptions of safety can be driven by many factors beyond the lived experience including word of mouth and media stories intent on inciting fear as a marketing strategy.

With these factors in mind, it is important to interrogate this more deeply. Where exactly on Macquarie Street, at what time, what day of the week, in the day or night etc? The strategy to conduct a safety audit and to assess current lighting levels are sound to interrogate this further. The strategy to investigate opportunities to improve perceptions of public safety in shopping centres and business venues through collaboration with key stakeholders also considers this issue. Once the information comes in consider mapping “or joining the dots” along major pedestrian routes to interrogate these so-called fears and to inform any intended interventions at these specific sites. For example, both the sprawling open car park and undercover car

park behind Dubbo Square is very dark and the space is little used at night. This may be the kind of site which requires attention for Dubbo Square and Macquarie Street shoppers since the main street is already well serviced by lighting and CCTV. The strategy in the CSCPP to conduct a safety audit of Council car parks is another means to address these issues.

In many towns and cities, the main street is the centre of activity and therefore the focus of public domain resourcing, but it is often the side lanes and through streets to car parks which incite fear at least partly because they have less use and therefore less human presence. It is suggested that if you asked people what would make their town or city safer, they are unlikely to recommend density. This consultant argues that one of the best ways to make the Macquarie Street area and broader CBD surrounds safer is to increase density, that is to increase the number of apartments in the air space and other dead spaces such as the vast acres of disused car parking areas with the aim of having more people living within this central area. This increases walkability, meaning there are more people out and about, creating “eyes on the street” and adding vitality to public spaces. The presence of more people living in the CBD would also mean greater support for local businesses, promoting jobs, productivity and economic development. It is noted that this trend is just beginning in the town with the airspace above some shops displaying signs of oncoming apartment or medium density development.

It is noted the CSCPP contains a strategy to undertake a street furniture audit of the Dubbo CBD and Wellington Town Centre, to develop recommendations that reduce opportunities for anti-social behaviours and pedestrian harassment. It was noted by this consultant for example that at least four ATMS in Macquarie Street Westpac, Commonwealth, Bank of Queensland and the National Australia Banks all feature either benches and / or tables directly outside the facility. When it comes to the positioning of street furniture there can be a fine line between waiting and loitering.

In summary the five days this consultant passed in the Dubbo Local Government Area revealed a pleasant, well-maintained, attractive and welcoming town. While it is acknowledged that feeling safe and being safe are not necessarily the same thing, and while everyone has their own deeply personal experience of being safe and secure, DRC’s CSCPP 2025-2029 represents a unique opportunity to continue to build on the considerable strengths of the community. By continuing to invest in young people as the essential building block toward the area’s sustainability and supporting vulnerable people at risk of being both victims and offenders in relation to crime there is clearly a solid foundation in place for the town to grow and flourish. While towns and cities everywhere continue to face many complex challenges, investing in public spaces both in terms of beautification and maintenance and ongoing dialogue with all stakeholders about ways to make the town safer and better for everyone lie at the heart of creating a place where people can enjoy a healthy, productive and liveable place to live, work and visit. If the CSCPP 2025-2029 Plan is anything to go by a promising start has been made.

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Formal submissions - Draft 2025-2029 Community Safety and Crime Prevention Plan	
Submission 1	<p>That Dubbo Regional Council implement a Smoke Free Environment Policy in the CBD Area. This policy can have coverage running from Cobra St to Erskine St, including Bligh St, Macquarie St and Brisbane St. The aim is to establish a smoke free zone within a portion of Dubbo Central Business District, while still complying with NSW Smoke Free Environment Act 2000 and Smoke Free Environment Regulation 2016.</p> <p>Implementing this policy will:</p> <ul style="list-style-type: none"> - Improve the health and well-being of community members; - Improve public amenity and maintenance of Council property; - Raise community awareness of the issues associated with smoking; - Provide community leadership in taking measures to protect the health and social well-being of the community; - Minimise cigarette related litter on Council owned public outdoor areas. <p>Implementing a Smoke Free Environment Policy aligns with the vision of the Community Safety and Crime Prevention Plan, as well as the Towards 2040 Community Strategic Plan and Liveability.</p> <p>Enforcement of the Smoke Free Environment Policy falls under the NSW Local Government Act 1993 and can be assisted with suitably worded and strategically placed notices in 'public places'. This will align with the current smoke-free policy and locations in place.</p> <p>Implementation of this Smoke Free Environment Policy will assist in positive presentation of the CBD and reduction of litter and the onflow effect to our environment, including waterways and birdlife. An additional benefit will be assisting with revitalisation of the CBD and encouraging patronage from local shoppers and tourists, as well as crime prevention by way of heavily reducing presence of smokers/vapers in CBD.</p> <p>An example of successful implementation of Smoke Free Environment Policy includes Tamworth and Gunnedah, who both report positive impacts through community consultation.</p>
Submission 2	<p>I believe this is a valuable project for the Dubbo community. I wholeheartedly welcome efforts to make the CBD safer. I have personally witnessed alarming incidents and am concerned for my own safety, as well as for the safety of more vulnerable community members. Over time, Dubbo has experienced a noticeable increase in both the frequency and severity of crime. The rise in homelessness and substance abuse appears to be correlated with the escalation of criminal activity and antisocial behaviour.</p>
Submission 3	<p>No, I don't feel safe especially down in Macquarie street with people asking for money as you get out of your car & then follows the verbal abuse while you are trying to shop in our community, instead of online! I know older, frail people who especially are scared. It's sad that this is our community.</p>

Submission 4	<p>Crime off the streets-</p> <p>I work for the NSW Transport Commissioner and making my way to my place of work in the Commonwealth Government offices at 188 Wingewarra Street at 8.45am on a Monday morning I was assaulted by a street junkie who was psychotic at the time. I was terrified and shaken by the whole ordeal which was over in a matter of minutes.</p> <p>I am a local rate payer and a long-time resident of Dubbo and this is NOT acceptable to feel unsafe walking to work.</p> <p>The main street of Dubbo is saturated with Drug Addicts and others carrying a Mental illness.</p> <p>Residents feel unsafe - the elderly feel unsafe - parents feel unsafe - the Dubbo community feels unsafe.</p> <p>Myself along with the majority of residents and businesses are fed up with the theft and harassment that's endured everyday by the Drug Addicts and others carrying a Mental Illness.</p> <p>There is a real problem growing at a fast rate in Dubbo and this needs to be addressed and things put in place so everyone feels safe.</p> <p>I am more than happy to speak with someone about this. We need to find a solution to the problem.</p>
Submission 5	<p>I have real concerns about crime and how it is affecting everyday life.</p> <p>There have been multiple attempted break-ins at my home and workplace. Thankfully, none have been successful, but the fact that they keep happening is unsettling. It makes me question how safe my property really is and whether it is only a matter of time before someone does get in.</p> <p>Beyond break-ins, what concerns me most is how unsafe Dubbo feels at night. There are places I simply do not feel comfortable walking after dark, and I know I am not alone in this. Whether it is going to the shops later in the evening or parking a little further away than I would like, there is always that uneasy feeling of needing to be aware of who is around. I should not have to think twice about basic things like grabbing dinner or stopping for fuel, but I do.</p> <p>I know the police and community groups are working hard to tackle these issues, but the reality is crime is having a real impact. It is making people feel unsafe in their own city. It is stopping people from wanting to go out at night. It is making businesses spend more on security instead of growing and hiring more people.</p> <p>I do not have all the answers, but I believe Dubbo needs more police presence, particularly in the evenings. More patrols and visible deterrents could make a real difference. We also need better street lighting and security cameras in areas where crime keeps happening. And just as importantly, we need to address the root causes, whether that is youth engagement, better support for vulnerable people, or stricter consequences for repeat offenders.</p>

	<p>I want Dubbo to be a place where people feel safe, where families do not have to worry about walking around at night, and where businesses are not constantly dealing with attempted break-ins. I hope this consultation leads to real action because crime and safety should not be things we just learn to live with.</p>
Submission 6	<p>Curfew for under 18. Tracking/monitoring for repeat offenders including young people. More security cameras.</p>
Submission 7	<p>I am writing to express my deep concern about the increasing criminal activities in and around Dalbeattie Crescent, particularly near Delroy Oval. Recent incidents, including the burning of a car close to the oval and the past destruction of children's play equipment, have heightened the need for urgent attention to safety measures in this area.</p> <p>The lack of adequate lighting and surveillance has contributed to the area becoming a hotspot for undesirable activities during the nighttime. Residents have observed instances of violence, drug dealings, and other unlawful behaviour occurring around Delroy Oval. These activities not only compromise the safety and peace of the neighbourhood but also discourage families and community members from utilising the oval and surrounding facilities, which should be safer recreational spaces.</p> <p>To address these concerns, I kindly request the council to consider the following measures: Installation of Additional Street Lights: Improved lighting in Dalbeattie Crescent and around Delroy Oval will deter criminal activities by increasing visibility and promoting a sense of safety. Surveillance Cameras: Strategically placed security cameras around the oval and adjacent streets can help monitor activities, assist in identifying offenders, and serve as a deterrent to potential criminal behaviour. Increased Police Patrolling: A more visible police presence, particularly during nighttime hours, can reinforce security and provide reassurance to residents.</p> <p>As a resident of Dalbeattie Crescent, I believe these measures will contribute significantly to the safety and well-being of the community. I kindly urge the council to prioritise this issue and implement these changes at the earliest convenience.</p>
Submission 8	<p>The laws need to be updated. You can have all the committees you want; however, none will stop people breaking the law at the moment.</p> <ol style="list-style-type: none"> 1. No bail if any person is injured or property damaged over \$500 in value. 2. Minimum sentences not necessarily in a goal, but in the community made to work and pay for damage. Parents made to pay for damage caused by their children. Courts to be made a place to fear, not as they are now an invitation to a paid holiday regardless of race or upbringing.



DUBBO REGIONAL
COUNCIL

REPORT: Mower Allocation to Incorporated Bodies within the Villages

DIVISION: Infrastructure
REPORT DATE: 10 February 2025
TRIM REFERENCE: ID24/1078

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none"> Seek endorsement Adopt funding 	
Issue	<ul style="list-style-type: none"> The use of volunteer mowing has been raised through the Villages Committee as a means of maintaining a higher level of service for the presentation of the villages. The use of volunteers has a number of implications that make the management of volunteers for mowing operations difficult to manage. 	
Reasoning	<ul style="list-style-type: none"> To provide a solution for improvements to the Village mowing areas that has been developed through consultation with members of the former Village Committee. 	
Financial Implications	Budget Area	Fleet and Depot Services
	Funding Source	Fleet replacement program
	Proposed Cost	\$30,040
	Ongoing Costs	Nil
Policy Implications	Policy Title	There are no policy implications arising from this report.
	Impact on Policy	Nil
Consultation	Village Committee representatives Fleet and Depot Services Greenspace Operations	Face to face meetings

STRATEGIC DIRECTION

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

Theme: 2 Infrastructure

CSP Objective: 2.2 Infrastructure meets the current and future needs of our community

Delivery Program Strategy:	2.2.5 Council maintains infrastructure and delivers services at the adopted service levels as agreed with the community
Theme:	2 Infrastructure
CSP Objective:	2.3 Transportation systems support connections within and outside the region
Delivery Program Strategy:	2.3.5 Roadside environments and entrance statements are developed and maintained

RECOMMENDATION

- 1. That Council offer the opportunity to an incorporated body within the villages participating in the Villages Committee to purchase a mower that is proposed for disposal by Council.**
- 2. That when mowers become available, the Director Infrastructure advise the participating members that there is an opportunity for a mower to be purchased, up to the point where a mower has been provided to each village wanting to participate in this offer.**

Murray Wood
Chief Executive Officer

LR
Director Infrastructure

BACKGROUND

Council undertakes mowing maintenance activities within the villages in the Dubbo Local Government Area. These areas are maintained on a mowing cycle by council staff and contractors where necessary.

There have been requests for mowing activities to be undertaken through a volunteer program which would extend beyond the land under the care and control of Council. Council cannot approve or undertake works on land not under the control of Council and any expansion would require services levels to be adjusted to account for an expanded area.

This has been discussed at a number of Villages Committee meetings under the previous term of Council and agreement has been reached on a preferred outcome that satisfies both the community members and Dubbo Regional Council.

This report addresses the issues around the use of volunteers in a mowing environment and provides a solution to how areas within the villages can be maintained.

REPORT

Council currently maintains areas within the individual villages and these are shown on the village area maps in **Appendix 1**. This is the land that Council is responsible for mowing as part of the cyclic mowing program. A budget is allocated for these activities and the levels of service have been based on budget allocation and resource availability.

This has been a topic of discussion at the former Villages Committee which had representation from Councillors, community members who reside within the villages and Council staff. The use of volunteers for high risk areas is complicated with the same resourcing required, if not more, to service volunteers as it is for Council's employees.

Volunteers are treated as workers under the *Work Health and Safety Act 2011* which requires volunteers to receive the same level of training, instruction, inductions, supervision as Council employees. There is generally a higher level of risk with volunteers as community members undertaking the work generally do not have the same level of capability of those who undertake the works as employees.

Council is in the early stages of implementing the volunteer management framework but the level of detail required for this type of operation is not yet in place. This carries a significant risk to Council should a decision be made to use a volunteer model at this stage.

Advice from our insurers is that Council would be carrying a significant risk and liability should Council be undertaking these types of activities through volunteers.

There are limited Councils that allow volunteers to use powered equipment. Other Councils have volunteer programs but these are undertaken during Council standard hours which also may not suit the community with some members looking to undertake these activities outside of standard work hours.

The second component to this is the scope of works to be undertaken. Council has responsibility for a limited number of areas within each of the villages. The community representatives on the former Villages Committee have expressed a desire to maintain more than what Council is responsible for. This provides a complexity of the use of Council resources on non-Council land. Based on financial sustainability alone, Council is not in a position to expand operations onto land that is not the responsibility of Council.

Although the mowing of Council controlled land meets some of the expectations of the community, it does not satisfy the desire to maintain more land for the presentation of the villages.

CURRENT ARRANGEMENTS

There are three arrangements in place at the moment in terms of village presentation. These are:

Council undertakes the mowing services

This is the current practice for the majority of the villages where Council undertakes the mowing, whipper snipping and weed control on the Council controlled lands within the villages. The areas maintained and the frequency is contained with the appendices to this report. Greenspace Operations track the mowing frequency of these areas against the proposed number of visits.

A Council owned mower is provided

This is the current arrangement for the Ballimore village. Council provides a mower and to undertake the works on Council controlled land and only the locations identified in the mowing maps for Ballimore in **Appendix 1** are to be maintained under this arrangement.

This was set up as a trial that has continued on for over two years with the mower housed at the Ballimore Rural Fire Station in Ballimore.

Under this arrangement, the cost to Council is in the order of \$7,000 per annum and includes items such as fuel, servicing, insurance, conditional registration and depreciation.

Mower owned by an organisation within the village

The third model is based around the Stuart Town arrangement where the Stuart Town Advancement Association has been provided a mower and accessories through the Bodangora Community Benefit Scheme. This has no ties with Council and the equipment can be used anywhere within the village of Stuart Town. There is no ongoing support required from Council as part of this arrangement.

PROPOSAL

A proposal has been suggested that meets both the Work Health and Safety liability of Council and the desire to mow land not under the care and control of Council.

The proposal is essentially to sell Council mowers that are due for disposal at a reduced amount. Council has a plant replacement program that is based on what the optimal disposal value would be at differing ages of the mower. Generally, mowers are replaced after seven years of operation and they are not at the end of their useful life when they are sold.

As part of this proposal, the mower will be sold to an organisation such as a progress association so that it is not sold to an individual to remove any potential conflicts within the community. The representatives of the former Village Committee have nominated the following organisations for each village:

- Ballimore - Ballimore Progress Association.
- Elong Elong - To be provided at the next Villages Committee meeting.
- Euchareena - Euchareena Progress Association.
- Eumungerie – To be provided at the next Villages Committee meeting.
- Geurie - Geurie Showground Trust.
- Mumbil - Mumbil District Progress Association Incorporated.
- North Yeoval - Yeoval Progress Association Inc.
- Stuart Town - Note that Stuart Town Advancement Association has a mower through the Bodangora Community Benefit Scheme.
- Wongarbron - Wongarbron Country Women's Association.

The terms of reference for the Villages Committee include the villages of Brocklehurst and Mogriguy which can be added to the list of villages to receive a mower. These two villages had no nominations for representatives on the previous term of the Villages Committee.

Further discussions will be required with the relevant contacts at each of these associations to determine if they would be willing to participate.

The mower will be serviced prior to the sale and the main contact person provided with brief instructions on the use of the mower. Manuals will be provided as part of the sale of the mower.

Full responsibility for the mower would rest with the organisation that purchases the mower. This eliminates the requirement for Council staff to supervise volunteers when these works are being undertaken.

This option allows for a wider range of mowing activities to be undertaken without the need to manage these activities as a volunteering exercise.

It is important to note that the mowers will become available periodically as they fall due for replacement. An email will be sent out to the relevant contacts when a mower becomes available.

Consultation

Village Committee representatives – There have been ongoing discussions in relation to this proposal which stemmed from the desires of the representatives for a higher level of service and an expanded area. The Village Committee representatives support the preferred option.

Insurers – Advice from the insurers is that we should not be undertaking these types of activities through the use of volunteers without a more advanced volunteer management practice which includes training and supervision of activities. Given that the supervision decreases the opportunities for the community groups to undertake these activities, the preferred option is suitable from a worker liability perspective.

Fleet and Depot Staff – The provision of the mowers decreases the income for the disposal income that would be received from the renewal of equipment, however there is a community benefit from the one off loss of income.

Resourcing Implications

- There will be a limited impact on staff resourcing with the final servicing of the mower, parts, transportation and handover of each mower. This is likely to cost in the order of \$600 per mower.
- There is an initial financial impact to the organisation in terms of lost income from foregoing the sale price. The sale price values are estimated to range from \$2,500 to \$6,000 for each item.

It is expected that six mowers would become available over the next two and a half years. The details of these are shown in Table 1 with Figures 1 to 4 showing a picture of the types of mowers that will be becoming available in the next two and a half years.

Plant number	Make/Model	Availability	Value
328	Toro groundmaster 360	March 2025	\$6,000
965 *	Toro groundmaster 360	March 2025	\$6,000
2385	Toro groundmaster 360	December 2025	\$6,000
384	Hustler FasTrak sdx 48	February 2026	\$2,500
2979	Husqvarna P524	August 2026	\$3,000
968	Kubota F3690	September 2026	\$3,000

Table 1. Upcoming mowers due for disposal.

* - Mower currently allocated to Ballimore



Figure 1. Toro groundmaster 360 (plant number 328, 965 and 2385)



Figure 2. Hustler FasTrak sdx 48 (plant number 384)



Figure 3. Husqvarna P524 (plant number 2979)



Figure 4. Kubota F3690 (plant number 968)

The financial implications below are for the first six mowers that will be available for selling noting that there are ten villages listed as a Village eligible for a mower. Stuart Town has been excluded from this as there is a mower already located within the Village.

Total Financial Implications	Current year (\$)	Current year + 1 (\$)	Current year + 2 (\$)	Current year + 3 (\$)	Current year + 4 (\$)	Ongoing (\$)
a. Operating revenue	20	20	20	0	0	0
b. Operating expenses	13,200	9,700	7,200	0	0	0
c. Operating budget impact (a – b)	0	0	0	0	0	0
d. Capital Expenditure	0	0	0	0	0	0
e. Total net impact (c – d)	13,180	9,680	7,180	0	0	0
Does the proposal require ongoing funding?	No					
What is the source of this funding?	Plant replacement program					

Table 2. Ongoing Financial Implications

Options Considered

Option 1 – Maintain the status quo

This option is for the Greenspace Operations team to continue to maintain the parcels of land that Council maintain at the set frequencies. This does not allow for expansion or for works on private land and does not address the desire of the Village’s residents.

Option 2 – Manage the mowing through volunteers

This activity is considered high risk with the use of volunteers and is not a preferred option of the Council insurers. Volunteers are considered workers under the *Health and Safety Act 2011* and would require at least the same amount of supervision and instruction of employees of Council. The volunteering would be required to be undertaken in Council time and at the locations specified by Council.

Preferred Option

Option 3 – Sell mowers to incorporated bodies

This option allows for the sale of the mowers to the incorporated bodies at a heavily reduced cost for their members to undertake the mowing activities within the villages. It is proposed to sell the mowers at \$10 per mower. This can be done in the members own time and at their own locations.

There is no ongoing commitment to support the mowing operations of the incorporated bodies. Discussion and agreements would be required for the incorporated bodies to undertake mowing activities on land under the care and control of Council and this can be further explored with the maturity of the volunteer framework.

This option will realise an improved presentation of the villages and assist with the sense of community spirit with organised activities with the incorporated bodies being responsible for any scheduling and insurance matters.

Under this option, Council staff would continue to maintain the Council controlled land.

Planned Communications

The outcomes of this report will be communicated to the Villages Committee representatives via the next Villages Committee meeting and the nominated incorporated bodies will be contacted to provide further information and next steps if option three is endorsed.

Timeframe

Key Date	Explanation
25 March 2025	Outcome of the Ordinary Council meeting determined for the course of action.
March 2025	Email to the incorporated bodies that were nominated to determine if they are willing to participate in this program and advise that there is one mower currently available.
April 2025	Dispatch of the currently available mower to an incorporated body given that there is one currently available

Next Steps

- Discussions will need to be held with the residents associated with the Ballimore mower as the provision of ongoing support is proposed to cease.

APPENDICES:

- 1 [Dubbo Regional Council - Village Mowing](#)

VILLAGES

DUBBO REGIONAL COUNCIL



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Ballimore Sporting Oval | No maintenance unless requested - Monthly Playground Inspections



Ballimore Thelma | No maintenance unless requested - Monthly Playground Inspections



















Dubbo Regional Council
Villages



DUBBO REGIONAL
COUNCIL

REPORT: Investment Policy and Strategy Review - 2025

DIVISION: Organisational Performance
REPORT DATE: 12 March 2025
TRIM REFERENCE: ID25/229

EXECUTIVE SUMMARY

Purpose	Adopt a policy	Fulfil legislated requirement/Compliance
Issue	This report presents the revised Investment Policy and Investment Strategy for 2025	
Reasoning	The Investment Policy and Strategy are reviewed annually, as a minimum, to ensure that they remain appropriate given changes to the economic, investment and legislative environments.	
Financial Implications	Budget Area	Organisational Performance
	Funding Source	Interest earned on investments
	Proposed Cost	There are no financial implications arising from this report
Policy Implications	Policy Title	Investment Policy 2025
	Impact on Policy	Once adopted the attached draft Investment Policy will become a Policy of Council and override the existing Investment Policy.

STRATEGIC DIRECTION

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

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

RECOMMENDATION

1. That the draft Investment Policy March 2025 and the draft Investment Strategy March 2025 attached to this report of the Chief Financial Officer, dated 12 March 2025 as Appendix 1 and Appendix 2, be adopted.
2. That Council's Investment Policy and Investment Strategy be again reviewed and submitted to Council for determination in March 2026.

Jane Bassingthwaighte
Director Organisational Performance

SW
Chief Financial Officer

BACKGROUND

Previous Resolutions of Council

21 March 2024	<ol style="list-style-type: none"><li data-bbox="528 344 1422 495">1. <i>That the draft Investment Policy March 2024 and the draft Investment Strategy March 2024 attached to this report of the Chief Financial Officer, dated 8 March 2024 as Appendix 1 and Appendix 2, be adopted.</i><li data-bbox="528 495 1422 607">2. <i>That Council's Investment Policy and Investment Strategy be again reviewed and submitted to Council for determination in March 2025.</i>
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REPORT

The Investment Policy and Strategy are reviewed annually, as a minimum, to ensure that they remain appropriate given changes to the economic, investment and legislative environments. The annual review of the Investment Policy and Strategy, together with the proactive management of the portfolio, has resulted in a secure investment portfolio that consistently outperforms the benchmark returns detailed within the Policy.

Council's Investment Policy establishes the framework within which investment principles are applied to the investment of Council funds. The Policy provides overarching direction, objectives, the Legislative framework, criteria for Council investments and how Council will maintain internal controls as follows:

- delegated authorities and investment responsibilities;
- financial planning and cashflow management;
- measurement of investment performance;
- performance benchmarks;
- portfolio credit rating framework;
- reporting and review; and
- audit oversight.

These internal controls will ensure adequate governance and allow transparent and clear performance measurement for the management of Council's cash and investment portfolio.

The Investment Strategy outlines Council's investment intentions based on the current economic, investment and legislative environments. The focus is on the investment opportunities available to Council, guiding investments to be maintained in the coming 12 months and the investment of new funds. The Strategy aims to accomplish a balanced and diversified portfolio in terms of investment products, credit ratings and term to maturity to ensure sufficient liquidity will be available as funds are required.

As required within Council's Investment Policy monthly reporting to Council is provided detailing the current investment portfolio, returns to date and holdings by maturity.

Consultation

The Investment Policy and Strategy documents have been reviewed internally and in consultation with Arlo Advisory Pty Ltd. Adaptations have been made to suit the economic changes that have occurred over the past 12 months and the projections for the short-term future. Financial Markets are currently expecting up to three rate cuts priced in by calendar year-end with the first RBA rate cut delivered in February 2025.

Key Changes

This year, Council's Policy template has been redesigned, resulting in changes in the structure to align with the Council's approved standard. Other key changes to Council's Investment Policy include:

- Added Policy Purpose section highlighting the policy objectives and summarising the information included within the policy;
- Introduced separate sections detailing requirements for:
 - Prudent Person Standard;
 - Ethics and Conflicts of Interest;
 - Approved Investments;
 - Prohibited Investments;
 - Liquidity Requirements;
 - Investment Strategy; and
 - Recording of Investments.
- Updated Measurement of Investment Performance to include tradeable securities may be sold early if necessary due to favourable conditions or cash flow needs;
- Updated Performance Benchmarks removing TCorp cash fund which no longer exists and added short term income fund. Expanded on grandfathered investments that may be impacted by regulatory changes, credit rating downgrades or portfolio value fluctuations affecting liquidity;
- Updated the Portfolio Credit Rating Framework removing Unrated Local Authorised Deposit-taking Institution (ADI) as any local ADI would be included in Unrated ADI section which has 10% portfolio limit and a 5% counterparty limit;
- Updated Environmentally and Socially Responsible Investments section to be consistent with Council's Investment Strategy and reflect that external organisations evaluate and rank companies to determine investments that are deemed Environmentally and Socially Responsible;
- Updated information in Reporting and Review section separating the requirements for Recording Investments;
- Expanded Definitions and included as a part of the Policy (previously Appendix);

The Council's Strategy template has been redesigned alongside the Policy template, resulting in structural changes to align with the approved standard. Key changes to Council's Investment Strategy include:

- Updated Global and Domestic Investment Environments commentary;
- Updated Current Composition of Council's Investment Portfolio to reflect portfolio composition as at the end of January 2025;
- Updated Risk Profile emphasising consideration would be given to a 'held-for-trading' strategy (sale prior to maturity) for Floating Rate Notes (FRN) if it optimised portfolio returns;
- Updated Liquidity/Maturity with anticipated major capital expenditures of approximately \$97.8 million in 2025;
- Updated the Strategy to align with the global and domestic investment environments commentary:
 - Maintaining cash holdings at around 15-20% with interest rates predicted to drop in the coming year;
 - Placing a spread of fixed term deposits between 12 months to 5 years;
 - Take advantages of longer tenor specials in fixed assets, like fixed term deposits and fixed bonds, both in the primary (new) and secondary market;
 - Prioritise investments with the highest-rated ADI where variance in interest rates is marginal, and if interest rates are the same and within Policy limits, consider placement with the 'Environment and Socially Responsible' investment;
 - Purchase secondary market Floating Rate Notes (FRN) where investment can be optimised, and rates are favourable reducing liquidity risk; and
 - Maintain a well-structured portfolio with a mix of maturities.

Resourcing Implications

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

APPENDICES:

[1](#) Council policy - Investment Policy Review - March 2025

[2](#) Council Policy - Investment Strategy Review - March 2025 Draft



Council Policy
Investment Policy
2025

Document Overview

Document Category	Council Policy
Policy Title	Investment Policy
Policy Statement	<i>Council's investment objective is to ensure funds that are surplus to Council's immediate requirements are invested within acceptable risk parameters to optimise interest income and the community's best interests, while ensuring the security of these funds.</i>
Date	Document date (finished being put together)
Resolution Date	Date when the governing body/group has endorsed
Clause Number	Report clause number from InfoCouncil
Accountable Position	Revenue Accountant
Responsible Position	Chief Financial Officer
Branch	Financial Operations
Division	Organisational Performance
CM Reference Number	EDXX/XXXXX
Version	##
Review Period	Standard 1 year, or with change in legalisation or financial market conditions
Review Date	Calculated date from the adopted date
Consultation	Arlo Investment Advisory Pty Ltd
Document Revision History	Date

DRAFT

Purpose

The Investment Policy establishes the framework within which Council's cash and investment portfolio will be managed, monitored and reported on for the optimum investment of Council's funds. The policy has been established in compliance with section 625 of the Local Government Act 1993 and provides guidance for the investment of Council's funds. Consideration is to be given to the preservation of capital, liquidity and the return on investment.

The Policy outlines:

- Council funds covered by the Policy;
- Council's objectives for its investment portfolio;
- The process for making investments;
- The risks to be managed;
- Any constraints and prudential requirements in line with relevant legislation and regulations;
- The manner in which compliance with the Policy will be monitored and reported; and
- Appropriate benchmarks for each investment category.

Related Information

This Policy has been prepared to recognise the legislative requirements and obligations for the investment of Council's funds.

Council will comply with investment regulations, and directions of the Office of Local Government which will prevail in the event of inconsistencies with the adopted Policy. This document replaces any previous Investment Policy document adopted by Council. This Investment Policy will be reviewed at least annually in March each year, or when a change in either regulation or market conditions necessitate a review.

Council's Investment Strategy will run in conjunction with this Investment Policy.

Related Legislation

All investments are to comply with the following:

- Australian Accounting Standards;
- Local Government Act (1993);
- Local Government Code of Accounting Practice and Financial Reporting;
- Local Government (General) Regulation (2021);
- Ministerial Investment Order;
- Office of Local Government Circulars;
- Office of Local Government Investment Policy Guidelines;
- The Trustee Amendment (Discretionary Investments) Act (1997) – Section 14.

Scope

This Policy has been prepared to recognise the legislative requirements and obligations for investment of Council's funds. The Policy applies to Council employees with delegated authority to act upon Council's cash investments.

Policy

The objective of the Policy is to provide a framework for optimising the investment of Council's funds, ensuring the best possible return while considering risk tolerance, liquidity, and security. The key goals for the investment portfolio include:

- Compliance with relevant legislation, regulations, and best practice guidelines;
- Preservation of capital, prioritising the security and safeguarding of investments while managing credit and interest rate risks;
- Ensuring adequate liquidity to meet cash flow needs without incurring significant costs from unexpected sales;
- Maximising returns in line with the Council's risk tolerance, ensuring efficient investment terms.

Investments are managed to meet strategic goals, support short-term working capital needs, and fulfill operational requirements in line with the Council's long-term and annual plans.

1. Delegated Authorities and Investment Responsibilities

Authorities and investment responsibilities are defined within Council's Delegation Authority register. Authority for the implementation of the Investment Policy is delegated by Council to the Chief Executive Officer in accordance with the *Local Government Act 1993*.

The Chief Executive Officer has delegated authority to invest surplus funds as follows:

- Director Organisational Performance (DOP);
- Chief Financial Officer (CFO);
- other senior financial officers who have the requisite skills to undertake investment functions (as per the Delegations Register).

Officers with delegated authority are required to acknowledge they have received a copy of this Policy and understand their obligations in this role.

When determining surplus funds available for investments, Council's Revenue Section must reasonably determine that Council's general fund cash liquidity can meet cash flow requirements including water fund and sewer fund.

Council's Revenue Section prepares investment recommendations in accordance with this Policy and the Investment Strategy. To achieve the best value for Council's investments, recommendations will consider:

- credit risk;
- interest rate risk (expectations of movements in the official RBA cash rate);
- forecast cash requirements;

- alternative investments with comparable risk;
- liquidity and maturity profiles.

Where investing directly, Council shall demonstrate reasonable endeavors to ensure best execution, having regard to competing rates. Council will have regard to:

- the range of ADIs of acceptable quality;
- sources of deposits (treasury department direct, brokers, retail rates, branches, etc.) and tradeable securities (brokers, primary issuance and secondary market offers);
- relative value at various terms;
- the character and competing merits of managed funds (TCorpIM) and direct investments.

Two authorised signatories, with appropriate delegation limits, must approve each investment recommendation. Recommendations must be retained on file as a permanent record.

2. Prudent Person Standard

The investments will be managed with the care, diligence and skill that a prudent person (as derived by legislation, Trustees Act, and case law) would exercise. As trustees of public monies, officers are to manage Council's investment portfolio to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

3. Ethics and Conflicts of Interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the Chief Executive Officer. Independent advisors are also required to declare that they have no actual or perceived conflicts of interest, and receive no inducements in relation to Council's investments, unless otherwise declared and fully rebated.

4. Approved Investments

Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government.

5. Prohibited Investments

In accordance with the Ministerial Investment Order, this investment policy prohibits the following investments:

- derivative based instruments;
- principal only investments or securities that provide potentially nil or negative cash flow;
- stand-alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind; and
- mortgage of land.

This policy also prohibits the use of leveraging (borrowing to invest) of an investment. However, nothing in

the policy shall prohibit the short-term investment of loan proceeds where the loan is raised for non-investments purposes and there is a delay prior to the expenditure of loan funds.

6. Liquidity Requirements

Liquidity refers to the minimum level of liquid funds available to finance day to day requirements. Cashflow must be monitored daily and Council will ensure that it has access to the required funds to meet liquidity needs.

7. Financial Planning and Cashflow Management

Funds that are surplus to Council's immediate cash requirements will be managed in accordance with the long, medium and short-term financial cash requirements.

Long term financial plans are developed to ensure the long-term financial sustainability of Council. These plans will incorporate forecasts of cash inflows and outflows to:

- estimate cash surpluses and shortages in future periods;
- identify the longer and medium term investment horizon for surplus funds.

Shorter term financial plans are used to predict funds availability and monitor the Council's cash management needs throughout the year. These cash flow models are monitored daily to facilitate informed investment decisions and to ensure that sufficient liquidity exists to satisfy Council's financial commitments.

In accordance with section 409 of the Local Government Act, money and property held in the Council's Consolidated fund may be applied towards any purpose allowed by the Act, however in accordance with subsection (3), money received for the specific purpose of water supply or sewer services may only be used for the specific purpose of water supply and sewer services. Accordingly, Council holds investments within its Investment Register separately for General fund, Water fund and Sewerage fund and must ensure that sufficient General fund operating cash is available to cover General fund, Water fund and Sewer fund requirements.

8. Measurement of Investment Performance

Investment performance includes both interest returns and any change in the underlying capital value of the investments.

Interim fluctuations of capital value are excluded from the monthly measurement of investment performance on the basis that:

- fixed investments have no mechanism for realising gains prior to maturity, and tradeable securities are held on a multi-year perspective – not actively traded (but maybe sold prior to maturity, if favourable or in case of an emergency to meet ongoing cash flow requirements);
- there is no certainty that these returns will be realised, until the point of maturity or sale of the asset and so they should not be spent;

- cash liquidity requirements are structured and managed to ensure that Council is not in a financial position that will require a forced sale of these assets.

Notwithstanding the above position, changes in capital value are relevant and the monthly investment report will therefore provide Council with indicative market valuations of each investment. In the event that the capital value of any investment becomes permanently impaired, or a capital loss or gain is actually realised (through disposal), the loss or gain of value will be recognised within that month's financial accounts.

9. Performance Benchmarks

The performance of each investment will be assessed against the benchmarks listed in the table below. It is Council's expectation that the performance of each investment will be greater than or equal to the applicable benchmark whilst taking into account its risks, liquidity and other benefits. Council will take due steps to ensure that any investment is executed at the best pricing reasonably possible.

Investment	Performance Benchmark	Time Horizon
Funds held in overnight accounts - 11 am Account including TCorpIM Short Term Income Fund, Cash Management Accounts.	AusBond Bank Bill Index (BBI)	3 months or less
Short dated bills, Term Deposits of appropriate remaining term, FRNs nearing maturity, TCorpIM Short Term Income.		3 months to 12 months
Term Deposits, FRNs with a maturity date between 1 and 2 Years.		1 to 2 years
FRNs, Bonds, Term deposits with a maturity date between 2 and 5 Years.		2 to 5 Years
TCorpIM Managed Funds (Diversified or growth assets).	Fund's Internal Benchmark	5+ Years (M/T Growth) 7+ Years (L/T Growth or other Growth)

Situations may arise where inadvertent breaches of limitations or thresholds occur, other than through the acquisition of investments. Examples include:

- amendments to regulatory directives or legislation;
- a credit rating downgrade;
- Changes in the total value of Council's investment portfolio or a credit rating downgrade can affect the threshold limits, potentially causing the portfolio to no longer meet its liquidity parameters.

As such, grandfathered investments should be allocated to the appropriate investment horizon based on their expected or average maturity date. These investments must be factored into the overall portfolio allocation. The decision to exit these investments depends on various criteria specific to the investments, including but not limited to:

- Returns expected over the remaining term;

- Fair values;
- Competing investment opportunities;
- Cost of holding;
- Liquidity and transaction costs;
- Outlook for future investment values; and
- Risk of defaulting payment.

In general, it is expected that professional advice will be sought before transacting in “grandfathered” investments. This policy does not presume disposal; however, the removal of an asset from the Minister’s Order would warrant a review of its suitability for retention.

10. Currency and Ownership

Investments must be in Australian Dollars and held under the name of Dubbo Regional Council, including when managed through a custodian, ensuring the Council retains beneficial ownership.

11. Portfolio Credit Rating Framework

Direct investments beyond government guaranteed deposits must have a credit rating, with the exception of a permitted allocation that are unrated as per the investment limit table.

The credit rating structure of individual investments and the total portfolio must comply with the maximum tenor as listed in the following table, which also applies differential tenor limits by rating:

Investment Class	Portfolio Limits	Counterparty Limit	Max Term
TCorplM Short Term Income Fund	100%	100%	N/A
AAA Rated	100%	100%	N/A
AA+ to AA- Rated including the 4 major banks	100%	40%	5 years
A+ to A- Rated	60%	35%	5 years
BBB+ to BBB- Rated	35%	15%	5 years
Unrated ADIs	10%	5%	12 months

Standard & Poor’s (or equivalent Moody’s or Fitch) ratings attributed to each individual institution will be used to determine maximum holdings.

In the event of disagreement between two agencies as to the rating band (“split ratings”) Council shall use the lower of the ratings. Where more than two ratings exist, Council shall discard the lowest rating and then use the lower of the higher two ratings when assessing new purchases.

Credit ratings can apply to either products and institutions. However, this Policy requires the rating applicable to the institution responsible for the product (e.g. guarantor) to be taken as the relevant rating given this represents the underlying risk to Council. Rating criteria use the best applicable guide where an

investment is not explicitly rated. For example, the TCorpIM Term Income Fund is assessed based on the underlying investment mix. For some ADIs a rating may only be reflected by its parent's institution.

Notes:

Credit ratings must be monitored regularly by Council's appointed advisors to ensure ongoing compliance. Investments with credit ratings downgraded to an extent that they no longer comply will be divested as soon as practicable, in accordance with grandfathering under this Policy.

Credit risk investment parameters are based on credit rating bands as published by the Standard and Poor's credit rating agency. If not rated by Standard and Poor's, Moody's or Fitch ratings may be used instead.

12. Risk Management Guidelines

Investments obtained are to be considered in light of the following key criteria:

- Preservation of Capital – the requirement for preventing losses in the investment portfolio's total value;
- Credit Risk – The risk that a party or guarantor to a transaction will fail to fulfil its obligations. In the context of this document, it relates to the risk of loss due to the failure of an institution/entity with which an investment is held to pay the interest and/or repay the principal of an investment;
- Diversification – the requirement to place investments in a broad range of products so as not to be over exposed to a particular sector of the investment market;
- Liquidity Risk – the risk that Council is unable to redeem investments at a fair price within a timely period, and thereby Council incurs additional costs (or in the worst case is unable to execute its spending plans) either through investment in fixed term products, products with long redemption periods, or failure of the counterparty to honor intended liquidity terms;
- Market Risk – the risk that fair value or future cash flows will fluctuate due to changes in market prices, or benchmark returns will unexpectedly overtake the investment's return;
- Legal Risk – inability to enforce a contract, resulting in loss;
- Fidelity Risk – inadequate procedures and controls, resulting in fraud by internal or external parties;
- Maturity Risk – the risk relating to the length of term to maturity of the investment. The longer the term, the greater the length of exposure and risk to market volatilities; and
- Rollover Risk – the risk that income will not meet expectations or budgeted requirement because interest rates are lower than expected in future.

13. Safe Custody Arrangements

Where necessary, investments may be held in safe custody on Council's behalf, providing the following criteria are met:

- Council must retain beneficial ownership of all investments;
- Adequate documentation is provided, verifying the existence of the investments at inception, in regular statements and for audit;
- The Custodian conducts regular reconciliation of records with relevant registries and/or clearing

- systems; and
- The Institution or Custodian recording and holding the assets will be:
 - The Custodian nominated by NSW TCorp for TCorpIM Funds
 - Austraclear;
 - An institution with an investment grade Standard and Poor’s, Moody’s or Fitch rating; or
 - An institution with adequate insurance, including professional indemnity insurance and other insurances considered prudent and appropriate to cover its liabilities under any agreement.

14. Investment Horizon Limits

Council’s investment portfolio shall be structured around the time horizon of investment to ensure that liquidity and income requirements are met. “Horizon” represents the intended minimum term of the investment, which can be designated as shorter than the legal maturity in case of an expectation of earlier call or the intention to sell the investment. (Such a designation may have accounting implications which must be taken into account.)

Once the primary aim of liquidity is met, Council will ordinarily diversify its maturity profile as this will ordinarily be a low-risk method of obtaining additional return as well as reducing the risks to Council’s income. However, Council always retains the flexibility to invest as short as required by cashflow requirements or the economic outlook.

The factors and/or information used by Council to determine minimum allocations to the shorter durations include:

- Council’s liquidity requirements to cover both regular payments as well as sufficient buffer to cover reasonably foreseeable contingencies;
- Medium term financial plans and major capital expenditure forecasts;
- Known grants, asset sales or similar one-off inflows;
- Seasonal patterns to Council’s surplus funds.

In addition to the term limits of investments based on rating (above), the aggregate portfolio should comply with the following:

Investment Horizon Description	Investment Horizon Maturity Date	Minimum Allocation	Maximum Allocation
Working capital funds	0-3 months	10%	100%
Short term funds	3-12 months	20%	100%
Short-Medium term funds	1-2 years	0%	70%
Medium term funds	2-5 years	0%	50%
Long term funds	5-10 years	0%	25%

[^]Council’s Working Capital Funds are inclusive of NAB Professional Fund Account.

Within these broad ranges, Council relies upon assumptions of expected investment returns and market conditions that have been examined with its investment advisor.

15. Environmentally and Socially Responsible Investments

Ethical and socially responsible investments (SRIs) allow investors to consider their values by focusing on socially responsible practices. In addition to the usual risk assessment, investments can be considered in terms of environmental, social, and governance (ESG) factors. Several independent organisations have been established to evaluate and rank companies based on these criteria.

In accordance with legislative requirements and Investment Policy objectives, the Council considers investments in Ethical or Socially Responsible Investments, provided they meet all other investment criteria and the performance outlook does not disadvantage Council.

16. Investment Advisory

The Council's investment advisor is appointed by the Chief Executive Officer or Director Organisational Performance and must operate under a license issued by the Australian Securities and Investment Commission. The advisor must be independent and must confirm in writing that they have no actual or potential conflict of interest in relation to investment products being recommended and are free to choose the most appropriate product within the terms and conditions of the Investment Policy. 'Independence' includes receiving no commissions or other benefits in relation to the investments being recommended or reviewed, unless such remuneration is rebated 100% to Council, promptly.

17. Investment Strategy

An investment strategy will be implemented alongside the Investment Policy. It will be reviewed annually with an independent investment advisor. The strategy will cover:

- The Council's current cash flow projections and the effects of any deviations from the long-term liquidity goals.
- Market conditions and the corresponding actions, especially in relation to the positioning within the policy's limits.
- Expected returns, risk-reward factors, market cycle analysis, and associated risk constraints.
- Maximisation of suitable investments for Council's portfolio.

18. Recording of Investments

Documentary evidence must be retained for each investment, with the relevant details kept in the investment register. This evidence should establish the Council's legal title to the investment. Additionally, the Council will maintain a separate record of funds invested under section 625 of the Local Government Act 1993, in line with the criteria set out by the Local Government Code of Accounting Practice and Financial Reporting.

19. Reporting and Review

A monthly investment report will be provided to Council. The report will detail the investment portfolio in terms of holdings by maturity, returns generated for the portfolio compared to the AusBond Bank Bill

Index, and comparison with the budget. The monthly report will also confirm compliance of Council’s investments within legislative and policy limits.

In accordance with the Local Government Code of Accounting Practice & Financial Reporting, Council will undertake at least an annual review of its Investment Policy and Investment Strategy.

If there are any significant changes to the Act, regulations, issued guidelines, or if the market changes to a degree that warrants an earlier examination, the Policy and/or Strategy will be reviewed and brought back to Council for its consideration.

20. Audit Oversight

Council’s external auditors will review Council’s investments as part of the Annual Financial Reports. This includes seeking independent certification from the relevant financial institutions (banks, fund managers, etc.) to confirm the balance of investments held on Council’s behalf at the end of the financial year, and the adequacy of their internal control procedures.

Responsibilities

Position	Responsibility
Users	Financial Accounting Officer/Accounts Receivable Team Leader
Supervisors / Team Leaders / Coordinators	Revenue Accountant
Managers	Chief Financial Officer
Directors	Director Organisational Performance
Information Services	
People, Culture & Safety	

Definitions

To assist in interpretation, the following definitions apply:

Term	Definition
Authorised Deposit Taking Institutions (ADI)	These are either a bank, credit union or building society that is authorised under the Banking Act 1959 (Cth) to take deposits from customers. These institutions are monitored by the Government’s financial regulator, the Australian Prudential Regulatory Authority (APRA).

Bank Bill Swap Rate (BBSW)	The average of mid-rate bank bills and is calculated daily. It is used as an independent reference. Floating rate securities are most commonly reset quarterly to the 90 day BBSW.
Bloomberg Ausbond Index	The NSW local government industry standard benchmark formerly known as the UBS Australia Bank Bill Index. This is the generally accepted benchmark for short term, conservative cash and fixed income investors and allows benchmarking against a notional rolling parcel of bank bills averaging 45 days which is calculated by portfolio of 90 day bank bills over a specified period.
Credit Risk	The risk that a party or guarantor will fail to fulfil its obligations. In the context of this document it relates to the risk of loss due to the failure of the institution/entity with which an investment is held to pay the interest and/or repay the principal of an investment.
Diversification	The requirement to place investments in a broad range of products and counterparties so as not to be over exposed to a particular sector of the investment market.
Floating Rate Note (FRN)	A medium to long term fixed interest investment where the coupon is a fixed margin ("coupon margin") over a benchmark, also described as a "floating rate". The benchmark is usually the BBSW and is reset at regular intervals – most commonly quarterly.
Grandfathered	Grandfathered investments are an investment that Council is eligible to retain, however the investment no longer meets the Investment Policy requirements due to changes in legislation, changes to Council's Investment Policy or a credit rating downgrade.
Interest Rate Risk	The risk that the fair value or future cash flow of an investment will fluctuate because of changes in market interest rates.
Investment Portfolio	The total pool of Council's cash and fixed income investments.
Liquidity Risk	The risk that Council runs out of cash, is unable to redeem the investments at a fair price within a timely period and thereby incurs additional costs (or, in the worst case, is unable to execute its spending plans) either due to its own liquidity management, or through changes in the liquidity profile of an investment.
Market Risk	The risk that fair value or future cash flows of an investment will fluctuate due to changes in market prices or benchmark returns will unexpectedly overtake the investment's return.
Maturity Risk	The risk relating to the length of term to maturity of the investment. The longer the term, the greater the length of exposure and risk to market volatilities from changes in interest rates, market conditions and deteriorating credit.



Monthly Investment Report	In accordance with Part 9, Division 5, Section 212 of the Local Government (General) Regulation 2021, Council is provided with a monthly investment report which list all investments held by Council at that point in time.
Official Cash Rate	The interest rate set by the Reserve Bank of Australia.
Prohibited Investments	Investment classes that have been prohibited by the Office of Local Government in its guidelines for NSW Local Government Investment Policy and Ministerial Investment Orders.
Preservation of Capital	An investment strategy with the primary goal of preventing losses in an investment portfolio's total value.
Prudent Person Standard	A legal standard restricting the investing and managing of a client's account to what a prudent person seeking reasonable income and preservation of capital might exercise for his or her own investment.
Rollover Risk	The risk that income will not meet expectations or budgeted requirements because future interest rates are lower than expected. As deposits and bank securities mature and need to be reinvested, margins may contract thereby resulting in a reduction of income over time.
Securities	For financial markets, the many types of financial instruments (i.e., documents) that are traded in financial markets (except derivatives & contracts), e.g. bonds and shares.
Term Deposits	Funds invested with a financial institution at a predetermined rate that applies for the duration of the deposit. The principal is held on deposit for a fixed term with interest payable at set periods during the term and/or on maturity. Increasingly banking regulation requires term deposits to be issued on "unbreakable" terms or, at a minimum, funds cannot be withdrawn for a minimum period of 31 days.
At-call Deposits	Cash invested on an overnight basis. Funds can be recalled or re-invested before 11am on the following business day.

Related Documents

Council's Investment Strategy will run in conjunction with this Investment Policy.

:



Document Control

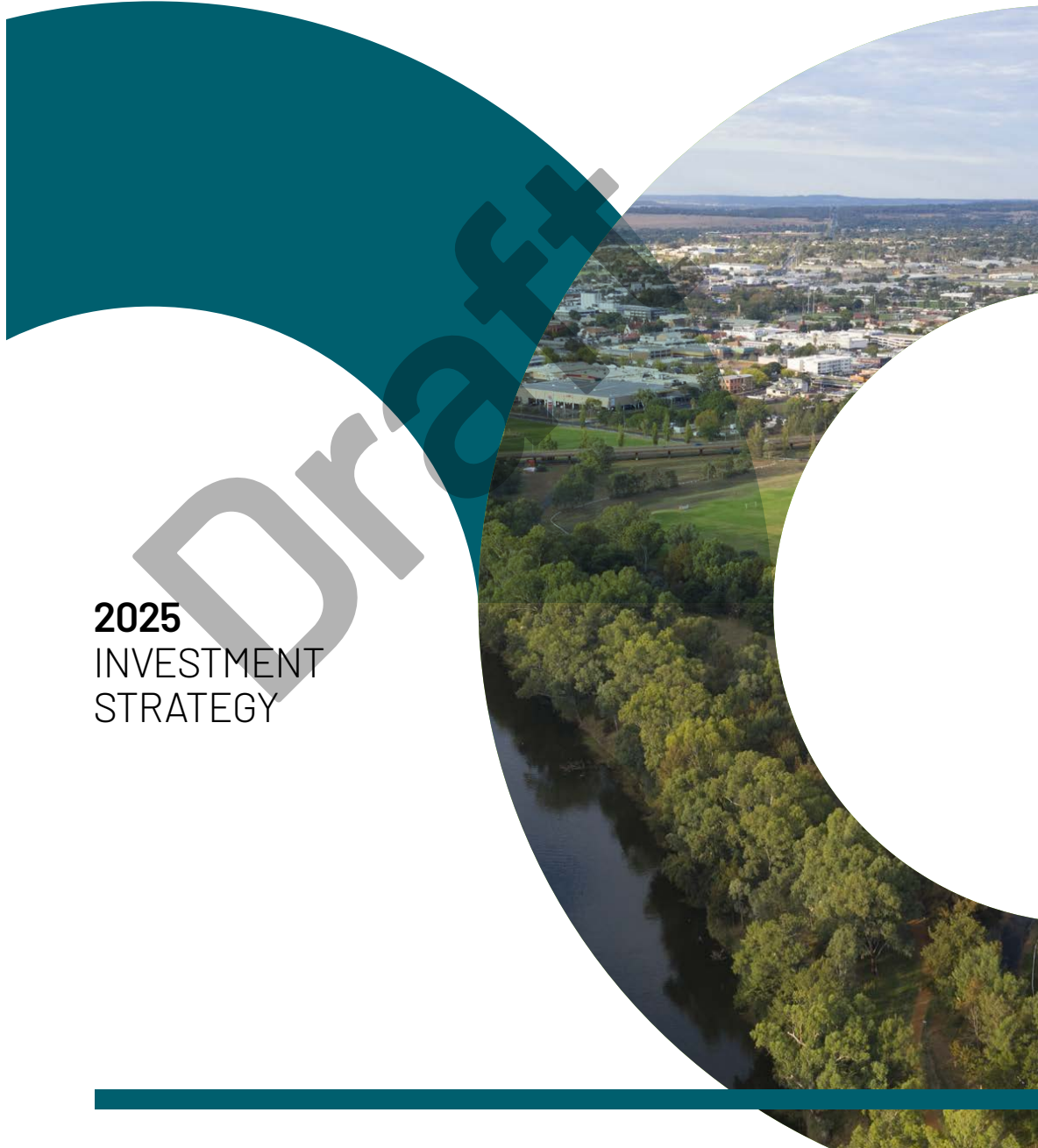
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Previous Cover



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2025
INVESTMENT
STRATEGY



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.

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Purpose

The annual Investment Strategy sets out Council's investment goals and targets for the coming year. The aim of the Strategy is to guide the management of Council's investment portfolio over the short to medium term to:

- achieve a balanced and diversified portfolio, in terms of allowable investment products, credit ratings and maturity terms that will outperform the benchmark indices; and
- ensure liquidity when required for Council's operational and capital expenditure needs.

This Strategy has been prepared in consultation with Arlo Advisory Pty Ltd.

Related Information

Council's Investment Strategy is determined after taking into consideration a review of the following issues:

- global and domestic economic investment environments;
- investment policy and legislative constraints;
- current composition of Council's investment portfolio;
- long, medium and short term financial plans.

This document replaces any previous Strategy document approved by Council. The effective date of this Strategy is 25 March 2025 and will be reviewed in March each year or when a change in either regulation or market conditions necessitates a review.

Related Legislation

All investments are to comply with the following:

- Australian Accounting Standards;
- Local Government Act (1993);
- Local Government Code of Accounting Practice and Financial Reporting;
- Local Government (General) Regulation (2021);
- Ministerial Investment Order;
- Office of Local Government Circulars;
- Office of Local Government Investment Policy Guidelines;
- The Trustee Amendment (Discretionary Investments) Act (1997) – Section 14;

Scope

The Investment Strategy applies to all managers and employees who actively manage investments or have responsibility for employees who actively manage investments.

This strategy should be read in conjunction with Council's Investment Policy.



Investment Strategy

1. Global and Domestic Investment Environments

The following commentary on Global and Domestic Environments has been provided by Council's Investment advisor Arlo Advisory Pty Ltd.

"In the US, economic growth remains robust, downside labour market risks have receded, and inflation is still above target. However, after delivering their latest 25bp rate cut in December 2024, US Fed Chair Powell reaffirmed that they are going to be much more cautious in 2025, reflective of sticky inflation combined with President Trump's proposed economic policies (which is expected to exacerbate price pressures). In December 2024, US core CPI was +0.2% m/m against +0.3% expected, with the annual rate coming in at +3.2% y/y (above their 2% target).

With the US Federal Reserve (Fed) having already recalibrated to less restrictive settings, they are set to hold policy rates unchanged for several meetings. The majority of the US FOMC members predicted they would only cut the federal funds rate by 50bp in 2025 - half of the cuts they made in 2024.

China's Q4 GDP and December activity readings drew scepticism surrounding the +5.4% Q4 y/y GDP print. This was aided by somewhat curious large upward revisions to both Q2 and Q3 GDP, and the economy evidently regained some momentum last quarter, thanks to tailwinds from recent fiscal and monetary policy easing.

The January IMF World Economic Outlook revealed that global growth is expected to be +3.3% in both 2025 and 2026, largely unchanged from the forecasts from October.

Domestically, Australia's Consumer Price Index (CPI) rose +0.2% in the December 2024 quarter and +2.4% annually (against expectations +2.5%). Annual trimmed mean inflation was +3.2% in the December 2024 quarter, down from +3.6% in the September 2024 quarter.

The unemployment rate in Australia was 4.0% in December 2024 (rising from 3.93% to 3.98%). Employment growth was a strong +56k. The strong employment increase confirms trend employment growth remains healthy at 31k. The underemployment rate fell 0.1% to 6.0%, back around its 2022 lows after having moved up to 6.7%. Meanwhile, Australia's GDP rose by +0.3% q/q (+0.8% y/y) in Q3, weaker than consensus (+0.5%) and the RBA at +0.5% q/q. Overall, growth remains very soft in annual terms and is still around its weakest (ex. COVID) since the early 1990s.

The RBA is becoming more confident that inflation is slowly tracking towards their long-term target band ("Board is gaining some confidence"). In their last meeting of 2024, they removed the prior hawkish language that "policy will need to be sufficiently restrictive". Financial markets are currently expecting up to three rate cuts priced in by calendar year-end with the first RBA rate cut delivered in February 2025."

2. Legislative Environment

Council's investment opportunities are constrained by a combination of legislation, regulation and any directions and guidelines issued by the Minister or the Office of Local Government. There has been no change to the investment legislative environment for a number of years and the most recent Ministerial Investment Order released in January 2011 continues to limit Council's investment options to:

- term and at-call deposits with Approved Deposit-taking Institutions (ADIs);
- other ADI senior ranked securities;
- investments with NSW Treasury Corporation including their investment management division (TCorp and TCorpM);
- funds or securities issued or guaranteed by the Commonwealth or any State or Territory.

3. Composition of Council's Investment Portfolio

The conservative nature of Council's Investment Strategy is clearly reflected in the structure of the portfolio, where ~95% of the portfolio is invested with Australian Prudential Regulation Authority (APRA) - regulated ADIs and the remaining ~5% of the portfolio is invested in Northern Territory Government Bonds.

Council's current portfolio is as follows (as at the end of January 2025)

Investment	Split
Big Four banks	49.4%
Australian mid-tier banks	41.6%
Foreign controlled Australian based ADIs	3.2%
Unrated - Local ADI	0.7%
Total APRA-regulated ADIs	94.9%
Northern Territory Government Bonds	5.1%
Total Investment Composition	100.00%

4. Strategy Management

Council's investment portfolio will continue to be prudently managed in accordance with:

- Council's Investment Policy and related legislative and regulatory requirements;
- Internal control practices to preserve capital; and
- Council's operational and capital funding requirements.

4.1 Objectives

Council's investment Strategy for the period is to maintain the highly secure profile of the portfolio, provide liquidity and deliver competitive investment returns commensurate with the portfolio structure.

4.2 Risk Profile

The risk profile for Council's investment portfolio is based on the principles of being prudent, conservative and risk averse. This is achieved by managing the diversity and creditworthiness of investments in accordance with the Investment Policy and other relevant requirements.

Current investments are with APRA regulated financial institutions and Northern Territory Government Bonds so that credit risk remains minimal.

The maturity profile of the investments is adequately spread to ensure that liquidity and maturity risks are also kept to a minimum.

Council holds at-call funds to meet cash flow liquidity requirements and invests excess funds to maximise returns. Council has historically held Floating Rate Notices (FRNs) to maturity; however a 'held-for-trading' strategy (sale prior to maturity) would be considered if this would optimise the overall returns of the investment portfolio.

4.3 Liquidity/Maturity

The majority of Council's cash and investments portfolio is held as restricted reserves to satisfy legislative responsibilities and funding commitments contained within the Dubbo 2040 Community Strategic Plan.

To ensure Council has available funds to meet these short-term commitments, the following liquidity targets are set in accordance with the Investment Policy.

Investment Horizon Description	Investment Horizon Maturity Date	Minimum Allocation	Maximum Allocation
Working capital funds	0-3 months	10%	100%
Short term funds	3-12 months	20%	100%
Short-Medium term funds	1-2 years	0%	70%
Medium term funds	2-5 years	0%	50%
Long term funds	5-10 years	0%	25%

Council's capital funding requirements will continue to increase over the next few years. Major capital expenditures in 2025 are anticipated to be approximately \$97.8 million.

Additional requirements for capital expenditure are being funded from restricted assets which impacts the overall cash available for investment. The maturity profile of the investment portfolio has become more concentrated in the short and medium term rather than the longer term.

Council's liquidity will be monitored on an ongoing basis to ensure cash requirements are met and that liquidity parameters remain within allowable limits set out in the Investment Policy.

4.4 The Strategy

Investments are to be placed with the advantageous rate to Council and within the limits as set in the tables included in the Investment Policy and the Investment Strategy as listed below;

- Investment Policy - Performance Benchmark Table;
- Investment Policy - Credit Rating Structure and Tenor Limits;
- Investment Strategy - Investment Horizon Description.

To maximise performance, the intention is to pursue the following actions during this strategy period;

- Maintain ongoing cash holdings at around 15-20% for cash flow requirements. Keeping a sufficient cash balance under 20% should not jeopardise liquidity, but it should also aid overall returns as the official cash rate dropped by .25bp in February 2025. Placing a spread of fixed term deposits between 12 months to 5 years, as term deposit rates are predicted to have peaked and have the potential to fall further as 2025 progresses;
- Take advantage of longer tenor specials available in fixed assets. This could either be in fixed term deposits, or fixed bonds both in the primary (new) and secondary market;
- Naturally prioritise investments by highest ratings when the variance in interest rates is marginal. Where rates are the same, as per the Policy, if within the adopted limits, Council will consider placement with the environmentally and socially responsible investment;
- Purchase secondary market FRNs where investment can be optimised reducing the liquidity risk and interest rate risk while having no impact on credit risk of the portfolio;
- Maintain a well-structured portfolio with a mix of maturities laddered across tenors.

5. Environmentally and Socially Responsible Investments

Council's ability to acquire environmentally and socially responsible investments within the current investment and policy environment remains limited, as:

- the structure of many of these investments remains prohibited under the current Ministerial Investment Order; and
- the global financial crisis caused significant declines in the valuation of the financial assets that comprise many of these investments.

Council will, however, continue to explore opportunities for supporting environmentally and socially responsible investments within these constraints. The investment climate is changing over time and Council notes that many large-scale renewable projects are expected to evolve, which may offer sustainable investment opportunities in the future via co-investments. Council will continue to encourage and give preference to these investments where they comply with the Ministerial Investment Order and satisfy Council's policy and investment objectives.

Draft

Draft

Status	Version	Author	Date	Changes
Draft	1.0		March 2025	

Cnr Church and Darling streets, Dubbo
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DUBBO REGIONAL
COUNCIL

REPORT: Update on Australia Day Ceremonies for 2025

DIVISION: Organisational Performance

REPORT DATE: 10 March 2025

TRIM REFERENCE: ID25/365

EXECUTIVE SUMMARY

Purpose	<ul style="list-style-type: none"> Provide update 	
Issue	<ul style="list-style-type: none"> Delivering Australia Day events in the LGA that are inclusive and in line with community expectations. 	
Reasoning	<ul style="list-style-type: none"> Council is committed to delivering events and celebrations that reflect the community and are culturally diverse and inclusive. The 2025 civic ceremonies and events were delivered in Wellington on the evening of Saturday 25 January, and in Dubbo on the morning of Sunday 26 January 2025. Provision of feedback for the Dubbo Event. Australia Day for 2026 will be a Monday which will be declared a public holiday. 	
Financial Implications	Budget Area	Corporate Governance
	Funding Source	Australia Day
	Proposed Cost	\$36,400 (existing budget allocation)
	Ongoing Costs	Nil
Policy Implications	Policy Title	Not Applicable
	Impact on Policy	Nil

STRATEGIC DIRECTION

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

Theme: 4 Leadership
 CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance

Delivery Program Strategy: 4.1.1 Council encourages and facilitates two-way communication with and between stakeholders and the community

Theme: 4 Leadership
 CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance

Delivery Program Strategy: 4.1.2 Council's decision-making processes are open, transparent and accountable

RECOMMENDATION

- 1. That the report of the Governance Team Leader be noted.**
- 2. That Council staff liaise with prior winners of the Australia Day awards to form a deliberation committee to decide the award winners for Dubbo and Wellington.**
- 3. That any additional activities surrounding the civic ceremonies for 2026 be determined by Council's Regional Events team.**

Jane Bassingthwaight
Director Organisational Performance

SW
Governance Team Leader

BACKGROUND

Council has been holding Australia Day civic ceremonies and events since the early 1980s. These events are predominantly to host the civic component of the day, which presents Australia Day awards that recognise volunteers and talented members of the community. The civic event also welcomes and formally confers Australian Citizenship to qualified members of the community. An Australia Day Ambassador is allocated to each local government area by the Australia Day Council, this person is part of the official party and delivers an address at the civic ceremony.

Since the Council merger in 2016, Dubbo Regional Council has been organising and conducting two Australia Day civic ceremonies and events each year, one held in Dubbo and the other in Wellington.

For the first time, the region's Australia Day activities were arranged by two teams, Council's Governance Branch and Council's Regional Events Branch and as such, some learnings and areas of improvement have been identified.

Previous Resolutions of Council

25 July 2024 Part 1 CCL24/167 (CSC24/39)	<ol style="list-style-type: none"> 1. <i>That Dubbo Australia Day civic ceremony and event be held at 8:00am on Sunday 26 January 2025 at Victoria Park.</i> 2. <i>That an Expression of Interest process be undertaken to form Australia Day Event Committees for Dubbo and Wellington.</i> 3. <i>That any additional activities surrounding the civic ceremonies for 2025 be determined between Council Events team and the Australia Day Events Committees.</i>
25 July 2024 Part 2 CCL24/167 (CSC24/39)	<ol style="list-style-type: none"> 1. <i>That the Australia Day civic ceremony and event for Wellington be held at 6:30pm on Saturday 25 January 2025 at Cameron Park.</i> 2. <i>That an Expression of Interest process be undertaken to form Australia Day Event Committees for Dubbo and Wellington.</i> 3. <i>That any additional activities surrounding the civic ceremonies for 2025 be determined between Council Events team and the Australia Day Event Committees.</i>
26 November 2024 CCL24/300 (CSC24/48)	<ol style="list-style-type: none"> 1. <i>That the Australia Day Event in Dubbo on 26 January 2025 be held at the Dubbo Regional Theatre and Convention Centre.</i> 2. <i>That no other changes be made to the Australia Day Event for Dubbo.</i>

The 2025 civic ceremonies and events for Wellington and Dubbo were completed as resolved.

REPORT

Council owns, and is responsible for, arranging the LGA's Australia Day ceremonies and events. In the past, community members have been involved in the event, however, it is somewhat difficult to manage expectations; balancing the wants of community in line with

staff capacity. Therefore, going forward, and following a debrief with committee members, it is suggested that Council staff contact prior Australia Day award winners for both Dubbo and Wellington to form one (1) committee. This committee will be responsible for the deliberation of award winners for 2026.

In 2025, Council trailed the staging of the Australia Day event in Dubbo on Sunday 26 January 2025. The civic ceremony (including the citizenship ceremony) was held inside the Convention Centre, whilst food vendors, market stallholders and a car display were positioned in the carpark adjacent to the Civic Administration Building.

Wellington's civic ceremony and event were held on the evening of Saturday 25 January 2025 and included a large number of market stalls, as well as food vendors.

Consultation

Feedback: Dubbo event

A debrief, comprising of Council staff and members of the Dubbo committee, was held post event. The meeting considered both positive and negative aspects of the new format whereby the civic ceremony was held indoors and event activity was held outdoors. Discussions included the venue and set-up, the ceremony and timing entertainment and vendors and feedback from the community in attendance at the event.

Venue and Set Up

Pros

- Indoor venue was liked by most.
- Great way to keep people together and sitting in the cool.
- Able to see the award winners coming up on stage.
- Cost savings with no need to hire stages, marquees, security and chairs.
- Having the venue set up prior to the day of the event reduced staff overtime.

Cons

- The disconnect between indoor and outdoor sections of the event.
- Location of children's activities to be reviewed as the noise was distracting for audience members.

Ceremony and Timing

Pros

- Overall, everyone was happy with the multicultural element
- The inclusion of a speaker from the Dubbo Family History Society was well received.

Cons

- Need for more/bigger access between outdoors and indoors.
- Being indoors, the start time could be reviewed to start later.
- The length of some of the recipient speeches.

- There was a disconnect between the civic ceremony ending and entertainment starting – run sheets didn't merge and a lot of people left before the entertainment commenced.
- Timing of entertainment in line with the ceremony needs to be streamlined.
- Need to set up a space for photos to be taken of new citizens so the civic ceremony can continue without interruption.

Entertainment and Vendors

Pros

- Band on stage.
- Cooler and more comfortable indoors.
- Good line up of entertainers.
- Enjoyed jazz, dancers and singer.

Con's

- Timing of performers.
- Not many people stayed to watch performers.
- Location of the BBQ area and Rotarians.
- There were complaints from the coffee vendor regarding the noise of a generator.
- There were complaints about the time taken by the coffee vendor to complete orders.

Feedback: Wellington event

Pros:

- Strong First Nations engagement and participation.
- Strong community attendance.
- Community satisfaction with the event.
- Appropriate length of time.

Cons:

- Committee feedback that there was not enough decision making by Community Groups.
- Time of event saw staff setting up in the heat of the day.

General Comments

- Continue to explore options to move Australia Day event away from 26 January to enable greater engagement with First Nations people, although there were some comments for continuing to hold the event on 26 January.
- Lots of discussion on improving on the layout and set-up of the indoor and outdoor locations.
- The Committee is keen to remain in Convention Centre for the civic ceremony and explore the use of Darling Street and Victoria Park to support event activity.
- Consider placing speakers outside so those outside can hear the ceremony.

- Consider engaging a community group to organise and host the event and Council Co-ordinate the civic ceremony.
- Committee members feel they could be more involved in planning for the event rather than just deliberating on the awards.
- Suggestion going forward that one committee be formed comprising of Dubbo and Wellington residents (prior award winners) to deliberate the awards for both Dubbo and Wellington. The event activity would remain with Council.

Resourcing Implications

- A considerable amount of staff time is required in the months leading up to the events to establish committees, plan and promote the Australia Day awards, coordinate deliberations, communicate with nominees, secure suppliers, finalize work programs, oversee promotions, attend both events, and inspect venues to ensure safety and presentation. These costs are not included in the budget estimate below.
- Each year a budget allocation is made for the Australia Day events for the purchase of goods (such as food, water and ice), hire costs, advertising, printing and other services.

Total Financial Implications	2026 events (\$)	Current year + 1 (\$)	Current year + 2 (\$)	Current year + 3
a. Operating revenue	0	0	0	0
b. Operating expenses	36,400	37,310	38,243	39,199
c. Operating budget impact (a – b)	-36,400	-37,310	-38,243	-39,199
d. Capital Expenditure	0	0	0	0
e. Total net impact (c – d)	-36,400	-37,310	-38,243	-39,199
Does the proposal require ongoing funding?	Yes each year			
What is the source of this funding?	Australia Day Budget			

Table 1. Ongoing Financial Implications

Preferred Option

- That one committee be formed to deliberate on the Dubbo and Wellington Awards with the event activity remaining the responsibility of Council.
- That the deliberation committee be established comprising of previous award winners from both Dubbo and Wellington.
- That the Dubbo event be held indoors at the Dubbo Regional Theatre and Convention Centre with the Wellington event continuing to be held outdoors at Cameron Park.
- The suite of Australia Day Awards be set for both Wellington and Dubbo being:
 - Citizen of the Year
 - Senior Citizen of the Year

- Young Citizen of the Year
- Services to Sport
- Sports Person of the Year
- Young Sports Person of the Year
- Cultural Award (Dubbo only)
- Community Event of the Year (Wellington only)
- To place the updated Australia Day Nomination forms on Council's website at the beginning of April, as this will allow people to nominate someone well in advance and not during a specified period in the lead up to Australia Day (which includes Christmas).

Next Steps

- Following a resolution of Council, staff will commence planning for the 2026 civic ceremonies and events.
- Contact will be made with former Australia Day award winners inviting them to join the deliberation committee for 2026.
- Updated Australia Day forms will be placed on Council's website.



QUESTIONS ON NOTICE: Dubbo Regional Theatre and Convention Centre Fees and Charges

REPORT DATE: 14 March 2025
FILE: ID25/414

QUESTIONS ON NOTICE

Council has received the following Question on Notice from Councillor S Chowdhury. The question and answer are submitted below for the information of Councillors.

Councillor S Chowdhury

That the Director Community Culture and Places provide a comprehensive list of all fees and charges for the Dubbo Convention Centre, along with the percentage of annual usage for each section. Additionally, include a comparison of bookings at the local, state, and international levels and outline the hire fees specifically applicable to local performers

Response

The Fees and Charges Policy can be found on the [Dubbo Regional Council website](#) and on the [Dubbo Regional Theatre and Convention Centre website](#).

Below are the **2024/2025** Fees relating to local community hirers and local performing arts businesses in the Local Government Area (highlighted in yellow).

Fees and charges increase by approximately 2.5% each year. An exception was 2024/2025 where an increase of 10% was approved. In 2025/2026, the recommended increase will revert to 2.5%.

THEATRE

Includes use of Theatre Foyer Green Room and Dressing Rooms.

MONDAY - THURSDAY

PER DAY

Professional/Commercial or 12% of Net Box Office income – whichever is the greater.	\$1,648.00	\$164.82	\$1,813.00	Y	PCR	10%
Performing Arts Businesses in the LGA	\$1,421.00	\$142.18	\$1,564.00	Y	PCR	10%
Community/Not-for-Profit	\$1,277.00	\$127.73	\$1,405.00	Y	PCR	10%

FRIDAY - SUNDAY AND PUBLIC HOLIDAYS

PER DAY

Professional/Commercial or 12% of Net Box Office income – whichever is the greater.	\$1,896.00	\$189.64	\$2,086.00	Y	PCR	10%
Performing Arts Businesses	\$1,658.00	\$165.82	\$1,824.00	Y	PCR	10%
Community/Not-for-Profit	\$1,537.00	\$153.73	\$1,691.00	Y	PCR	10%

CONVENTION CENTRE

Venue Hire fee includes Convention Centre Foyer and Oxley Room when FULL Macquarie Auditorium is hired.

FULL MACQUARIE AUDITORIUM

PER DAY

Professional/Commercial	\$1,582.00	\$158.27	\$1,741.00	Y	PCR	10%
Community/Not-for-Profit	\$1,250.00	\$125.00	\$1,375.00	Y	PCR	10%

HALF MACQUARIE AUDITORIUM

PER DAY

Professional/Commercial	\$598.50	\$59.91	\$659.00	Y	PCR	10%
Community/Not-for-Profit	\$489.00	\$48.91	\$538.00	Y	PCR	10%

User Group Consultation

In February the DRTCC team send invites to the local performance groups to meet with staff to discuss the proposed changes to the Fees and Charges Policy. Some groups take up the offer to meet. The DRTCC team encourages the stakeholders to read the document when on public display and to send in a submission if they have feedback. This is re-iterated in May, when another email reminder is sent to all local hirers reminding them of the public display period.

Special Consideration for Local Hirers

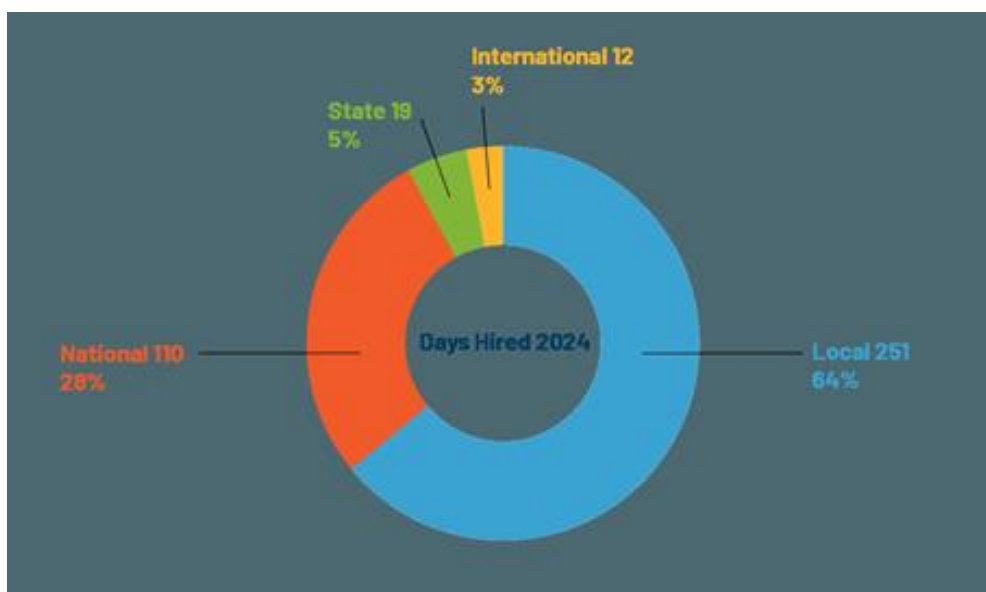
Local hirers, including dance businesses, are eligible for numerous concessions not available for professional and commercial hirers, including:

- Subsidised venue hire fees
- Community rate for equipment hire
- Fee concessions for theatre ushers
- Nil commission fee for merchandise sales
- Cost sharing on equipment if local hirer bookings are back-to-back in the schedule, such as December dance concerts using special dance floor known as Tarkett.
- Not charged for 'Dark Days'*

**Where a local hirer books the Theatre for two weeks but is on site only for seven of those 14 days. The local hirer is only charged for bump-in, rehearsals and performance days. The other seven days are not charged to the local hirer even though their gear remains in the loading dock, on stage and the in the dressing rooms. During this time, DRTCC is not able to hire the venue nor able to receive additional income. Benchmarking other regional theatres reveals most charge the local hirer for those unused 'dark days', even if it is at a lower rate. This is an example of the valuable relationship DRTCC shares with key local hirers.*

Booking Percentages

Shown below are the booking percentages for 2023 and 2024 respectively. The charts illustrate local, state, national and international events. Most of the hire time is provided for local bookings. Between 2023 and 2024 the local hire in creased by 12%.



Graphs 1 and 2: Booking percentages for 2023 and 2024

The usage analysis of each hireable space within the DRTCC and Wellington Civic Centre

DRTCC is a multi-purpose facility with three primary hireable spaces. These are:

- DRTCC - The Convention Centre: 750 seat flat floor auditorium,
- DRTCC - The Theatre: a state-of-the-art 500 seat tiered theatre, and
- DRTCC - The Oxley Room: accommodating maximum 80 people.

Also, Wellington Civic Centre: 750 seat flat floor auditorium.

The below graph presents the percentage utilisation per hireable space from 2021 to 2024 financial years.

An industry key performance indicator for capacity is **60%**, and that can also be applied to utilisation. One key companion that needs to be considered with 'utilisation' is 'staffing levels'. As with all multiple purpose venues, regardless of what event is on, and where it is held, the front doors need to be open and staff on site. To increase utilisation percentage, the staff structure would need to increase substantially.

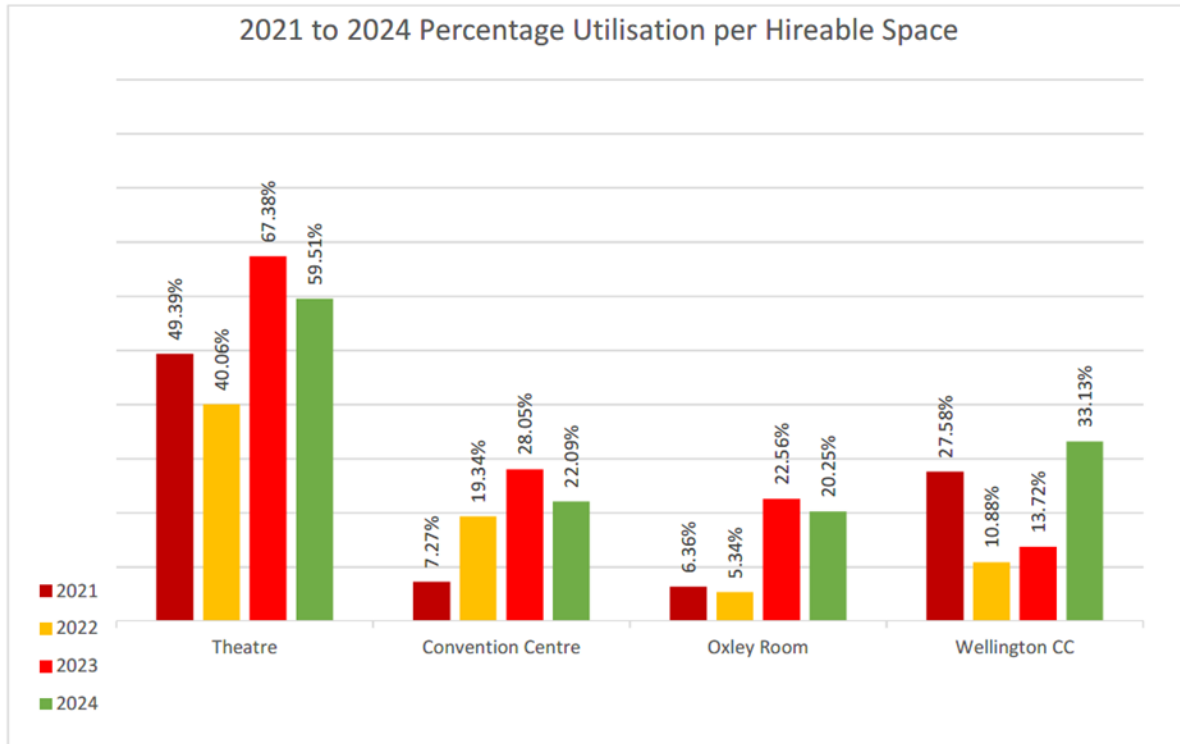
Unlike metropolitan centres, regional venues do not have access to a large pool of support staff or an A and B Team to interchange. Also, the nature of events mean it is not a 9-5 operation, which is a challenge to manage within the provisions of the Local Government Award. The dedicated team at DRTCC do well to manage the venue demand from state, national and international clients as well as local community and business hirers.

Dubbo Regional Theatre and Convention Centre

Years 2021 and 2022 represent slow recovery from the impact of Covid. Utilisation was returning to normal in 2023, however in 2024, due to significant staff vacancies in the technical department for five months, restrictions had to be placed on the number of bookings taken, the utilisation percentage reflects this. Current utilisation is appropriate and sustainable given resource allocation.

Wellington Civic Centre

2021 and 2024 were good years due to lengthy bookings from NSW Department of Health during Covid and NSW Electoral Commission bookings during pre-polling. The venue is somewhat underutilised without these large, long-term bookings.



Graph 3: Usage analysis of each hireable space within the DRTCC and Wellington Civic Centre

RECOMMENDATION

That the information contained within the report be noted.



DUBBO REGIONAL
COUNCIL

QUESTIONS ON NOTICE: Southlakes Playground Update

REPORT DATE: 14 March 2025

FILE: ID25/415

QUESTIONS ON NOTICE

Council has received the following Question on Notice from Councillor M Wright. The question and answer are submitted below for the information of Councillors.

Councillor M Wright

Can Council provide an update from MAAS Properties regarding the development of children's playgrounds in the Southlakes area? Given the significant growth and ongoing developments in Southlakes, many residents are eager to see the establishment of these parks. Could Council also confirm any proposed timeframes for their completion?

Response

The Developer is looking at completing the landscaping component along the entire eastern drainage channel by November this year. This includes the playground that is to be installed below the intersection of Stream Avenue and Argyle Avenue.

As Dubbo Regional Council will inherit the asset, staff are working closely with the Developer to ensure quality material is used and the complying play equipment provided.

RECOMMENDATION

That the information contained within the report be noted.