



AGENDA

ORDINARY COUNCIL MEETING

27 FEBRUARY 2017

MEMBERSHIP:
Mr M Kneipp (Administrator).

The meeting is scheduled to commence at 5.30pm.

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 both past and present of the Wiradjuri Nation and extend that respect to other Aboriginal peoples from other nations who are present".

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CCL17/1 CONFIRMATION OF MINUTES (ID17/125) 4
Confirmation of the minutes of the proceedings of the Dubbo Regional Council meeting held on 19 December 2016.

CCL17/2 LEAVE OF ABSENCE (ID17/126)

CCL17/3 PUBLIC FORUM (ID17/178)

ADMINISTRATOR MINUTES:

CCL17/4 ADMINISTRATOR APPOINTMENTS (ID17/167) 23
The Council had before it the Administrator Minute regarding Administrator Appointments.

MATTERS CONSIDERED BY COMMITTEES:

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The Council had before it the report of the Planning and Development Committee meeting held 20 February 2017.

- PDC17/2 PLANNING PROPOSAL (R16-2) - PROPOSED REZONING AND ALTERATION TO MINIMUM LOT SIZE
PROPERTY: PART LOT 2 DP 22685, 32R BENOLONG ROAD, DUBBO (ID17/56)** 29
- The Council had before it the report dated 13 February 2017 from the Manager City Strategy Services regarding Planning Proposal (R16-2) - Proposed Rezoning and Alteration to Minimum Lot Size Property: Part Lot 2 DP 22685, 32R Benolong Road, Dubbo.
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- PDC17/3 DRAFT DEVELOPMENT CONTROL PLAN - SHERATON ROAD ESTATE - RESULTS OF PUBLIC EXHIBITION (ID17/138)** 29
- The Council had before it the report dated 14 February 2017 from the Manager City Strategy Services regarding Draft Development Control Plan - Sheraton Road Estate - Results of Public Exhibition.
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- CCL17/6 REPORT OF THE WORKS AND SERVICES COMMITTEE - MEETING 20 FEBRUARY 2017 (ID17/176)** 31
- The Council had before it the report of the Works and Services Committee meeting held 20 February 2017.
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- CCL17/7 REPORT OF THE FINANCE AND POLICY COMMITTEE - MEETING 20 FEBRUARY 2017 (ID17/174)** 36
- The Council had before it the report of the Finance and Policy Committee meeting held 20 February 2017.
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- REPORTS FROM STAFF:**
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- CCL17/8 DUBBO REGIONAL COUNCIL DELIVERY PROGRAM, DECEMBER 2016 - SIX MONTH REVIEW (ID17/145)** 42
- The Council had before it the report dated 14 February 2017 from the Interim General Manager regarding Dubbo Regional Council Delivery Program, December 2016 - Six Month Review.
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- CCL17/9 PROGRESS ON MERGER PROJECTS (ID17/163)** 195
- The Council had before it the report dated 17 February 2017 from the Interim General Manager regarding Progress on Merger Projects.

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| CCL17/10 | DUBBO CITY HOLIDAY PARK - CHANGE OF OWNERSHIP OF MANAGEMENT COMPANY AUSTRALIAN TOURIST PARK MANAGEMENT (ID17/168) | 199 |
| | The Council had before it the report dated 20 February 2017 from the Manager Commercial Facilities regarding Dubbo City Holiday Park - Change of Ownership of Management Company Australian Tourist Park Management. | |
| CCL17/11 | SMILE, IT'S CHRISTMAS 2016 ACTIVITIES AND OUTCOMES REPORT (ID17/139) | 202 |
| | The Council had before it the report dated 9 February 2017 from the Ignite Program Co-Ordinator regarding Smile, It's Christmas 2016 Activities and Outcomes Report. | |
| CCL17/12 | RURAL RESERVES BIODIVERSITY REPORT - FEEDBACK FOLLOWING PUBLIC EXHIBITION (ID17/135) | 240 |
| | The Council had before it the report dated 8 February 2017 from the Manager Landcare Services regarding Rural Reserves Biodiversity Report - Feedback Following Public Exhibition. | |
| CCL17/13 | COMMENTS AND MATTERS OF URGENCY (ID17/127) | |
| CCL17/14 | COMMITTEE OF THE WHOLE (ID17/177) | |



Confirmation of Minutes

The Council has before it the report of the Ordinary meeting of Council held on 19 December 2016.

RECOMMENDATION

That the minutes of the proceedings of the Ordinary meeting held on 19 December 2016 comprising pages 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 and 17 of the series be taken as read and confirmed as correct minutes and signed by the Administrator and the Interim General Manager.

Appendices:

- 1 Minutes - Ordinary Council Meeting - 19/12/2016
- 2 Minutes - Committee of the Whole - 19/12/2016



REPORT ORDINARY COUNCIL MEETING 19 DECEMBER 2016

PRESENT:

Mr M Kneipp (Administrator).

ALSO IN ATTENDANCE:

The Interim General Manager, the Director Organisational Services, the Manager Governance and Risk, the Supervisor Governance, the Manager Financial Accounting Services, the Manager Information Management, the GIS Officer, the Director Corporate Development (N Nissen), the Corporate Communications Supervisor (K Matts), the Director Technical Services (I Bailey), the Manager Technical Support, the Manager Civil Infrastructure and Solid Waste, the Director Environmental Services, the Manager Building and Development Services, the Director Community Services, the Director Parks and Landcare Services and the Transition Project Leader.

Mr M Kneipp (Administrator) assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 5.31pm with a prayer for Divine Guidance to the Council in its deliberations and activities. The acknowledgement of country was also read by the Administrator Mr M Kneipp.

CCL16/222 CONFIRMATION OF MINUTES (ID16/2320)

Confirmation of the minutes of the proceedings of the Ordinary Council meeting held on 28 November 2016 and the Extraordinary Council Meeting held 12 December 2016.

Moved by Mr M Kneipp (Administrator)

MOTION

That the minutes of the proceedings of the Ordinary meeting of Council held on 28 November 2016 comprising pages 6, 7, 8 and 9 and the Extraordinary Council meeting held 12 December 2016 comprising pages 12, 13 and 14 be taken as read and confirmed as correct minutes.

CARRIED

CCL16/223 LEAVE OF ABSENCE (ID16/2317)

There were no requests for leave of absence recorded.

CCL16/224 PUBLIC FORUM (ID16/2318)

The Council reports having met with the following people during Public Forum:

Mr Kerry Comerford regarding the proposed entry into the future development adjacent to Yarrowonga Estate.

Mrs Jackie Pratten regarding the proposed entry into the future development adjacent to Yarrowonga Estate.

ADMINISTRATOR MINUTES:**CCL16/225 ADMINISTRATOR APPOINTMENTS (ID16/2311)**

The Council has before it the Administrator Minute regarding Administrator Appointments.

Moved by Mr M Kneipp (Administrator)

MOTION

That the information contained in the Administrator Minute dated 12 December 2016 be noted.

CARRIED

CCL16/226 COMPENSATION CONSIDERATION ARISING FROM THE BOIL WATER INCIDENT IN DUBBO 7 TO 15 NOVEMBER 2016 (ID16/2303)

The Council has before it the Administrator Minute regarding Compensation Consideration Arising From the Boil Water Incident in Dubbo 7 to 15 November 2016.

Moved by Mr M Kneipp (Administrator)

MOTION

- 1. That the contents of the report of the Director Technical Services, as attached to this Administrator Minute be noted.**
- 2. That no claims for compensation as a result of the Boil Water Incident that occurred between 7 and 15 November 2016 in North and Central Dubbo be accepted.**

CARRIED

CCL16/226(a) PRESENTATION OF THE FINANCIAL STATEMENTS FOR THE PERIOD 1 JULY 2015 TO 12 MAY 2016 - FORMER WELLINGTON COUNCIL

The Council has before it the Administrator Minute regarding Presentation of the Financial Statements for the Period 1 July 2015 to 12 May 2016 – Former Wellington Council. The Council reports having met with Mr Jeff Shanks of the Luka Group, external auditors of the former Wellington Council, regarding this matter.

Moved by Mr M Kneipp (Administrator)

MOTION

1. That the Annual Financial Statements for the former Wellington Council for the period ended 12 May 2016, as attached to the report of the Manager Financial Accounting Services dated 19 December 2016, be accepted.
2. That the Financial Accounting Services staff be thanked for their efforts in preparing the 2015/2016 Financial Statement.

CARRIED

MATTERS CONSIDERED BY COMMITTEES:**CCL16/227 REPORT OF THE AUDIT AND RISK MANAGEMENT COMMITTEE - MEETING 13 DECEMBER 2016 (ID16/2332)**

The Council has before it the report of the Audit and Risk Management Committee meeting held 13 December 2016.

Moved by Mr M Kneipp (Administrator)

MOTION

That that report of the Audit and Risk Management Committee meeting held 13 December 2016 be adopted save and except AUD16/5 Presentation Of The Financial Statements for the Period 1 July 2015 To 12 May 2016 for the former Dubbo City Council which is to be dealt with separately.

CARRIED

AUD16/5 PRESENTATION OF THE FINANCIAL STATEMENTS FOR THE PERIOD 1 JULY 2016 TO 12 MAY 2016 FOR THE FORMER DUBBO CITY COUNCIL

The Council has before it the recommendation of the Audit and Risk Management Committee regarding Presentation of the Financial Statements for the Period 1 July 2015 to 12 May 2016 – Former Dubbo City Council. The Council reports having met with Mr Jeff Shanks of the Luka Group, external auditors of the former Dubbo City Council, regarding this matter.

Moved by Mr M Kneipp (Administrator)

MOTION

1. That the information provided in the report from the Manager Financial Accounting Services dated 6 December 2016 on the Financial Statements for 2015/2016 in respect of the former Dubbo City Council, be noted.
2. That it be noted that the Audit and Risk Management Committee is not aware of any issues that would preclude the Dubbo Regional Council from adopting the Financial Statements for the year ended 12 May 2016 as presented and audited by the External Auditor in respect of the former Dubbo City Council. The Audit and Risk Management Committee has reviewed and discussed the audit process and received confirmation from the External Auditor that:
 - (i) They have been provided access to all necessary records.
 - (ii) The Auditor staff are suitably qualified to conduct the audit.
 - (iii) They have had sufficient time to complete.
 - (iv) Items identified have been resolved to their satisfaction.
3. That the Audit Reports for the General Purpose Financial Statements, and the Audit Reports for the Special Purpose Financial Statements for both the former Dubbo City and Wellington councils, be tabled at the December 2016 Ordinary Meeting of Council.
4. That the Committee acknowledge the efforts of staff in the preparation of the Financial Statements and the achievements of Council in the end of year result.

Moved by Mr M Kneipp (Administrator)

AMENDMENT

1. That the Annual Financial Statements for the former Dubbo City Council for the period ended 12 May 2016 be accepted.
2. That it be noted that the Audit and Risk Management Committee is not aware of any issues that would preclude the Dubbo Regional Council from adopting the Financial Statements for the year ended 12 May 2016 as presented and audited by the External Auditor in respect of the former Dubbo City Council. The Audit and Risk Management Committee has reviewed and discussed the audit process and received confirmation from the External Auditor that:
 - (i) They have been provided access to all necessary records.
 - (ii) The Auditor staff are suitably qualified to conduct the audit.
 - (iii) They have had sufficient time to complete.
 - (iv) Items identified have been resolved to their satisfaction.
3. That the Committee acknowledge the efforts of staff in the preparation of the Financial Statements and the achievements of Council in the end of year result.

The amendment on being put to the meeting was carried.

CARRIED

The amendment then became the motion and on being put to the meeting was carried.

CARRIED

CCL16/228 REPORT OF THE PLANNING AND DEVELOPMENT COMMITTEE - MEETING 12 DECEMBER 2016 (ID16/2323)

The Council has before it the report of the Planning and Development Committee meeting held 12 December 2016.

Moved by Mr M Kneipp (Administrator)

MOTION

That the report of the Planning and Development Committee meeting held 12 December 2016 save and except items:

PDC16/9 Development Application D16-5: Detached Dual Occupancy - Lot 18 Section 54a DP 1600 and Lot A DP 393090, 85 Pierce Street, Wellington

PDC16/10 Development Application D16-4: Two (2) Lot Community Title Subdivision - Lot 18 Section 54a DP 1600 and Lot A DP 393090, 85 Pierce Street, Wellington

and PDC16/11 Development Application D16-366: Two (2) Lot Subdivision Lot 62 DP 596342, 24 Tamworth Street, Dubbo which are to be dealt with separately.

CARRIED

PDC16/9 DEVELOPMENT APPLICATION D16-5: DETACHED DUAL OCCUPANCY - LOT 18 SECTION 54A DP 1600 AND LOT A DP 393090, 85 PIERCE STREET, WELLINGTON

The Council has before it the report dated 7 December 2016 from the Senior Planner 2 regarding Development Application D16-5: Detached Dual Occupancy - Lot 18 Section 54A DP 1600 and Lot A DP 393090, 85 Pierce Street, Wellington.

Moved by Mr M Kneipp (Administrator)

MOTION

That Development Application D16-5 for a Detached Dual Occupancy development on Lot 18 Section 54A DP 1600 and Lot A DP 393090, 85 Pierce Street, Wellington be refused for the following reasons:

- a. **The site is possibly contaminated (asbestos) and therefore on the basis of information provide, unsuitable for residential use in accordance with Clause 7(1) of State Environmental Planning Policy No 55 – Remediation of Land (S79C(1)(a)(i) Environmental Planning and Assessment Act, 1979).**
- b. **The proposed development has insufficient off-street car parking which does not comply with the minimum parking requirements in Wellington Development Control Plan 2013 (S79C(1)(a)(iii) Environmental Planning and Assessment Act, 1979).**
- c. **The proposed front setback is not consistent with the established setbacks in Pierce Street in accordance with the Wellington DCP 2013 (S79C(1)(a)(iii) Environmental Planning and Assessment Act, 1979).**
- d. **The site has not provided sufficient and adequate private open space areas in accordance with the Wellington DCP 2013 (S79C(1)(iii) Environmental Planning and Assessment Act, 1979).**
- e. **The proposed front fence is contrary to the requirements of the Wellington DCP 2013 (S79C(1)(iii) Environmental Planning and Assessment Act, 1979).**
- f. **The subject site is deemed unsuitable for the proposed development, and is considered therefore to be overdevelopment of the site (S79C(1)(c) Environmental Planning and Assessment Act, 1979).**
- g. **The proposed development is not considered to be in the public interest (S79C(1)(e) Environmental Planning and Assessment Act, 1979).**

CARRIED

In accordance with s375A(2) of the Local Government Act 1993, a division was duly called, the following votes on the motion were recorded:

| FOR | AGAINST |
|-----------------------------|------------------|
| Mr M Kneipp (Administrator) | |
| Total (1) | Total (0) |

PDC16/10 DEVELOPMENT APPLICATION D16-4: TWO (2) LOT COMMUNITY TITLE SUBDIVISION - LOT 18 SECTION 54A DP 1600 AND LOT A DP 393090, 85 PIERCE STREET, WELLINGTON

The Council has before it the report dated 7 December 2016 from the Senior Planner 2 regarding Development Application D16-4: Two (2) Lot Community Title Subdivision - Lot 18 Section 54A DP 1600 and Lot A DP 393090, 85 Pierce Street, Wellington.

Moved by Mr M Kneipp (Administrator)

MOTION

That Development Application D16-4 for two (2) lot community title subdivision of Lot 18 Section 54A DP 1600 and Lot A DP 393090, 85 Pierce Street, Wellington be refused for the following reasons:

- a) The proposed lot layout is predicated on the approval of the dual occupancy development proposed separately under D16-5 which is recommended for refusal and accordingly the details of the layout of the subject subdivision are unresolved (S79C(1)(c) Environmental Planning and Assessment Act, 1979).
- b) The proposed lot layout is not considered to constitute orderly development of land (S5(a)(ii) Environmental Planning and Assessment Act, 1979).
- c) The site is potentially contaminated (asbestos) and therefore it may (in the absence of a site audit statement) be unsuitable for residential use in accordance with Clause 7(1) of State Environmental Planning Policy No 55 – Remediation of Land (S79C(1)(a)(i) Environmental Planning and Assessment Act, 1979).

CARRIED

In accordance with s375A(2) of the Local Government Act 1993, a division was duly called, the following votes on the motion were recorded:

| FOR | AGAINST |
|-----------------------------|------------------|
| Mr M Kneipp (Administrator) | |
| Total (1) | Total (0) |

PDC16/11 DEVELOPMENT APPLICATION D16-366: TWO (2) LOT SUBDIVISION LOT 62 DP 596342, 24 TAMWORTH STREET, DUBBO

The Council has before it the report dated 6 December 2016 from the Planner regarding Development Application D16-366: Two (2) Lot Subdivision Lot 62 DP 596342, 24 Tamworth Street, Dubbo.

Moved by Mr M Kneipp (Administrator)

MOTION

1. That the information contained within the report of the Planner be noted.
2. That determination of the subject development application be deferred pending receipt of an amended application providing development details of the proposed development on proposed Lot 621.
3. That the additional details and supporting information be notified to affected property owners and people who made submissions to the original development for a period of not less than 21 days.
4. That following assessment of the amended development application including consideration of any submissions, a further report be provided to Council for determination.

CARRIED

In accordance with s375A(2) of the Local Government Act 1993, a division was duly called, the following votes on the motion were recorded:

| FOR | AGAINST |
|-----------------------------|------------------|
| Mr M Kneipp (Administrator) | |
| Total (1) | Total (0) |

CCL16/229 REPORT OF THE WORKS AND SERVICES COMMITTEE - MEETING 12 DECEMBER 2016 (ID16/2322)

The Council has before it the report of the Works and Services Committee meeting held 12 December 2016.

Moved by Mr M Kneipp (Administrator)

MOTION

That the report of the Works and Services Committee meeting held on 12 December 2016, be adopted.

CARRIED

CCL16/230 REPORT OF THE FINANCE AND POLICY COMMITTEE - MEETING 12 DECEMBER 2016 (ID16/2321)

The Council has before it the report of the Finance and Policy Committee meeting held 12 December 2016.

Moved by Mr M Kneipp (Administrator)

MOTION

That the report of the Finance and Policy Committee meeting held on 12 December 2016, be adopted.

CARRIED

REPORTS FROM STAFF:**CCL16/231 PROGRESS ON COUNCIL MERGER PROJECTS (ID16/2314)**

The Council has before it the report dated 13 December 2016 from the Interim General Manager regarding Progress on Council Merger Projects.

Moved by Mr M Kneipp (Administrator)

MOTION

That the information contained within the report of the Interim General Manager dated 13 December 2016 noted.

CARRIED

CCL16/232 SUCCESSFUL PROJECTS UNDER THE STRONGER COMMUNITIES MAJOR PROJECT ROUND (ID16/2324)

The Council has before it the report dated 13 December 2016 from the Transition Project Leader regarding Successful Projects under the Stronger Communities Major Project Round.

Moved by Mr M Kneipp (Administrator)

MOTION

1. That Council endorse the following projects to receive an allocation from the Stronger Communities Fund – Major Projects Round:

| | |
|--|-------------|
| i. Wellington Caves Visitor Experience Centre | \$2,500,000 |
| ii. Cameron Park Regional Playground | \$280,000 |
| iii. Wellington Pool | \$3,000,000 |
| iv. Moxon Park Improvements, Stuart Town | \$85,000 |
| v. Euchareena Local Projects | \$84,700 |
| vi. Geurie Multi Court Facility and Playground Equipment | \$245,000 |
| vii. Dubbo Regional Botanic Garden Adventure Playground | \$1,300,000 |
| viii. Dubbo Regional Botanic Garden – Carpark | \$240,000 |
| ix. Installation of a new GPT – to be located at the | |
| • West Dubbo Main Drain outfall into Macquarie River | \$198,540 |
| x. Dubbo Aquatic and Leisure Centre Aquatic Playground | \$800,000 |
2. That in respect of the Wellington Pool allocation of \$3 million out of a total project cost of an estimated \$7.5 million, Council proceed to apply for funding of \$3,750,000 under the Building Better Regions Fund (formerly National Stronger Regions Fund) as one of the two applications Council is allowed to submit and further allocate \$750,000 from the former Wellington Council Uncommitted Asset Management Reserve and that such funding allocation be included in Council's 2017/2018 Operational Plan and Budget.
3. That Council seek alternative funding for the following projects from the identified potential sources:
 - i. Convention Centre Upgrades – ClubGRANTS, Cultural Infrastructure funding
 - ii. WPCC Large Object Storage – ClubGRANTS, Cultural Infrastructure funding
 - iii. Boundary Road Infrastructure – Housing Acceleration Fund, Restart NSW, Building Better Regions Fund
 - iv. Road Network Flood Damage Resilience Program –alternative road funding
 - v. Regular Public Transport RPT Apron Extension – Restart NSW
 - vi. Dubbo State Emergency Service Local Unit Headquarters – emergency services infrastructure funding
 - vii. Victoria Park 2 and 3 Car Park – Sport and Recreation, ClubGRANTS
 - viii. Improve lighting in Council's off-street car parking areas within the CBD – community safety funding
 - ix. Sandy Beach Boatshed - Sport and Recreation, ClubGRANTS
 - x. Wiradjuri Park - Aboriginal Cultural Park – Tourism, Cultural Infrastructure funding
 - xi. Wellington Police Station and Gaol - ClubGRANTS, Cultural Infrastructure funding
 - xii. Rygate Park Stage 2 - Sport and Recreation, ClubGRANTS
4. That Council respond in writing to community members who made direct submissions

to thank them and explain why their proposals were not proceeding under the Stronger Communities Fund – Major Projects round.

CARRIED

CCL16/233 DUBBO STREET TREE MASTER PLAN (ID16/2306)

The Council has before it the report dated 12 December 2016 from the Director Parks and Landcare Services regarding Dubbo Street Tree Master Plan.

Moved by Mr M Kneipp (Administrator)

MOTION

1. That the information contained within the report of the Director Parks and Landcare Services dated 12 December 2016 be noted.
2. That the Dubbo Street Tree Master Plan be adopted with an amendment that includes the survey results and explanation derived from the 2015 Community Needs Survey that identifies the importance and satisfaction level of the community on street trees.
3. That those respondents who submitted feedback on the Dubbo Street Tree Master Plan be thanked for their submissions and advised of any outcomes.

CARRIED

CCL16/234 DUBBO REGIONAL SPORTS COUNCIL (ID16/2309)

The Council has before it the report dated 12 December 2016 from the Manager Recreation Planning and Programs regarding Dubbo Regional Sports Council.

Moved by Mr M Kneipp (Administrator)

MOTION

1. That the new framework for the Dubbo Regional Sports Council be adopted and commence 1 January 2017.
2. That an Annual General Meeting for the new Dubbo Regional Sports Council be held on the first Tuesday in February 2017 to elect the new management committee and adopt the new constitution.
3. That the Dubbo Regional Sports Council Membership Fee of \$55 including GST, be tabled at the Dubbo Regional Sports Council Annual General Meeting and amended in the Dubbo Regional Council Revenue Policy Fees and Charges for 2017/2018.
4. That a review of the Dubbo Sports Council Sporting Facilities Improvement Fund occur considering sporting preparation fees and distribution of these fees within the Dubbo Regional Council Parks and Landcare budget with the aim to streamline the Improvement Fund across the Local Government Area. Until the 30 June 2017 only Dubbo Sporting Clubs will be able to apply for the Sporting Facilities Improvement Fund.

CARRIED

CCL16/235 WELLINGTON POOL - DEVELOPMENT OF MASTER PLAN (ID16/2304)

The Council has before it the report dated 10 December 2016 from the Director Parks and Landcare Services regarding Wellington Pool - Development of Master Plan.

Moved by Mr M Kneipp (Administrator)

MOTION

1. That \$60,000 be identified for the development of a master plan for the Wellington Pool Complex with \$36,000 being transferred from the "Wellington – Strategic Plan for Pools" Restricted Asset and a further \$24,000 from the Wellington – Asset Maintenance – Restricted Asset and that such allocations be made at the December 2016 Operational Plan and Budget Quarterly Review.
2. That a community consultation process be designed and implemented to develop a Master Plan for the Wellington Pool Complex.
3. That following the development of the Wellington Pool Master Plan a report be presented to the March 2017 Ordinary meeting of Council proposing a funding strategy and timeline for the replacement of the Wellington Pool Complex.

CARRIED

CCL16/236 ECONOMIC DEVELOPMENT STRATEGY QUARTER ONE REPORT (ID16/2307)

The Council has before it the report dated 12 December 2016 from the Director Corporate Development regarding Economic Development Strategy Quarter One Report.

Moved by Mr M Kneipp (Administrator)

MOTION

That information contained within this report of the Director Corporate Development dated 12 December 2016 be noted.

CARRIED

CCL16/237 COMMENTS AND MATTERS OF URGENCY (ID16/2319)

There were no matters recorded under this clause.

At this junction it was moved by Mr M Kneipp (Administrator) that the Council resolves into the Committee of the Whole Council, the time being 6.53pm.

The meeting resumed at 6.58pm.

CCL16/238 COMMITTEE OF THE WHOLE COUNCIL

The Director Organisational Services read to the meeting of the Report of Committee of the Whole held on 19 December 2016.

Moved by Mr M Kneipp (Administrator)

MOTION

That the report of the meeting of the Committee of the Whole held on 19 December 2016 be adopted.

CARRIED

The meeting closed at 7.02pm.

.....
CHAIRMAN



REPORT COMMITTEE OF THE WHOLE COUNCIL 19 DECEMBER 2016

PRESENT:

Mr M Kneipp (Administrator).

ALSO IN ATTENDANCE:

The Interim General Manager, the Director Organisational Services, the Manager Governance and Risk, the Supervisor Governance, the Manager Financial Accounting Services, the Manager Information Management, the GIS Officer, the Director Corporate Development (N Nissen), the Corporate Communications Supervisor (K Matts), the Director Technical Services (I Bailey), the Manager Technical Support, the Manager Civil Infrastructure and Solid Waste, the Director Environmental Services, the Manager Building and Development Services, the Director Community Services, the Director Parks and Landcare Services and the Transition Project Leader.

Mr M Kneipp (Administrator) assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 6.53pm.

CW16/7 ORTHO-RECTIFIED AERIAL IMAGERY OVER DUBBO REGIONAL COUNCIL LOCAL GOVERNMENT AREA (ID16/2294)

The Committee has before it the report dated 7 December 2016 from the GIS Officer regarding Ortho-Rectified Aerial Imagery Over Dubbo Regional Council Local Government Area.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends 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, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).

CARRIED

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That in accordance with Clause 178 (1)(b) of the Local Government (General) Regulation 2005, Council decline to accept any tenders received for the supply of ortho-rectified aerial imagery as the tenders received do not fully comply with the projects desirable specifications and exceed the anticipated budget.**
- 2. That in accordance with Clause 178(3)(e) Council enter into negotiations with the two (2) tenderers being AAM Pty Ltd and Aerometerex Pty Ltd to refine the project specification and ascertain if a desirable 4 band RGBN imagery supply is achievable within the project's anticipated budget and provide the opportunity to any suppliers capable of providing 3 band RGB imagery the option to be able to resubmit a quote so that an equitable comparison can be made between tenders if a 3-band solution is chosen.**
- 3. That Council not invite fresh tenders for the supply of ortho-rectified aerial imagery as a fresh tender process is unlikely to provide a better result for Council.**
- 4. That in accordance with section 377(1)(i) of the Local Government Act 1993, Council delegate to the Interim General Manager the acceptance of tenders in relation to the supply of ortho-rectified aerial imagery.**
- 5. That a report be presented to the February 2017 meeting of Council detailing the outcome of this tender process.**
- 6. That the documents and considerations in regard to this matter remain confidential to Council.**

CARRIED

CW16/8 DELEGATION TO THE INTERIM GENERAL MANAGER THE ACCEPTANCE OF A TENDER FOR THE SUPPLY OF A UNIFIED COMMUNICATIONS SYSTEM (ID16/2295)

The Committee has before it the report dated 7 December 2016 from the Manager Information Management regarding Delegation to the Interim General Manager the Acceptance of a Tender for the Supply of a Unified Communications System.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends 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, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).

CARRIED

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That in accordance with Section 377(1)(i) of the Local Government Act 1993 Council delegate to the Interim General Manager the acceptance of tenders in relation to the supply of a Unified Communications system.**
- 2. That a further report be presented to Council in February 2017 detailing the outcomes of this tender process.**

CARRIED

CW16/9 CONSTRUCTION OF LANDFILL CAPPING AT WHYLANDRA WASTE AND RECYCLING CENTRE (ID16/2258)

The Committee has before it the report dated 5 December 2016 from the Manager Works Services regarding Construction of Landfill Capping at Whylandra Waste and Recycling Centre.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends 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, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).

CARRIED

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

1. That the Lump Sum Tender submitted by Belmur Pty Ltd for \$205,813.50 (GST exclusive) be accepted by Council.
2. That the documents and considerations in regard to this matter remain confidential to Council.
3. That any necessary documentation be executed under the Common Seal of the Council.

CARRIED

CW16/10 INTERIM GENERAL MANAGER'S PERFORMANCE APPRAISAL - 2015/2016 (ID16/2308)

The Committee has before it the report dated 13 December 2016 from the Administrator regarding Interim General Manager's Performance Appraisal - 2015/2016.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned personnel matters concerning particular individuals (other than Councillors) (Section 10A(2)(a)).

CARRIED

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That Council endorse the report of the General Manager's Performance Appraisal Committee and specifically the "Summary of Annual Performance Monitoring."**
- 2. That the Interim General Manager, Mr Mark Riley, be congratulated on his continued high level of performance noting that the result of the 2015/2016 Appraisal Review is at an "Exceeds Expectations" level.**

CARRIED

The meeting closed at 6.58pm.

.....
CHAIRMAN



DUBBO REGIONAL
COUNCIL

ADMINISTRATOR MINUTE: Administrator Appointments

AUTHOR: Administrator
REPORT DATE: 20 February 2017
TRIM REFERENCE: ID17/167

To the Council
Ladies and Gentlemen

Office of the Administrator
Civic Administration Building
Church Street, Dubbo

Monday 12 December 2016

- Media interview – ABC Western Plains.
- Participated in the Interim General Manager's Performance Appraisal.
- Attended an introductory meeting with Central West Lifestyle Magazine's Editor Ms E Tickle.
- Attended briefing for the Extraordinary Meeting of Council and Committee Meetings.
- Attended the Extraordinary Meeting of Council, Planning and Development Committee, Works and Services Committee and the Finance and Policy Committee meetings.

Tuesday 13 December 2016

- Along with State Member for Dubbo, The Hon. Troy Grant, MP and Transition Project Leader, Mr Murray Wood, participated in the Stronger Communities Grant Assessment Panel deliberation meeting.
- Attended along with Interim General Manager, Mark Riley, Director Corporate Development, Ken Rogers and Director Organisational Services, Craig Giffin, the Audit and Risk Management Committee meeting.
- Attended the 2016 Dubbo Day Awards debrief meeting.
- Attended along with Council's Manager Landcare Services, Lynton Auld, the Bell River Gathering.

Wednesday 14 December 2016

- Media interview – DCFM.
- Attended along with Council's Interim General Manager, Mark Riley and Director Environmental Services, Melissa Watkins a meeting with Dubbo residents to discuss a planning issue.
- Attended the Local Representation Committee meeting.

Thursday 15 December 2016

- Media interview – ABC Western Plains.

Friday 16 December 2016

- Attended along with Interim General Manager, Mark Riley, the launch of the Wellington Guide and Rhino.
- Attended the Macquarie Homestay Annual General Meeting.
- Attended the Wellington Bicentenary Committee meeting.
- Attended the Wellington based Council Staff Christmas function.

Monday 19 December 2016

- Media interview – 2DU.
- Attended along with Interim General Manager, Mark Riley and Director Community Services, David Dwyer the Financial Assistance Grants cheque presentation.
- Attended briefing for the Ordinary meeting of Council.
- Attended the Ordinary meeting of Council.

Tuesday 20 December 2016

- Media interview – WIN Television.

Wednesday 25 January 2017

- Hosted Council's Australia Day Ambassador, Miss A Reid and her family for dinner.

Thursday 26 January 2017

- Attended along with Acting Interim General Manager, David Dwyer, the Australia Day celebrations in Victoria Park, Dubbo.
- Attended along with Acting Interim General Manager, David Dwyer, the Australia Day celebrations in Cameron Park, Bellhaven and Maranatha Nursing Homes in Wellington.

Friday 27 January 2017

- Attended along with Acting Interim General Manager, David Dwyer, Director Technical Services, Ian Bailey and Manager Water Supply and Sewerage, Stephen Carter a meeting about a residential sewerage problem at 18 William Farrer Drive, Dubbo.

Saturday 28 January 2017

- Attended the 2017 Country Regional Swimming Meet in Wellington.

Monday 30 January 2017

- Attended along with Director Environmental Services, Melissa Watkins a meeting with Macquarie Homestay's Mr R Crowfoot and Mr M Thorne.

Tuesday 31 January 2017

- Participated along with Acting Interim General Manager, David Dwyer and Transition Project Leader, Murray Wood, the regular Department of Premier and Cabinet teleconference.
- Attended along with Director Environmental Services, Melissa Watkins, a meeting with Professor F Watson and Ms H Spratt to discuss lighting as it relates to Dubbo and the surrounding areas.

- Attended along with Acting Interim General Manager, David Dwyer and Transition Project Leader, Murray Wood a meeting with State Member for Dubbo, The Hon Troy Grant, MP.

Wednesday 1 February 2017

- Travelled with Director Corporate Development, Ken Rogers, to Canberra to attend a meeting with the Canberra Chamber of Commerce to discuss potential future partnerships.
- Welcomed passengers of the inaugural FlyPelican Canberra to Dubbo flight.

Thursday 2 February 2017

- Attended the regular Dubbo Health Council meeting.
- Travelled along with Acting Interim General Manager, David Dwyer to Bathurst to attend the Official Welcome Function for the Liqui Moly 12 Hour car race.

Friday 2 February 2017

- Attended along with Acting Interim General Manager, David Dwyer the Inland Forum meeting.

Saturday 3 February 2017

- Attended along with Acting Interim General Manager, David Dwyer the 'Boys in the Band' performance at the Dubbo Regional Theatre and Convention Centre.

Monday 6 February 2017

- Attended the regular meeting with Dubbo Chamber of Commerce and Industry's Mr M Wright.
- Attended and spoke at the University of the Third Age Annual General Meeting.
- Attended meeting with Dubbo resident to discuss Council's plans for a commemoration of the Australian 1967 Referendum which was to include Aboriginal people in the census and allow the Commonwealth to create laws on their behalf.
- Attended and chaired the Companion Animals Committee meeting.
- Participated in a telephone call with Wellington resident to discuss the logistics of infrastructure in a growing town, such as ambulance, police and hospital services.
- Attended the Rural Consultative Working Party meeting.

Wednesday 8 February 2017

- Attended along with Manager Social Services, Mr John Watts, a meeting with Wellington resident to discuss anti-social issues in relation to his business.
- Attended the Local Representation Committee meeting.

Thursday 9 February 2017

- Attended and spoke at the Dubbo Seniors Group meeting.
- Attended a meeting with Dubbo City Car Club to discuss plans for the facility.
- Attended the Department of Premier and Cabinet's 'Administrator and Interim General Manager meeting'.

Friday 10 February 2017

- Attended along with Interim General Manager, Mark Riley, the New Councils Implementation Meeting hosted by Department of Premier and Cabinet in Sydney.

Thursday 16 February 2017

- Attended along with Manager Civil Infrastructure, Steven Clayton and Director Parks and Landcare, Ian McAlister a meeting with concerned residents to discuss street trees in the Dubbo Central Business District.

Friday 17 February 2017

- Judged entries in the FlyPelican Canberra promotion.
- Attended the Wellington Bicentenary meeting.

Saturday 18 February 2017

- Attended the Wellington Caves' emergency response exercise.
- Attended the 2016 Canberra Area Theatre Awards held in the Dubbo Regional Theatre and Convention Centre.

Sunday 19 February 2017

- Attended the Racing NSW Country Championships at the Dubbo Turf Club.

RECOMMENDATION

The information contained in the Administrator Minute be noted.

Michael Kneipp
Administrator



**DUBBO REGIONAL
COUNCIL**

Report of the Planning and Development Committee - Meeting 20 February 2017

AUTHOR: Administrative Officer - Governance
REPORT DATE: 21 February 2017

The Council had before it the report of the Planning and Development Committee meeting held 20 February 2017.

RECOMMENDATION

That the report of the Planning and Development Committee meeting held on 20 February 2017, be adopted.



**REPORT
PLANNING AND DEVELOPMENT
COMMITTEE
20 FEBRUARY 2017**

PRESENT:

Mr M Kneipp (Administrator).

ALSO IN ATTENDANCE:

The Interim General Manager, the Director Organisational Services (J Bassingthwaighte), the Manager Governance and Risk Services, the Supervisor Governance, the Director Corporate Development, the Media and Public Relations Coordinator (W Marshall), the Director Technical Services, the Manager Technical Support, the Manager Civil Infrastructure and Solid Waste, the Senior Design Engineer, the Director Environmental Services, the Manager City Strategy Services, the Director Community Services, the Director Parks and Landcare Services and the Transition Project Leader.

Mr M Kneipp (Administrator) assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 5:30pm.

**PDC17/1 REPORT OF THE PLANNING AND DEVELOPMENT COMMITTEE - MEETING 12
DECEMBER 2016 (ID17/122)**

The Committee had before it the report of the Planning and Development Committee meeting held 12 December 2016.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the report of the Planning and Development Committee meeting held on 12 December 2016, be adopted.

CARRIED

PDC17/2 PLANNING PROPOSAL (R16-2) - PROPOSED REZONING AND ALTERATION TO MINIMUM LOT SIZE

PROPERTY: PART LOT 2 DP 22685, 32R BENOLONG ROAD, DUBBO (ID17/56)

The Committee had before it the report dated 13 February 2017 from the Manager City Strategy Services regarding Planning Proposal (R16-2) - Proposed Rezoning and Alteration to Minimum Lot Size

Property: Part Lot 2 DP 22685, 32R Benolong Road, Dubbo.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

1. That the Planning Proposal to amend the Dubbo Local Environmental Plan 2011 to rezone an area of approximately 16 hectares of Lot 2 DP 22685, 32R Benolong Road, Dubbo from RU1 Primary Production to R5 Large Lot Residential, be endorsed.
2. That the Planning Proposal to amend the Dubbo Local Environmental Plan 2011 to change the minimum allotment size for subdivision of approximately 16 hectares of Lot 2 DP 22685, 32R Benolong Road, Dubbo from 800 hectares to eight (8) hectares, be endorsed.
3. That Council request Parliamentary Counsel to prepare the draft amendment to the Dubbo Local Environmental Plan 2011 under Section 59(1) of the Environmental Planning and Assessment Act, 1979.
4. That the people who made a submission be thanked and advised of Council's determination in this matter.

CARRIED

PDC17/3 DRAFT DEVELOPMENT CONTROL PLAN - SHERATON ROAD ESTATE - RESULTS OF PUBLIC EXHIBITION (ID17/138)

The Committee had before it the report dated 14 February 2017 from the Manager City Strategy Services regarding Draft Development Control Plan - Sheraton Road Estate - Results of Public Exhibition.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the adoption of the Development Control Plan – Sheraton Road Estate, be deferred pending the receipt of additional advice from the applicant.

CARRIED

The meeting closed at 5.32pm.

.....
CHAIRMAN



**DUBBO REGIONAL
COUNCIL**

Report of the Works and Services Committee - Meeting 20 February 2017

AUTHOR: Administrative Officer - Governance
REPORT DATE: 21 February 2017

The Council had before it the report of the Works and Services Committee meeting held 20 February 2017.

RECOMMENDATION

That the report of the Works and Services Committee meeting held on 20 February 2017, be adopted.



DUBBO REGIONAL
COUNCIL

**REPORT
WORKS AND SERVICES COMMITTEE
20 FEBRUARY 2017**

PRESENT:

Mr M Kneipp (Administrator).

ALSO IN ATTENDANCE:

The Interim General Manager, the Director Organisational Services (J Bassingthwaighte), the Manager Governance and Risk Services, the Supervisor Governance, the Director Corporate Development, the Media and Public Relations Coordinator (W Marshall), the Director Technical Services, the Manager Technical Support, the Manager Civil Infrastructure and Solid Waste, the Senior Design Engineer, the Director Environmental Services, the Manager City Strategy Services, the Director Community Services, the Director Parks and Landcare Services and the Transition Project Leader.

Mr M Kneipp (Administrator) assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 5.32pm.

**WSC17/1 REPORT OF THE WORKS AND SERVICES COMMITTEE - MEETING 12
DECEMBER 2016 (ID17/121)**

The Committee had before it the report of the Works and Services Committee meeting held 12 December 2016.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the report of the Works and Services Committee meeting held on 12 December 2016, be adopted.

CARRIED

WSC17/2 BUILDING SUMMARY - DECEMBER 2016 AND JANUARY 2017 (ID17/130)

The Committee had before it the report dated 14 February 2017 from the Director Environmental Services regarding Building Summary - December 2016 and January 2017.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the information contained in the report of the Director Environmental Services, dated 14 February 2017 be noted.

CARRIED

WSC17/3 ENVIRONMENTAL CONTROL POLICIES REVIEW (ID17/133)

The Committee had before it the report dated 10 February 2017 from the Manager Environmental Control regarding Environmental Control Policies Review.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the draft Council policies as attached to the report of the Manager Environmental Control, dated 10 February 2017 being:

- **Management of Feral Infant Companion Animals (Appendix 1);**
- **The Keeping of Birds and Erection of Bird Enclosures and Pigeon Lofts (Appendix 2);**
- **Legionella Management (Appendix 3);**
- **Food Act Compliance and Enforcement (Appendix 4); and**
- **Greywater/Recycled Water Reuse (Appendix 5).**

be adopted.

CARRIED

WSC17/4 EMERGENCY ORDER - CENTRAL HOTEL, 16-20 NAMINA CRESCENT, WELLINGTON (ID17/134)

The Committee had before it the report dated 10 February 2017 from the Building Services Supervisor regarding Emergency Order - Central Hotel, 16-20 Namina Crescent, Wellington.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

1. That the Inspection Report dated 27 January 2017 from Fire and Rescue NSW, attached as Appendix 1, to the report of the Building Services Supervisor, dated 10 February 2017 be noted.
2. That Emergency Order No. 6 dated 10 January 2017 issued by Fire and Rescue NSW, attached as Appendix 2, to the report of the Building Services Supervisor, dated 10 February 2017 be noted.
3. That no action be undertaken by Council under Section 121ZD at this point in time in response to the subject Inspection Report, as Fire and Rescue NSW have already issued an Order No. 6.
4. That the Interim General Manager be delegated by Council the authority to implement the appropriate action that would otherwise be required to be made by Council under Section 121ZD upon a request for assistance being received from Fire and Rescue NSW should they be unable to resolve the terms of their issued Order No. 6.
5. That the Commissioner of Fire and Rescue NSW be informed of Council's determination and resolution in this matter.

CARRIED

WSC17/5 RESTART NSW FUNDING DEED - GUNDY CREEK BRIDGE UPGRADE - RENSHAW MCGIRR WAY (ID17/31)

The Committee had before it the report dated 14 February 2017 from the Manager Civil Infrastructure and Solid Waste regarding Restart NSW Funding Deed - Gundy Creek Bridge Upgrade - Renshaw McGirr Way.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

1. That the funding offer of \$620,041 from the State Government's Restart NSW Fund to construct the Gundy Creek Bridge Upgrade – Renshaw McGirr Way, be accepted.
2. That the necessary documentation be executed under the Common Seal of the Council.

CARRIED

WSC17/6 QUARTERLY PLANT REPORT (ID17/148)

The Committee had before it the report dated 15 February 2017 from the Manager Fleet Management Services regarding Quarterly Plant Report.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the information contained within the report of the Manager Fleet Management Services, dated 15 February 2017 be noted.

CARRIED

The meeting closed at 5.38pm.

.....
CHAIRMAN



**DUBBO REGIONAL
COUNCIL**

Report of the Finance and Policy Committee - Meeting 20 February 2017

AUTHOR: Administrative Officer - Governance
REPORT DATE: 21 February 2017

The Council had before it the report of the Finance and Policy Committee meeting held 20 February 2017.

RECOMMENDATION

That the report of the Finance and Policy Committee meeting held on 20 February 2017, be adopted.



DUBBO REGIONAL
COUNCIL

**REPORT
FINANCE AND POLICY COMMITTEE
20 FEBRUARY 2017**

PRESENT:

Mr M Kneipp (Administrator).

ALSO IN ATTENDANCE:

The Interim General Manager, the Director Organisational Services (J Bassingthwaighte), the Manager Governance and Risk Services, the Supervisor Governance, the Director Corporate Development, the Media and Public Relations Coordinator (W Marshall), the Director Technical Services, the Manager Technical Support, the Manager Civil Infrastructure and Solid Waste, the Senior Design Engineer, the Director Environmental Services, the Manager City Strategy Services, the Director Community Services, the Director Parks and Landcare Services and the Transition Project Leader.

Mr M Kneipp (Administrator) assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 5.38pm.

**FPC17/1 REPORT OF THE FINANCE AND POLICY COMMITTEE - MEETING 12 DECEMBER
2016 (ID17/123)**

The Committee had before it the report of the Finance and Policy Committee meeting held 12 December 2016.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the report of the Finance and Policy Committee meeting held on 12 December 2016, be adopted.

CARRIED

**FPC17/2 2016/2017 OPERATIONAL PLAN - DECEMBER 2016 QUARTERLY REVIEW
(ID17/136)**

The Committee had before it the report dated 8 February 2017 from the Interim General Manager regarding 2016/2017 Operational Plan - December 2016 Quarterly Review.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

1. That the Budget Review Statement and the Quarterly Financial Statements as at 31 December 2016, as attached to the report of the Interim General Manager dated 8 February 2017, be adopted and such sums voted for such purpose.
2. That the performance review details for each function for the quarter ended 31 December 2016, be noted.
3. That the Statement of the Responsible Accounting Officer that Council will be in a satisfactory financial position at the end of the financial year, having regard to the changes herewith to the original budget, be noted.
4. That the contracts, consultants, legal expenses and cash and investments information be noted.

CARRIED

FPC17/3 INVESTMENTS UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT (ID17/19)

The Committee had before it the report dated 13 January 2017 from the Director Organisational Services regarding Investments Under Section 625 of the Local Government Act.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the information contained within this report be noted.

CARRIED

FPC17/4 INVESTMENTS UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT (ID17/131)

The Committee had before it the report dated 7 February 2017 from the Director Organisational Services regarding Investments Under Section 625 of the Local Government Act.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the information contained within this report be noted.

CARRIED

FPC17/5 OUTCOMES OF TENDER PROCESSES DELEGATED TO THE INTERIM GENERAL MANAGER (ID17/120)

The Committee had before it the report dated 3 February 2017 from the Manager Governance and Risk Services regarding Outcomes of Tender Processes Delegated to the Interim General Manager.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

1. That the information contained within the report of the Manager Governance and Risk Services, dated 3 February 2017 be noted.
2. That a further report be presented to Council in March 2017 detailing the outcome of the tender for the supply of a Unified Communications System and also the Construction of a Childcare Centre being Playmates Cottage.

CARRIED

FPC17/6 DUBBO CITY REGIONAL AIRPORT PAY FOR USE PUBLIC CAR PARK AND 2017/2018 LANDING FEES (ID17/37)

The Committee had before it the report dated 24 January 2017 from the Director Corporate Development regarding Dubbo City Regional Airport Pay for Use Public Car Park and 2017/2018 Landing Fees.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

1. That for the foreseeable future no charge be applied for use of the unsecured public carpark at the Dubbo City Regional Airport.
2. That those people who made submissions in regard to the public car parking matter be advised of Council's decision.
3. That the landing fees for Dubbo City Regional Airport be maintained at the 2016/2017 rate for 2017/2018 financial year.
4. That Fly Pelican, Jetgo, Qantas Link and Rex Airlines be advised of Council's decision regarding landing fees.

CARRIED

**FPC17/7 LEASE OF LOT 170 DP 756920 FIRE BRIGADE PARK - COUNCIL RESERVE 77873
(ID17/143)**

The Committee had before it the report dated 13 February 2017 from the Manager Commercial Facilities regarding Lease of Lot 170 DP 756920 Fire Brigade Park - Council Reserve 77873.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That a licence be issued to Mr Scott Walsh for Lot 170 DP 756920 Fire Brigade Park Wellington for a term of 10 years.**
- 2. That the annual licence fee of \$472 (inc. GST) be levied and that fee be adjusted annually in accordance with the Crown Licence schedule.**
- 3. That any necessary documentation be executed under the Common Seal of Council.**

CARRIED

FPC17/8 SALE OF 2 MOONUL STREET EUMUNGERIE BY PRIVATE TREATY (ID17/141)

The Committee had before it the report dated 10 February 2017 from the Revenue Accountant regarding Sale of 2 Moonul Street Eumungerie by Private Treaty.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends 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)).

CARRIED

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends:

- 1. That Council appoint Ray White Real Estate Dubbo to market and sell 2 Moonul Street Eumungerie by Private Treaty for the proposed sale price as contained within this report.**
- 2. That should Council not receive an offer of the advertised sale price Council's Interim General Manager be authorised to negotiate offers from any interested party and be authorised to accept an offer within the price range stated within this report.**
- 3. That Council instruct Ray White Real Estate Dubbo to advertise the property for sale on Ray White Real Estate's website and within the Local Domain Newspaper for a period of**

four consecutive weeks.

4. That a proposed purchaser be required to sign a declaration that they are not a relative of Council's Administrator, a member of staff of Dubbo Regional Council or a relative of a member of staff of Dubbo Regional Council.
5. That should the property fail to sell by Private Treaty within a period of six months, a further report be prepared and considered by Council at this time.

CARRIED

FPC17/9 WRITE OFF OF UNRECOVERABLE DEBTS (ID17/144)

The Committee had before it the report dated 13 February 2017 from the Revenue Accountant regarding Write off of Unrecoverable Debts.

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that members of the press and public be excluded from the meeting during consideration of this item, the reason being that the matter concerned the personal hardship of any resident or ratepayer (Section 10A(2)(b)).

CARRIED

Moved by Mr M Kneipp (Administrator)

MOTION

The Committee recommends that the Accounts Receivable debts as detailed within the body of this report be authorised by Council to be written off.

CARRIED

The meeting closed at 5.51pm.

.....
CHAIRMAN



REPORT: Dubbo Regional Council Delivery Program, December 2016 - Six Month Review

AUTHOR: Interim General Manager
REPORT DATE: 14 February 2017
TRIM REFERENCE: ID17/145

EXECUTIVE SUMMARY

The NSW Office of Local Government has implemented an Integrated Planning and Reporting Framework. The framework requires all NSW Councils to integrate all of their plans together with the sole objective of delivering services for the community through streamlining Council operations and thus ensuring optimal use of resources.

A report on progress with respect to the principal activities detailed in the Delivery Program is required to be submitted at least every six (6) months.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

That the six (6) monthly review of the Dubbo Regional Council Delivery Program, incorporating the former Dubbo 2036 (2013-2017) and Wellington 2025 (2014-2018) Delivery Programs, as at 31 December 2016 be noted.

Mark Riley
Interim General Manager

BACKGROUND

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005.

Council's Integrated Plan is divided into the following sections:

Section A – Community Strategic Plan (25 Years)

- *Community Engagement* – prepare and implement a Community Engagement Strategy based on social justice principles for engagement with the local community in developing the Community Strategic Plan.
- *Community Strategic Plan* – the Community Strategic Plan is the highest level plan. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations.

Section B – Delivery Program (Four Years)

- *Delivery Program* – a statement of commitment to the community from each newly elected council. In preparing the program, Council is accountable for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be. It is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.
- *Budget details and statements* – detailed budget for the activities to be undertaken in the 4 year Delivery Program.
- *Capital works Program* – 4 year detailed Capital works program as reported in the budget.

Section C – Resourcing Strategy

- *Long-term Financial Plan* – is used to ensure inform decision making during the finalisation of the Community Strategic Plan and the development of the Delivery Program.
- *Asset Management Strategy* - identifies assets that are critical to the council's operations and outline risk management strategies for these assets. It includes specific actions required to improve council's asset management capability and projected resource requirements and timeframes.
- *Asset Management Policy* - a council endorsed policy which sets the broad framework.
- *Workforce Management Strategy* - developed to address the human resourcing requirements of a council's Delivery Program.

REPORT

Following an extensive community consultation programme, the former Dubbo City Council adopted its integrated planning documents in June 2012 for the period 2012/2013 ongoing. The Local Government Act requires that a Council must review its Planning Documents within 9 months of an Ordinary Council election. Accordingly, this was undertaken for the various components of Council's planning documents, resulting in plans effective 1 July 2013 as follows:

1. Community Strategic Plan
2. A four year Delivery Program (2013-2017)
3. An Annual Operational Plan (2015/2016)
4. Resourcing Strategy comprising:
 - Workforce Management Planning
 - Long Term Financial Planning
 - Asset Management Planning

In respect of Council's Delivery Program, such Program is prepared for a four year period and must:

- Directly address the objectives and strategies of the Community Strategic Plan and appropriate components of the Corporate Strategic Plan so as to identify principal activities that council will undertake in response to the objectives and strategies.
- The Delivery Program must inform, and be informed by, the Resourcing Strategy.
- The Delivery Program must address the full range of council operations.
- The Delivery Program must allocate high level responsibilities for each action or set of actions.
- Financial estimates for the four year period must be included in the Delivery Program.

The former Wellington Council in accordance with the Local Government Act, 1993, adopted the following suite of documents in June 2012; to meet its Integrated Planning and Reporting obligations.

Community Strategic Plan developed by the local community.

Delivery Program detailing the principal activities to be undertaken by the council to implement the strategic outcomes established by the community strategic plan within the resources available under the resourcing strategy.

Operational Plan details the activities to be engaged in by the council during the year as part of the delivery program covering that year.

Resourcing Strategy includes in the Long Term Financial Plan, Workforce Plan and Asset Management Strategy.

This report deals with the six (6) monthly review of the former Dubbo 2036 (2013-2017) and Wellington 2025 (2014-2018) four (4) year Delivery Program, for the 2016/2017 period.

SUMMARY

It is encouraging to note the progress made by council against the performance targets in the Delivery Program and that this is also reflected in the Annual Operational Plan which is reported on to Council on a quarterly basis.

Appendices:

- 1** Dubbo Regional Council Delivery Program Six Month Review - December 2016

DUBBO REGIONAL DELIVERY PROGRAM 6 Month Review (Dec 2016)

INCORPORATING THE FORMER DUBBO 2036 AND WELLINGTON 2025 DELIVERY PROGRAMS

OUR PEOPLE

The key elements that will underpin the future development of Dubbo are lifestyle and opportunity in the areas of social, cultural, educational, health and recreational facilities and services and community protection.

PRINCIPAL ACTIVITY AREA(S): COMMUNITY SERVICES/PARKS AND LANDCARE/CITY DEVELOPMENT

OUR PEOPLE OUTCOME 1.1: The health, welfare and education of the community is maintained through effective medical care and a full range of educational opportunities.

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|---|----------------|--------------|
| 1.1.1 Dubbo is recognised as the regional medical centre for western NSW. | No incidences of long term vacancies of medical staff at Dubbo Base Hospital. No incidences identified to date. | 1.1.1.1 Continue to lobby and support Western NSW Local Health Network to attract general and specialist medical practitioners to Dubbo including community health staff. Lobbying undertaken. | Ongoing | DOCS |
| | No decrease in the number of General Practitioners in Dubbo. No decrease identified to date. | 1.1.1.2 Lobby the State Government to ensure adequate professional staff are available to service the Dubbo Base Hospital and associated services. Administrator and Interim General Manager meet regularly with Local Member Troy Grant MP to discuss hospital redevelopment progress and personnel resources. | Ongoing | DOCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|--|---|----------|-------|
| 1.1.2 Priorities of all levels of government are aligned and funding is attracted for improved medical facilities and services. | Dubbo Base Hospital is substantially redeveloped. Construction underway with stage 1 of the redevelopment completed at the end of 2014 and Stage 2 officially opened in January 2016. Stage 3 builder announced & Scheduled for completion by end of 2017. | 1.1.1.3 Monitor the impact on Dubbo of the management/operations of the Western NSW Local Health Network. Dubbo and Orana Region have a good level of representation on the local Health Network. No adverse impacts identified. | Ongoing | DOCS |
| | | 1.1.1.5 Concept plans for the redesign of Theresa Maliphant Park into a therapeutic park to service customers of Dubbo Base Hospital shall be adopted by Council Plans developed to provide a therapeutic place associated with Dubbo Base Hospital. Report and plans to go to April Executive Staff for comment. | Jun 2016 | DPL |
| | | 1.1.2.1 Lobby the State and Federal Governments for the ongoing staged development of the Dubbo Base Hospital facility Redevelopment work well underway. Master Plan for future redevelopment completed. Announcement of \$150M for stages 3 and 4 of the redevelopment. | Ongoing | DOCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|--|--|------------------------|-------|
| 1.1.3 The availability of health and allied health tertiary courses and training available in the City is increased. | The range of health tertiary courses available in the City is increased. No increase identified to date. | 1.1.3.1 In conjunction with Sydney University and Charles Sturt University lobby the Federal Government for health tertiary courses and training courses and facilities in the City. The Administrator has held discussions with Sydney University and Charles Sturt University in relation to these matters. Letter of support provided to CSU to submit application to Federal Government for selection as a rural health training university. | Ongoing | DOCS |
| | | 1.1.3.2 Hold two (2) meetings per annum between Dubbo City Council and Sydney University to discuss future development and operations of the University's Rural Medical School in the City. Council representation on University of Sydney Community Advisory Board temporarily suspended due to merger. | Sep, Mar annually | DOCS |
| 1.1.4 An expanded tertiary education curriculum is available that provides additional opportunities for education within the City and region. | 500 students are undertaking courses at university campus in Dubbo. 329 students enrolled until October 2016. However there are a further 90 students enrolled from November to February 2017. | 1.1.4.1 Hold three (3) meetings per annum of the Dubbo City Council/ Charles Sturt University Working Party to discuss future development and operations of the Dubbo campus. One meeting held to date. | Oct, Feb, Jun annually | DOCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|--|---|--------------|-------|
| 1.1.5 A variety of high quality primary and secondary education and vocational training facilities and opportunities are available in the City. | No examples of the loss of any primary, secondary and vocational training programmes in the City. No examples to date. | 1.1.5.1 Monitor the position and lobby the State and Federal Governments to provide a variety of high quality primary and secondary education and vocational training facilities and programmes in the City. Monitoring ongoing. No lobbying to date. | Ongoing | DOCS |
| | | 1.1.5.3 Hold an annual meeting with the Dubbo Office of the Department of Education to discuss primary and secondary education in Dubbo. Meeting not due until 2017. | Aug annually | DOCS |
| 1.1.6 Dubbo has an appropriately skilled workforce that supports the economic development and growth of the City. | No examples of opportunities to support industry sector recruitment campaigns overlooked. Support is being provided to major industries such as Corrective Services, NSW Police and NSW Health in recruiting skilled professionals to the Local Government Area. | 1.1.6.1 Provide support to businesses / agencies endeavouring to recruit skilled workers to the City. 561 Jobs uploaded to the Dubbo Jobs website July – December 2016. | Ongoing | DCD |

PRINCIPAL ACTIVITY AREA(S): COMMUNITY SERVICES/ENVIRONMENTAL SERVICES/ORGANISATIONAL SERVICES

OUR PEOPLE OUTCOME 1.2: The community's lifestyle and social needs are supported through the provision of a range of essential social and community services.

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|--|--------------|-------|
| 1.2.1 Childcare facilities, preschools and after hours care meet the needs of the community. | 300 children Family Day Care child care places in Dubbo. There are currently 486 Family Day Care child care places in Dubbo. | 1.2.1.1 Actively pursue the recruitment of additional carers in the Dubbo Family Day Care Scheme. There is an ongoing program to recruit additional carers. | Ongoing | DOCS |
| | 680 long day childcare centre places in Dubbo. Report submitted to Council in June annually. Report is due June 2017. | 1.2.1.2 Report on the provision of and demand for child care places in Dubbo. Report to address child care requirements in Dubbo in June 2017. | Mar annually | DOCS |
| | 740 full day preschool places per week available in the community. Monitoring ongoing. No decrease in preschool places to date. | 1.2.1.3 Monitor the availability of State and Federal Government capital and recurrent funding for additional preschool places. All funding opportunities are monitored. | Ongoing | DOCS |
| 1.2.2 The social services needs of the community are identified and monitored. | 100% of needs identified and documented and addressed for provision of social services. 100% of needs addressed. | 1.2.2.1 Develop and implement on an annual basis a new Social Plan for the Dubbo Local Government Area. Social Plan developed December each year. | Mar annually | DOCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|---|--------------|-------|
| 1.2.3 A variety of youth activities and entertainment are available in the City based on input from the youth of the City. | 100% of issues affecting youth resolved by Council with Youth Council input. All issues referred to Youth Council for input. | 1.2.2.2 Provide financial contribution for the operations of the Dubbo Neighbourhood Centre. 2016/2017 budget accommodates these costs. \$65,500 for a Subsidy along with \$94,500 provided in the 2016/2017 budget. | Jul annually | DOCS |
| | | 1.2.3.1 Implement Council's component of and provide support for the Youth Foundation in the community. Council is a member of the Dubbo Youth Foundation. The Manager Social Services regularly attends meetings. | Ongoing | DOCS |
| | | 1.2.3.2 Develop and deliver youth programmes to meet identified needs in consultation with appropriate youth agencies. The Youth Development Officer develops programs in consultation with agencies. The annual Youth Week program is undertaken with the assistance of the Dubbo Youth Council. | Ongoing | DOCS |
| | 95% satisfaction rating by young people of the youth services and facilities available in the City. Survey not yet conducted. | 1.2.3.3 In consultation with the Dubbo Youth Council, develop a prioritised list of future youth services and facilities for consideration by Council. Youth Council requested a Trainee position to be engaged in the Social Services Branch. | Dec annually | DOCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|---|----------------------|-------|
| 1.2.4 The needs of older people and people with a disability are monitored to ensure appropriate services and facilities are available in the City and the region. | 1,300 young people attend Youth Week activities. Youth Week to be held in April 2017. | 1.2.3.4 Youth Council to submit two reports to Council on its deliberations on youth issues and activities undertaken. Youth Council submitted a report in December 2016 with the next one scheduled for June 2017. | Dec , Jun annually | DOCS |
| | All activities and entertainment are planned and organised with the assistance of young people. Youth Development Officer ensures all activities are undertaken with the assistance of young people. | 1.2.3.5 Conduct a biennial survey of young people to seek ratings and comments on the quality and range of youth services and facilities in the City. Survey deferred due to merger. | Jul 2016 Jul 2018 | DOCS |
| | All new developments in the City comply with the Council's Development Control Plan in respect of Access and Mobility and the Building Code of Australia as required. All new developments comply with DCP in respect of Access and Mobility and the BCA. | 1.2.4.1 Review biennially the Council's Development Control Plan in respect of Access and Mobility. Review of Council's Development Control Plan in respect of Access and Mobility commenced in November 2016. | Dec 2016 Dec 2018 | DEVS |
| | 90% satisfaction rating by older people of the quality and range of aged services and facilities available in the City Survey deferred due to merger. | 1.2.4.2 Conduct a biennial survey of older people to seek ratings and comments on the quality and range of aged services and facilities in the City. Survey deferred due to merger. | Jul 2016 Jul 2018 | DOCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|--|--|----------------------|-------|
| 1.2.5 The education, health, employment and economic development opportunities of Aboriginal people are improved. | The unemployment rate of Aboriginal people decreases annually. Dubbo Aboriginal population unemployment was 18.5% - 2011 Census. Details are not yet available from 2016 Census. | 1.2.5.1 Make representations to the State and Federal Governments to increase coordinated funding for programmes to improve the education, health, employment and economic development opportunities of Aboriginal people. Council continues to make representations to Government Agencies for increased funding. The Manager Social Services and Aboriginal Liaison Officer regularly attend meetings etc with key stakeholders. | Ongoing | DOCS |
| | | 1.2.5.2 Council continues to have an Aboriginal Liaison Officer to support and assist the Aboriginal Community. The Aboriginal Liaison Officer is a permanent position. | Ongoing | DOCS |
| | | 1.2.5.3 Council's Workforce Plan provides opportunities for employment of Aboriginal Trainees and Apprentices. An indigenous employment plan was developed to ensure Council's workforce demographics match that of the community | Jul annually | DOS |
| 1.2.6 A variety of cemetery facilities are available in the City to meet the needs of residents. | No more than 3 complaints received annually in regard to Council interment and maintenance programmes. One written complaint received. | 1.2.6.1 Undertake biennial survey of residents and local funeral directors to gauge satisfaction level of cemetery services and seek advice on improvement to service provision. Survey undertaken with high satisfaction levels. No recommendations raised by funeral Directors for improved services. | Jul 2016 Jul 2018 | DOCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|---|-----------------------------|-------|
| 1.2.7 An Interagency Group is established in the City. | <p>95% satisfaction rating by funeral directors and community of the quality of the Council managed cemeteries.</p> <p>Regular contact and meetings as requested with funeral directors. No issues raised in relation to the quality of the Cemeteries.</p> <p>All major human services providers are committed to and are represented on the Strategic Human Services Interagency Group Forum.</p> <p>Interagency activities suspended due to merger.</p> <p>All strategic decisions affecting the human services of the City are considered by the Strategic Human Services Interagency Group Forum.</p> <p>Interagency activities suspended due to merger.</p> | <p>1.2.7.3 Attend quarterly meetings of the Strategic Human Services Interagency Group Forum.</p> <p>Interagency activities suspended due to merger.</p> | Sep, Dec, Mar, Jun annually | DOCS |
| 1.2.8 A central data base for community service information is available and maintained that can be accessed by the community. | <p>Community and Youth Services Directories maintained to 95% accuracy.</p> <p>95% accuracy is maintained.</p> | <p>1.2.8.1 Conduct reviews of the Youth Services Directory managed by Dubbo City Council.</p> <p>Youth Development Officer regularly updates Youth Services Directory.</p> | Monthly | DOCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--------------------|--|-------------------|-------|
| 1.2.9 An Ageing Strategy is developed and implemented to provide appropriate services and facilities which are available for an ageing population. | | 1.2.8.2 Dubbo Neighbourhood Centre to review the Community On Line Directory monthly and to include the outcomes of the review in the biannual reports to Council on the status of the Directory. The Dubbo Neighbourhood Centre provides six (6) monthly reports to Council in June and December each year. | Jun, Dec annually | DOCS |
| | | 1.2.9.1 Annually review and implement the actions of the Ageing Strategy. Ageing Strategy actions implemented and reviewed annually. | May annually | DOCS |

PRINCIPAL ACTIVITY AREA(S): COMMUNITY SERVICES/PARKS AND LANDCARE/CORPORATE DEVELOPMENT

OUR PEOPLE OUTCOME 1.3: The community's lifestyle needs are well catered for through the provision of a range of facilities and services.

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|--|--------------|-------|
| 1.3.1 The high profile of existing cultural services and facilities such as the Western Plains Cultural Centre and the Dubbo Regional Theatre and Convention Centre is maintained. | A minimum of 65,000 visitors to the Western Plains Cultural Centre per annum. 49,636 visitors to date. | 1.3.1.1 Undertake an annual survey of residents to gauge satisfaction on the Western Plains Cultural Centre's level of service. Survey undertaken in November each year. | Apr annually | DOCS |
| | A satisfaction rating of 95% by patrons of the services and facilities of the Western Plains Cultural Centre. 98% satisfaction with the WPCC, 89% satisfaction the Outlook Café. | 1.3.1.2 Develop and implement appropriate marketing plans and education programmes for schools and the general public for key exhibitions at the Western Plains Cultural Centre. Plans developed and implemented on an annual basis. | Jul annually | DOCS |
| | At least 24 exhibitions held at the Western Plains Cultural Centre during the year. 14 exhibitions installed to date. | 1.3.1.3 Develop in advance an exhibition programme for the Western Plains Cultural Centre for each coming financial year that utilises all relevant spaces. Programme developed on an annual basis and submitted to WPCC Advisory Board for comment. Amounts allocated within WPCC budget. \$92,625 allocated in FY 2016/2017. | Dec annually | DOCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--|--|---|-------------------------------------|
| | <p>A minimum of 80,000 visitors to the Dubbo Regional Theatre and Convention Centre per annum. No reasonable complaints received on staff performance and customer service.</p> <p>28,069 visitors compared with 30,000 for the same period in 2015/2016. No complaints received to date.</p> | <p>1.3.1.4 Develop and implement educational programmes that utilise the capabilities of the Western Plains Cultural Centre's Education Resource Centre.</p> <p>Amounts allocated within WPCC budget. \$33,551 allocated in FY 2016/2017.</p> <p>1.3.1.12 Implement a biennial touring program for Western Plains Cultural Centre curated exhibition.</p> <p>Planning still underway for tour to commence in December 2017.</p> <p>1.3.1.5 Seek sponsorships for the Dubbo Regional Theatre and Convention Centre.</p> <p>Re-negotiated the following sponsorships that expired in December 2016. Top Hat Gold – Laser Electrical Dubbo (for an additional year due to transition of management) Astley Plumbing and Hardware – two years Curtain Raiser – Paula O'Leary, Physiotherapy – two years. Secured inaugural 2017 Season Launch Sponsor – Kings Hall Jewellers.</p> | <p>Dec annually</p> <p>Dec 2017 Dec 2019</p> <p>Ongoing</p> | <p>DOCS</p> <p>DOCS</p> <p>DOCS</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|---|--------------|-------|
| 1.3.2 The Dubbo community participate in and celebrate the high quality cultural services and facilities available in the City. | A satisfaction rating of 95% by patrons of the products and facilities of the Dubbo Regional Theatre and Convention Centre. Survey results indicate that the subscriber satisfaction rating is 84.4%. | 1.3.1.6 Conduct an annual survey of patrons to seek ratings and comments on the Dubbo Regional Theatre and Convention Centre's products and facilities. Annual survey for subscribers conducted October 2016. | Oct annually | DOCS |
| | Dubbo Regional Theatre and Convention Centre used a minimum of 100 days for ticketed performances. Total of 53 days compared with 65 days for the same period last year. | 1.3.1.8 Attract and program a diverse range of local, touring and school shows for a wide range of target audiences. Shows selected based on DRTCC's programming policy and productions available for touring. | Ongoing | DOCS |
| | Dubbo Regional Theatre and Convention Centre used a minimum of 110 days for business/community events. Total of 66 days compared with 81 days for the same period last year. | 1.3.1.9 Develop an annual Subscription Season Programme for Dubbo Regional Theatre and Convention Centre. Total of 25 shows selected for 2017 comprising of 19 entrepreneured shows and six hirer/promoter shows. | Sep annually | DOCS |
| | A minimum of 2,000 people attend public and education programmes at the Western Plains Cultural Centre. 7,547 to date. | 1.3.2.1 Develop public and education programmes for the Western Plains Cultural Centre for each financial year. Plans developed and implemented on an annual basis. | Jul annually | DOCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--|--|--|---|
| | <p>The Western Plains Cultural Centre's Community Arts Centre is utilised for a minimum of 2500 hours per annum. 2,884 to date. Increase due to the hire of four rooms full time until the end of the year by Western College.</p> | <p>1.3.2.2 Continue membership of and fully participate in the activities of Orana Arts. Membership maintained and Director Community Services is a member of Orana Arts Board.</p> <p>1.3.2.3 Continue to conduct workshops, lectures, education programmes and school term and school vacation workshops for children at the Western Plains Cultural Centre. Plans developed and implemented on an annual basis.</p> <p>1.3.2.4 Ensure the Community Arts Centre is made available for venue hire to community and corporate groups at reasonable prices. Revenue charges accepted as reasonable by Dubbo City Council under WPCC Revenue Policy and approved.</p> <p>1.3.2.5 Cultural events continue to be included in the Council's weekly "What's On" calendar of events and activities. Achieved.</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Apr annually</p> <p>Ongoing</p> | <p>DOCS</p> <p>DOCS</p> <p>DOCS</p> <p>DOCS</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|---|--------------|-------|
| 1.3.3 Aboriginal culture is celebrated by the community. | A minimum of one (1) exhibition or public programme per annum is held at the Western Plains Cultural Centre which focuses on Aboriginal culture. Aleshia Lonsdale (July 2016) Saltwater Country (August 2016) Old Land New Marks (October 2016) Unfinished Business (November 2016) | 1.3.3.1 The Western Plains Cultural Centre Advisory Board continues to hold a position for a member of the Dubbo Aboriginal Community Working Party. Following the merger of Dubbo City Council and Wellington Council the WPCC Advisory Board was disbanded. A decision on any replacement board/committee/panel has yet to be made. | Ongoing | DOCS |
| | | 1.3.3.2 Include Aboriginal culture in the Western Plains Cultural Centre's exhibition and event calendar each year. Inclusion of Aboriginal cultural material indicated in WPCC policy. | Jul annually | DOCS |
| | | 1.3.3.4 Implement components of the Wirradjuri Park Masterplan including sourcing external funding opportunities. Implementation of the master plan will continue as external funding is identified. | Ongoing | DPL |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|---|-----------|-------|
| 1.3.4 Existing arts and cultural facilities in the City are leveraged to provide and promote complementary facilities and opportunities. | A Forum of Government, private sector and not for profit arts groups meets regularly. Next meeting due to be held in February 2017. | 1.3.3.5 Continue to build working relationships with the Terramungamine Reserve Advisory Committee. Terramungamine Reserve traditional owners, the Tubba-Gah people, have formed a burial ground management committee in conjunction with Community Services. That committee is aware of the need to form a Reserve management committee but has yet to convene such a group despite ongoing requests from Council. As issues have arisen in the past members of that group have approached MLS for support and advice, this has been fostered and will continue to be supported while still seeking formation of the formal committee. | Ongoing | DPL |
| | | 1.3.3.6 Undertake consultation with stakeholders when undertaking strategic planning and redevelopment of open space elements to allow for the incorporation of appropriate and community approved indigenous culture focused interpretative material. Consultation with the Indigenous community is a key part of all redevelopment planning. | Ongoing | DPL |
| | | 1.3.4.2 The Arts/Cultural Forum meets quarterly to discuss marketing of facilities and services and cooperative/complementary services and activities. Quarterly meetings held to date and next meeting to be held in February 2017. | Quarterly | DOCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|---|--------------|-------|
| 1.3.5 An iconic event for the City is embraced by the community. | <p>All actions in the Dubbo City Event Strategy are completed each year.</p> <p>Action completed:</p> <ul style="list-style-type: none"> • Regular meetings of the Dubbo Event Network • Review and update of on-line Event Organisers Toolbox. • Communications with industry regarding event activity in the City and opportunities for local businesses. • Event Development Fund (Stream 1) and Major Event Sponsor Program (Stream 1) opened July 2016. • Digital sign installed • Event bid – Country v City 2017 submitted • Event bid successful – Local Government Water Conference • Direct Marketing Campaign – conference market completed. • Support appropriate to scale of event provided • Event bid – NSW Farmers Conference – unsuccessful | <p>1.3.5.1 Review and Implement the Dubbo City Event Strategy as adopted. (City Development Delivery Plan).</p> <p>Actions being delivered under the Economic Development Action Plan.</p> | Dec annually | DCD |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|---|---------------------------------|---------|-------|
| | <ul style="list-style-type: none"> • Communications with Wellington event organisers/owners regarding support and promotional channels • High level support included: • Athletics NSW Country Championships (Dubbo) • U13 & U14 State Cricket Championships (Dubbo) • NSW/National Indigenous Touch Championships (Dubbo) • NSW Swimming Country Championships (Wellington) • NSW Correctional Services Golf Day (Wellington) • Delivery of NSW Water Management Conference commenced. • Funding of \$64,257 provided to 12 events (Stream 2 – Event Development Fund and Major Event Sponsor Program) • Early EOI submitted – Melbourne Cup. | | | |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|---|----------------------|-------|
| 1.3.6 The high standard of library facilities and services to the community is maintained to meet the educational, recreational and informational needs of the community. | 60% of residents are borrowers at the Macquarie Regional Library. 53.67% of residents are enrolled borrowers. | 1.3.6.1 Undertake biennial survey of residents to ascertain requirements of a Library service. Survey not due until 2017/2018. | Sep 2016 Sep 2018 | DOCS |
| | A satisfaction rating of 95% by patrons of the services and facilities of the Dubbo Branch Library. Survey not due until 2017/2018. | 1.3.6.2 Provide input to the Macquarie Regional Library's Corporate Strategic Plan to define the long term library service needs and facility needs for the Dubbo Community. Not due until early 2017. | Feb annually | DOCS |
| | A minimum of 230,000 articles borrowed from the library per annum. Report due to be submitted to Council in March 2017. | 1.3.6.3 Continue to lobby the State Government for increased recurrent funding for local government library services. No increase in recent State budget of recurrent per capital funding. Lobbying continuing. | Ongoing | DOCS |
| | | 1.3.6.4 Provide a report on the performance of Macquarie Regional Library in providing a library service to the City. Report to be submitted in March 2017. | Mar annually | DOCS |
| 1.3.7 The iconic Old Dubbo Gaol is maintained as a quality tourist attraction from both a historical and entertainment perspective. | 50,000 people visit the Gaol per annum. 24,579 visitors to date. | 1.3.7.1 Undertake the development of one (1) new exhibition per annum. No action to date. | Jun annually | DOCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--------------------|---|------------------------------------|-------------------------|
| | | <p>1.3.7.2 Develop co-operative arrangements with other tourist destinations and businesses with a view to packaging Old Dubbo Gaol products and services. Achieved to date. Welcome to Dubbo Event Package, Wine and Nourishment Event and Great Western Plains Destination Campaign</p> <p>1.3.7.3 Develop and implement an annual Marketing and Promotion Programme for the Old Dubbo Gaol. Marketing and Promotion Programme adopted as a component of the 2016/17 Business Plan.</p> | <p>Ongoing</p> <p>Jun annually</p> | <p>DOCS</p> <p>DOCS</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--------------------|--|----------|-------|
| | | 1.3.7.5 Complete the capital projects funded by the Cobbora Transition Grant \$1M 88% of funding spent to date Completed projects include <ul style="list-style-type: none"> • Render/Salinity Project • Watchtower Refurbishment and Exhibition • Infirmary Refurbishment and Exhibition • Kitchen (portable) Exhibition • Nosey Bob High Definition Upgrade • Toilet Facilities Upgrade • Security Upgrade (CCTV – Event Space) • WiFi installation (Event Space) • Foyer upgrade including Wooden Block Floor Partial Completed Projects include <ul style="list-style-type: none"> • Main Street Signage Project • Event Space upgrade | Dec 2015 | DOCS |

PRINCIPAL ACTIVITY AREA(S): COMMUNITY SERVICES/PARKS AND LANDCARE/CORPORATE DEVELOPMENT

OUR PEOPLE OUTCOME 1.4: The community has the opportunity to participate in a diverse range of lifestyle, sporting and passive recreational pursuits.

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|---|----------------------|-------|
| 1.4.1 Improved access is available to recreation facilities for young people. | 95% of young people rate access to recreation facilities and services as satisfactory. Survey deferred due to merger. | 1.4.1.1 In consultation with the Dubbo City Sports Council and the Dubbo Youth Council, review requirements for the provision of future recreation facilities for young people. Dubbo City Sports Council was consulted through participation in the development of the Dubbo Recreation Strategy, Sports Council AGM and Community Needs Survey. Consultation undertaken with the Dubbo Youth Council by inclusion in the draft exhibition phase of the Recreation Strategy. | Mar annually | DPL |
| | | 1.4.1.4 Undertake a Biennial survey regarding how young people rate access to recreation facilities. Survey deferred due to merger. | Jul 2016 Jul 2018 | DOCS |
| | 95% of young people rate public transport to recreational events and facilities as satisfactory. Survey deferred due to merger. | 1.4.1.5 Ensure the Dubbo Transport Working Group monitors the provision of public transport for young people to recreational events and facilities. Achieved. | Ongoing | DOCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|--|--------------|-------|
| 1.4.2 The Sports and Recreation Masterplan for the City promotes efficient use of existing sporting facilities and identifies future recreational facility requirements. | 60% of residents participate in recreational activities. Statistics unavailable at this time. | 1.4.2.1 In consultation with the Dubbo City Sports Council and other stakeholders, review requirements for the provision of future recreation facilities for all sectors of the Dubbo community e.g. aged, youth, disabled, families and indigenous groups. Dubbo City Sports Council was consulted for the provision of future recreational facilities for many diverse categories such as aged, youth, disabled, families and Indigenous groups. | Dec annually | DPL |
| | 90% of residents rate sporting and recreational facilities as satisfactory. Latest results of the community satisfaction survey show close to 90% satisfied with sporting infrastructure. | 1.4.2.2 Oversee the implementation of the Recreation Strategy for the City. Undertaken in consultation with user groups and asset owners of Council. | Ongoing | DPL |
| | | 1.4.2.3 Encourage and foster community awareness, participation and self-help in the development and maintenance of recreation facilities through the Dubbo City Sports Council. Council has undertaken a strategic planning workshop process via the Sports Council with all interested sporting groups. This enables groups to be better at applying for grant funding and developing their own sporting facilities. | Ongoing | DPL |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|---|--------------------------------|-------|
| 1.4.3 Achievements are celebrated and support is provided for activities that foster cultural diversity, recreational opportunities and community pride. | <p>Cost of sports field preparation does not increase above CPI.</p> <p>Costs of sport field preparation have not risen above CPI.</p> <p>A 12 month City Development Delivery Plan is developed that celebrates and supports community pride.</p> <p>Achieved.</p> | <p>1.4.2.4 Undertake a biennial survey of residents to monitor and understand the recreational needs and levels of participation of the City's population to inform and review the ongoing implementation of the Recreation Strategy.</p> <p>Survey not due to commence until July 2017.</p> | <p>July 2017 July 2019</p> | DOCS |
| | | <p>1.4.2.5 Ensure input is received from seasonal sportsground users for field preparation requirements.</p> <p>Input from Summer 2016/2017 Sportsground User Groups received by end of August 2016.</p> <p>Draft allocations adopted at September Sports Council meeting.</p> | <p>Dec annually</p> | DPL |
| | | <p>1.4.2.6 Review costs and programmes associated with sport preparation in regard to achieving efficiencies.</p> <p>Costs are reviewed annually in regard to efficient sporting preparation.</p> | <p>Feb annually</p> | DPL |
| | | <p>1.4.3.1 Conduct an annual sports award presentation ceremony to recognise excellence in sporting achievements of Dubbo residents.</p> <p>Dubbo Sports Awards held in November 2016.</p> | <p>Nov annually</p> | DPL |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|--|--------------|-------|
| 1.4.4 The Strategic Masterplan for the Macquarie River corridor improves the amenity and increases the utilisation of the river corridor for a range of pursuits. | 60% of the urban river corridor is developed for passive and active recreational pursuits. 60% of the urban river corridor has been developed for recreational use. Current facilities are constantly upgraded as resources allow. | 1.4.3.3 Implement the City Events Strategy and City Promotions Action Plan. (City Development Delivery Plan). Actions tracking to timelines under the Delivery Plan. | Dec annually | DCD |
| | | 1.4.3.4 Implement the Corporate Communications Programme. Programme being implemented. | Jun annually | DCD |
| | | 1.4.4.2 Identify and take advantage of opportunities to add to Council's land portfolio in regard to the "River spine" of the urban area as defined in the Open Space Masterplan and Recreation Strategy. Opportunities are monitored, none have been identified to date in 2016/17. | Ongoing | DCD |
| | | 1.4.4.3 Identify and source available government assistance programmes as they become available in respect of the river corridor. Opportunities are monitored and actioned as they become available. Assistance is also provided to community groups seeking grant funding. | Ongoing | DPL |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|---|----------|-------|
| 1.4.5 High quality (fit for purpose) passive and active recreational open space is available to and used by the community. | No incidences of reported injuries incurred through use of Council's open space and recreation facilities. No injuries reported to date. | 1.4.5.1 Review compliance with the response/repair times defined in the adopted Risk Management Plan (Defined Asset Management Plan). Response times are monitored and have been satisfactory to date. | Ongoing | DPL |
| | 100% of development of Open Space is undertaken in accordance with the Strategic Plans adopted by Council. Achieved. | 1.4.5.3 Review horticultural, aboriginal and open space components of all development applications and provide recommendations for any conditions of approval in accordance with the Open Space Masterplan and Recreation Strategy. All new sub-division Development Applications are being assessed in accordance with the Open Space Master Plan with appropriate recommendations being included in the Conditions. | Ongoing | DPL |
| | | 1.4.5.6 Implement adopted Section 94 Open Space Contributions Plan. Adopted Section 94 Open Space Contributions Plan will be implemented accordingly. | Ongoing | DPL |
| | | 1.4.5.7 Develop Regional RV and Caravanning positioning paper in cooperation with Inland NSW and Destination Management Plan working group Submitted Round 3 Murray Darling Basin Energise Enterprise Fund application to conduct LGA Freedom Camper Economic Study. | Jun 2016 | DCD |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|---|-------------------------------|-----------------------|
| 1.4.6 Dubbo is recognised for its first class sporting facilities, which cater for a wide range of local, regional and state sporting events and opportunities. | <p>The number of high profile sporting events held in the City increases.</p> <p>The number of high profile sporting events held in the city continues to increase with the following events held Max Shepherd Shield, Regional Disability Athletics Carnival, Evocities MTB Series Dubbo Event, SCGX1 City Origin v SCGX2 Country Origin Cricket Match and Water Polo NSW Under 14 Boy's State Championships.</p> | <p>1.4.6.2 Implement the Dubbo Events Strategy as it relates to sporting associations and potential events.</p> <p>Events Strategy communicated to sporting groups. Potential events have been referred to Dubbo Events Strategy when applicable.</p> <p>1.4.6.3 Ensure the incorporation of sporting event requirements into the capital improvements of recreational facilities.</p> <p>All capital improvements are assessed incorporating sporting event requirements and prioritised through the capital works prioritisation process.</p> | <p>Ongoing</p> <p>Ongoing</p> | <p>DPL</p> <p>DPL</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|---|---|---|---|
| | <p>No significant examples of grant funding opportunities not addressed.</p> <p>There are no examples of grant funding that have not been pursued, if deemed appropriate, or can be supported by matching funds.</p> <p>Barden Park is the Regional Centre for Athletics in Central West NSW and the Orana Region. Barden Park remains the regional centre for athletics.</p> | <p>1.4.6.4 Identify grant funding opportunities and facilitate preparation of grant applications to support community groups to undertake maintenance and development projects on and for recreational facilities. This function continues to apply for grant funding, either directly or through the provision of support from community groups.</p> <p>1.4.6.6 Undertake an annual review of sporting association requirements and associated Agreed Briefs for Sporting Preparation. An annual review of sporting association requirements for sporting preparation has commenced and a report to March Executive Staff is pending.</p> <p>1.4.6.20 Implement the Regional Centre of Excellence for Athletics Business Plan The business plan will continue to be implemented and regional events will be targeted.</p> <p>1.4.6.17 Review the Barden Park Business Plan Barden Park Business Plan scheduled for review to meet identified time frame.</p> | <p>Ongoing</p> <p>Jun annually</p> <p>Ongoing</p> <p>Jun 2018</p> | <p>DPL</p> <p>DPL</p> <p>DPL</p> <p>DPL</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|---|---|---|---|
| | <p>Victoria Park sporting precinct is capable of holding regional level sporting events/carnivals.</p> <p>Victoria Park sporting precinct continues to attract Regional and State carnivals with 3 held since 1 July 2016.</p> <p>Pioneer Park Hockey Complex is capable of holding regional events.</p> <p>Pioneer Park Hockey Complex is capable of holding low level regional events. The complex will not be able to host high level regional events until a second synthetic field is constructed.</p> | <p>1.4.6.21 In conjunction with sporting groups seek external funding for the construction of a new cycle track off Victoria No.1 Oval and the expansion of the Victoria No. 1 Oval turf surface. Council continuing to work with Sporting Groups when external funding is made available.</p> <p>1.4.6.18 Complete design and documentation for the formalisation of car parking and pedestrian access between Victoria No 2 & 3 Ovals. Carpark design completed and costed. Funding for the carpark is being sought through grant applications.</p> <p>1.4.6.13 In conjunction with sporting groups seek external funding for the construction of second synthetic field. Council has completed a detailed design and costing for a second synthetic field and applied for grants in this regard. Council will continue to work with Dubbo Hockey Association seeking external funding. Funding is unlikely due to Hockey Association playing numbers.</p> <p>1.4.6.19 In conjunction with sporting groups seek external funding to assist in the upgrade of tennis facilities to a regional standard Council continues to work with Paramount Tennis Club in seeking external funding.</p> | <p>Ongoing</p> <p>Dec 2017</p> <p>Jun 2016</p> <p>Ongoing</p> | <p>DPL</p> <p>DPL</p> <p>DPL</p> <p>DPL</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|---|--------------|-------|
| 1.4.7 Aquatic facilities are available and maintained to improve the health and wellbeing of the community. | Dubbo Apex Clubs Caltex Park is acknowledged as the best football facility in regional NSW. The ground continues to be acknowledged as the best football facility in regional NSW. Council has received great feedback from regional towns that have played at Caltex Park during the above average rain fall that Dubbo received in winter 2016. | 1.4.6.15 Source external funds through the application of the Sponsorship policy to regional sporting assets. External funds have been sourced for Caltex, Park (Apex Oval). Target for sponsorship is now focused on the Lady Cutler Oval and Barden Park complexes. | Ongoing | DPL |
| | More than 90,000 patrons utilise Dubbo Aquatic Leisure Centre for each swimming season. 32,469 patrons from 10/09/2016 – 31/12/2016 | 1.4.6.16 Implement an Apex Oval sand base profile 'best practice' Maintenance Manual. Council continues to follow the best practice manuals that were given to Council by the contractor who installed the playing surface. | Jul annually | DPL |
| | | 1.4.7.1 Pursue grant funding for the upgrade option plan for the Dubbo Aquatic Leisure Centre. \$800,000 received from Stronger Communities (Major Projects) for the installation of a Water Park at the DALC. | Ongoing | DPL |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--|---|----------|-------|
| | 90% of patrons rate the services and facilities of the Dubbo Aquatic Leisure Centre as satisfactory. Monitoring processes established and implemented. No breach of Contract reported to date. | 1.4.7.4 Undertake a statistically valid survey of patrons rating the services offered and delivered at the DALC Action has commenced. | May 2016 | DPL |

PRINCIPAL ACTIVITY AREA(S): HUMAN ENVIRONMENT/COMMUNITY PROTECTION

OUR PEOPLE OUTCOME 1.5: Dubbo is a safe community.

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|--|--|----------------------|-------|
| 1.5.1 The health and safety of the community is ensured through the delivery of appropriate human environment services. | 85% of food premises comply with statutory requirements on initial inspection. For period 1/7/2016 to 31/12/2016 – Approximately 65% of the 162 premises inspected complied on first inspection. | 1.5.1.2 Review the partnership arrangements with the NSW Food Authority for Council to implement the provisions of the Food Act and Regulations. Review programmed to undertaken in early 2017. | Jun annually | DOCS |
| | | 1.5.1.3 Undertake at least one (1) inspection of all food premises per year. Program in place to ensure all food premises inspected at least once by March 2017. | Mar annually | DOCS |
| | | 1.5.1.4 Conduct a food handling seminar biennially. Completed. | Oct 2016 Oct 2018 | DOCS |
| | 100% of public pools and spas inspected meet statutory health requirements. | 1.5.1.5 Undertake the annual inspection and water sampling program of all public swimming pools and spas including motels and hotels in November, January and February each year, and indoor pools every two months to ensure water quality standards are maintained. Inspection regime commenced in November 2016 for public swimming pools and spas. | Feb annually | DOCS |
| | Inspection program commenced November 2016. | | | |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|---|--------------------|-------|
| 1.5.2 High level Police and Ambulance services are available to the community. | 100% of infants participate in immunisation program. Survey of children entering kindergarten currently underway. | 1.5.1.6 Conduct twelve free immunisation clinics in the City per annum. Six (6) clinics held to date - 2016/2017. | Monthly | DOCS |
| | | 1.5.1.7 Conduct two (2) public health education programs per year. Program in place to ensure two (2) public health programs conducted in 2016/2017. | Dec, Apr annually | DOCS |
| | | 1.5.1.8 Undertake compliance inspections of all registered private swimming pools. Inspection program commenced April 2016. | Ongoing | DEVS |
| | 100% of Registered premises comply with statutory requirements on initial inspection. 100% of registered premises comply with statutory requirements on initial inspection. | 1.5.1.9 Undertake at least one (1) inspection of all registered regulated premises per year. Program in place to ensure all registered premises are inspected at least once in 2016/2017. | Mar annually | DOCS |
| | No more than a combined number of 2,600 incidents of reported assault, domestic violence, steal from person, break and enter non dwelling, sexual offences, robbery, motor vehicle theft, steal from dwelling and retail store and motor vehicle, fraud and malicious damage. Figures available in April 2017. | 1.5.2.1 Meet on a quarterly basis with local senior officials of NSW Police to discuss service provision. Two meetings held to date. | Sep, Dec, Mar, Jun | DOCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|---|--|--|---|
| | No complaints to the Liquor Administration Board regarding licensed premises. No complaints received. | <p>1.5.2.2 Monitor police numbers in the City. Monitoring ongoing.</p> <p>1.5.2.3 Continue to monitor complaints regarding the operation of licensed premises in the City. Council is a member of the Liquor Accord. The Manager Social Services attends meetings.</p> <p>1.5.2.4 Support initiatives developed by the Community Drug Action Team and Dubbo Liquor Accord and support initiatives there from. Council is a member of the Community Drug Action Team and the Liquor Accord. The Youth Development Officer attends the Community Drug Action Team. The Manager Social Services attends Liquor Accord meetings.</p> <p>1.5.2.5 Review the implementation of the Dubbo Crime Prevention Plan. The 2015-2018 Dubbo Crime Prevention Plan has been approved by the Department of Justice.</p> <p>1.5.2.6 Continue participation in the Orana Crime Prevention Planning Committee. Achieved.</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>May, Nov annually</p> <p>Ongoing</p> | <p>DOCS</p> <p>DOCS</p> <p>DOCS</p> <p>DOCS</p> <p>DOCS</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|--|---|---|------------------------|
| <p>1.5.3 People and property located within urban area of the City are protected from fire related incidents by Fire and Rescue NSW.</p> <p>1.5.4 People and property located within the rural area of the City are protected from fire related incidents by a responsive volunteer based rural fire service.</p> | <p>100% satisfaction rating for ambulance services and facilities for the region.</p> <p>Survey of residents deferred due to merger.</p> <p>100% of incidents responded to by Fire and Rescue NSW within prescribed State standards.</p> <p>This was achieved.</p> | <p>1.5.2.7 Meet with local senior officials of the Ambulance Service to discuss service provision.</p> <p>Meetings to be held in May 2017.</p> <p>1.5.3.1 Meet annually with the Regional Manager of Fire and Rescue NSW.</p> <p>No meeting held to date.</p> | <p>May annually</p> <p>Oct annually</p> | <p>DOCS</p> <p>DTS</p> |
| | <p>100% of requirements of the Service Level Agreement with the NSW Rural Fire Service (RFS) are met.</p> <p>95% of service agreements met</p> | <p>1.5.4.1 Attend meetings of the Rural Fire Service Dubbo Liaison Committee four (4) times a year.</p> <p>Meetings held in July and November.</p> | <p>Jul, Oct, Feb, Apr annually</p> | <p>DTS</p> |
| | <p>100% of Annual Training Plan is adopted approved and implemented.</p> <p>RFS training is on schedule.</p> | <p>1.5.4.2 Meet six (6) monthly with Rural Fire Service Orana Zone Manager to review training activity and accommodation/facility needs.</p> <p>Meeting with Orana Team Manager held quarterly.</p> | <p>Mar, Sep annually</p> | <p>DTS</p> |
| | <p>90% of inspections carried out by Rural Fire Service within 5 working days of a request from Council.</p> <p>No requests made by Council.</p> | <p>1.5.4.3 Issue Notification letters and S66 Notices as required and reinspect properties for compliance within set time.</p> <p>No notices issued.</p> | <p>Ongoing</p> | <p>DTS</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|--|----------------------------------|-------|
| 1.5.5 The Local Emergency Management Organisation and the Local State Emergency Services are capable of responding to emergencies. | 100% of emergencies able to be responded to appropriately. All emergencies responded to. | 1.5.4.4 Promote rural fire safety (e.g. firebreaks on rural lots), through media releases and advertisements to all local media outlets. Rural Fire Service is regularly conducting rural fire safety publicity. | Ongoing | DTS |
| | | 1.5.4.5 Implement annual Hazard Reduction Programmes and report activity to Rural Fire Service Zone Manager. Hazard reduction commenced in December quarter and is suspended during fire season. | Jun annually | DTS |
| | | 1.5.5.1 Review Disaster PLAN (DISPLAN) and Local Emergency Management Sub Plans annually. DISPLAN has been completely redrafted into the new Emergency Management Plan format to comply with the SERM Act. Proposal to incorporate Wellington information. | Apr annually | DTS |
| | | 1.5.5.3 Local Emergency Management Committee to meet four times a year. Meetings held as Scheduled. | Aug, Nov Feb, May annually | DTS |
| | | 1.5.5.4 Meet with the Dubbo State Emergency Services Local Controller six (6) monthly to review recruitment and training programme for the Unit. Activities of the unit are updated at the quarterly Local Emergency Management Committee. | Nov, May annually | DTS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|---|--------------|-------|
| 1.5.6 The community displays a high level of understanding of and compliance with the legislation in regard to the keeping of and control of companion animals and other animals. | | 1.5.5.5 Continue to seek Government funding to undertake the construction of a new headquarters building for the Dubbo Local State Emergency Services Unit as secondary stage of the new Rural Fire Service Zone Centre development at Dubbo Airport. Building Stronger Communities funding bid unsuccessful. | Dec 2019 | DTS |
| | | 1.5.5.6 Review and update information contained within the document resulting from the 2009 All Hazards Emergency Risk Management Study every five years. Risks reviewed in 2015 with the development of EMPLAN. | Oct 2019 | DTS |
| | Number of dogs registered under the Companion Animals Act (increased from previous year). For period 1/7/2016 to 31/12/2016 10% reduction on corresponding period 2015/2016. | 1.5.6.1 Undertake an annual review and update the Companion Animals Action Plan. Procedure in place to ensure review carried out by May 2017. | May annually | DEVS |
| | Number of cats registered under the Companion Animals Act (increased from previous year). For period 1/7/2016 to 31/12/2016 - 1% reduction on corresponding period 2015/2016. | 1.5.6.3 Undertake an annual audit of the operation of the Dubbo City Animal Shelter. Procedure in place to ensure audit carried by July 2017 | Jul annually | DEVS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|---|--------------|-------|
| 1.5.7 New development within the Macquarie and Talbragar River floodplains is appropriate and does not place the community at risk from flood impacts. | No examples of development within the floodplain that do not comply with Council policy (Local Environmental Plan/Development Control Plan (LEP/DCP)). No examples of development within the flood plain that do not comply. | 1.5.6.4 Undertake an annual review of the adopted Management Procedures manual for the operation of the Animal Shelter in conjunction with the Royal Society for the Prevention of Cruelty to Animals. Procedure in place to ensure Management Procedures Manual is reviewed by April 2017. | Apr annually | DEVS |
| | | 1.5.6.5 Undertake a review of the contract for the Management of the Dubbo City Animal Shelter and call for tenders / extension of contract for the period following 1 July 2017. Animal shelter now under Council Management. | Dec 2016 | DEVS |
| | | 1.5.6.6 Implement the education program to ensure residents are aware of the requirements for keeping companion animals. Program in place to ensure educational program implementation by May 2017. Funding application submitted for further education. | May annually | DEVS |
| | | 1.5.7.1 Review Floodplain Management Plan on a five (5) yearly basis. Procedure in place to ensure review carried out by June 2020. | Jun 2020 | DEVS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|---|------------------------------------|-----------------------|
| <p>1.5.8 The City's stormwater flows are managed and controlled through specific stormwater infrastructure that caters for the continued expansion of the urban area.</p> | <p>At least one drainage deficiency rectified each year, subject to funding.</p> <p>New stormwater inlet pit constructed in Nelson Place to alleviate "pooling" of water</p> <p>Number of complaints from property owners as a result of stormwater overflow is no more than 5.</p> <p>Major storm event, estimated to be greater than a 1:20 year storm event occurred Friday evening 16/12/2016.</p> <p>Underground pipe system in various areas of Dubbo (designed to cater for 1:5 or 1:10 year's storm events) could not cope. 10 Houses subjected to storm water inundation.</p> | <p>1.5.8.1 Implement rolling programme to improve known deficiencies in existing drainage schemes.</p> <p>Actioned</p> <p>1.5.8.3 Investigate new drainage complaints regarding stormwater inundation within six months of receipt of the complaint including village areas.</p> <p>This is being achieved as required or as appropriate.</p> | <p>Jun annually</p> <p>Ongoing</p> | <p>DTS</p> <p>DTS</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|---|--------------|-------|
| 1.5.9 Potential pollution from discharges from the drainage network into receiving water is limited. | 100% of proposed developments in urban area able to be serviced by the stormwater drainage system. This is being achieved if existing infrastructure (stormwater) is in place, otherwise alternative solutions are being implemented. | 1.5.8.4 Develop stormwater models for one existing catchment each year within the urban area. Development of stormwater models on sub-catchment areas continue to be developed as and when required, usually as a consequence of Development pressures in a particular sub-catchment area and/or deficiencies become known due to the Superior Asset Management program and production of the AMP stormwater. | Jun annually | DTS |
| | | 1.5.8.5 Review Section 94 contributions Plan for Stormwater Drainage. This date (June 2017) will no longer be achievable due to the merger and the need to develop a combined Asset Management Plan, Stormwater. Due to be completed by September/October 2017. | Jun 2017 | DTS |
| | 100% of Department of Environment and Heritage criteria in respect of stormwater discharges met. This is being achieved when specific OEH criteria has been set. | 1.5.9.1 Implement a programme for maintenance of the City's drainage network. This has been achieved and is continually being met as required and/or appropriate. | Ongoing | DTS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|--|----------------------|-------|
| 1.5.10 Drainage improvements are provided within the villages and urban area to ensure the risk of inundation is minimised. | | 1.5.10.1 Wongarbon Village Drainage Scheme is implemented. Report and funding requirements submitted to Council in July 2015. Estimated cost of \$7.5M considered “too expensive” for construction of works to proceed at this stage. Further investigations underway. | Dec 2016 | DTS |
| 1.5.11 Stormwater quality improvement works with Gross Pollutant Traps (GPTs) are provided on most drainage outfalls. | At least one GPT installed annually, subject to funding. Bultje Street outfall GPT programmed for June 2017. | 1.5.11.1 Update the ten year programme for the ongoing installation of GPTs every two years. This has been achieved. West Dubbo main drain GPT scheduled for 2018. Erskine Street outfall scheduled for 2020. | Jun 2018 Jun 2020 | DTS |
| 1.5.12 Education programmes promote awareness of stormwater issues. | Improve community awareness of the causes and effects of stormwater pollution as a result of urbanisation increases. This is being continually achieved as required and/or as opportunities become available. | 1.5.12.1 Undertake a biennial survey of community attitudes and understanding regarding stormwater management and pollution. This is now to be included in conjunction with “Community Needs Survey” to be completed in April 2017. | Dec 2016 Dec 2018 | DTS |
| | | 1.5.12.2 Develop and implement a community based Stormwater Education Programme. This is being continually achieved as required and/or as opportunities become available. i.e. sustainability expo etc. | Jun annually | DTS |

OUR PLACE

The key built and natural environment issues that will underpin the future development of Dubbo are environmental management, strategic land use planning and development control and landcare.

PRINCIPAL ACTIVITY AREA(S): BUILT & NATURAL ENVIRONMENT/PARKS AND LANDCARE/ORGANISATIONAL SERVICES/ CORPORATE DEVELOPMENT

OUR PLACE OUTCOME 2.1: Environmental sustainability and management is a priority for the City.

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|--|-------------------------|-------|
| 2.1.1 The Environmental Management Plan for the City is implemented, monitored and reviewed on an ongoing basis. | The actions of the Environmental Management Plan are met. No update provided in November 2016 due to the Plan being under review. | 2.1.1.1 Review the implementation of and monitor the Dubbo Environmental Management Plan with respect to all identified environmental sectors. Draft Environmental Management Plan waiting on development of Corporate Plan before Management Plan can continue. | Six monthly Nov, Apr | DEVS |
| | | 2.1.1.2 Undertake an annual audit of energy consumption across Council activities. Audit undertaken October 2016. | Oct annually | DEVS |
| | | 2.1.1.4 Review Council's Energy Strategy and report on the outcomes of the review. Review of Strategy's implementation plan now due by July 2017 in light of the merger of Dubbo and Wellington. Councils Energy Strategy will require a further review in due course as a result of the merger. | Jul annually | DEVS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|---|--------------|-------|
| 2.1.2 The principles of Ecological Sustainable Development are implemented. | Reduction in electric conductivity (EC) readings in groundwater in specific Dubbo Environmental Management Plan monitoring sites (giving consideration to seasonal conditions). Eight (8) sites maintained. Seven (7) sites had no change to EC readings and one (1) site recorded a reduction in EC reading. | 2.1.2.2 Monitor Council's groundwater network and report annually. Procedure in place ensured report completed by December 2016. | Mar annually | DEVS |
| | | 2.1.2.5 Prepare the State of the Environment report in accordance with the requirements of the Local Government Act 1993. SOE report completed November 2016. | Oct annually | DEVS |
| | | 2.1.2.6 Actively participate in the Central West Salinity and Water Quality Alliance. Sustainability Coordinator represents Council at regular forums. | Ongoing | DEVS |
| | | 2.1.2.7 Actively monitor the Local Land Service's Built and Natural environment initiatives and provide input as appropriate Strategy review carried out November 2016. | Ongoing | DEVS |
| 2.1.3 The community is supported in becoming sustainable. | | 2.1.3.1 Undertake an annual review and update the Education for Sustainability Strategy. Procedure in place ensured Strategy Review carried November 2016. | Nov annually | DEVS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|--|---------|-------|
| 2.1.4 The environmental impact from Council's activities and operations are reduced. | Greenwaste from the Showground, Dubbo Regional Livestock Markets, and Parks and Landcare Services are fully utilised. Mulch from greenwaste will be used this financial year on Council's assets. | 2.1.3.2 Provide up to date information to the community regarding sustainability initiatives and opportunities. Programmed regular information day held annually. Print and television media used where appropriate 2.1.4.6 Utilise Council generated greenwaste productively. Mulching was completed in September 2016 at Bunglegumbie green waste site. Mulch will be utilised in City landscaping as deemed appropriate. | Ongoing | DEVS |
| | The Organisation off sets 100% of carbon produced by carbon tax liable faculties. Carbon Tax Liabilities no longer applicable. | 2.1.4.7 Monitor government initiatives regarding carbon reduction / offset schemes for opportunities. No new initiatives at this stage that will benefit Council. Monitoring ongoing. | Ongoing | DOS |

PRINCIPAL ACTIVITY AREA(S): BUILT & NATURAL ENVIRONMENT & PARKS & LANDCARE/CORPORATE DEVELOPMENT

OUR PLACE OUTCOME 2.2: Land use management improves and sustains the City's built and natural environment.

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|---|----------|-------|
| 2.2.1 Public land management throughout the City ensures that land degradation is minimised and the natural assets of the City are maintained or enhanced and that the land is available for use by the community. | More than 600 hours of community assisted tree planting and maintenance projects. There has already been 220 hours of community assisted tree planting and maintenance projects been conducted to date with approximately 580 trees planted. It is estimated that 600 hours of Community assisted tree planting and maintenance projects will be completed by June 2017. | 2.2.1.1 Conduct at least four community tree planting activities per year. Three community tree planting activities have been conducted to date primarily along the river foreshores. | Annually | DPL |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|---|--|--|----------------------------------|
| | <p>5,000 hours of community involvement in parks, gardens, landcare and sporting facilities development and maintenance.</p> <p>There has been a total of 4213 community volunteer hours been dedicated to parks, gardens, Landcare and sporting facilities development and maintenance to date.</p> <p>It is estimated that 5,000 community volunteer hours will be achieved by June 2017.</p> | <p>2.2.1.2 Provide support to the Troy Landcare, Clean-up Australia Day, Adopt-a-Park Groups, Friends of the Elizabeth Park and Orchid Society.</p> <p>Support has been provides to the above identified groups on request. This has involved the provision of resources and information.</p> <p>2.2.1.3 Work with the community to establish additional adopt-a-park groups.</p> <p>Ongoing promotion of new adopt-a- park groups and opportunities are currently being investigated.</p> <p>2.2.1.4 Actively support the organisers of the Dubbo Clean Up Australia Day.</p> <p>Support has been scheduled for Dubbo's Clean Up Australia Day. Clean up Australian Day is scheduled for March 2017.</p> | <p>Jun annually</p> <p>Ongoing</p> <p>Mar annually</p> | <p>DPL</p> <p>DPL</p> <p>DPL</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--|---|--|---|
| | <p>No more than three (3) hectares of public open space is affected by urban salinity.</p> <p>There has been no increase in scalded land with less than 3 ha remaining impacted in the former Dubbo LGA. An assessment of the Dubbo Regional Council to commence.</p> | <p>2.2.1.8 Undertake an annual review and quantify impact of salinity on public open space using the data from the groundwater monitoring network.</p> <p>A review of saline impacted open space across the LGA reveals no increase in area. Less than 3 hectares remains impacted by scalds across the former Dubbo City LGA.</p> <p>2.2.1.9 Monitor opportunities for revegetation projects through agro forestry, carbon sequestration and related programs and target these plantings for 'at risk' sub-catchments.</p> <p>Revegetation opportunities continue to be investigated, particularly in the carbon sequestration and biodiversity offsetting arenas.</p> <p>2.2.1.10 Implement the Noxious Weeds/Pest Species Management Programme and Plans.</p> <p>The Weed Action Plan commitment Council has committed to is being adequately met. Starling control in Macquarie Street continues to be the principle action from Council's Feral Animal Strategy. Monitoring of Indian Myna's also continues.</p> <p>2.2.1.11 Stage at least two (2) noxious weeds displays at appropriate public exhibitions per year.</p> <p>None have been undertaken to date.</p> | <p>Jun annually</p> <p>Jun annually</p> <p>Jun annually</p> <p>Oct, Mar annually</p> | <p>DPL</p> <p>DPL</p> <p>DPL</p> <p>DPL</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|--|--------------|-------|
| 2.2.2 The management of private lands throughout the City ensures that land degradation is minimised | Less than five (5) Section 18 Noxious Weeds Notices required to be issued. No Section 18 notices have been recorded to date for 2016/17. | 2.2.1.12 Pursue introduction/expansion of remote/mobile computing capability within the Parks and Landcare operating environment. Parks and Landcare are currently trialling two (2) Noxious Weeds reporting/mapping platforms. This trial will conclude in June 2017 with the adoption of one of the systems. This will enable improved and integrated reporting on Weeds Action Plans across the new Council area. | Ongoing | DPL |
| | | 2.2.1.14 Develop and submit grant funding applications for Noxious and Other Significant Weeds Programme. Grant funding submissions and reports for the 2016-17 year are up to date. | Jun ongoing | DPL |
| | | 2.2.2.1 Advise landowners of their responsibilities under the Noxious Weed Act. This is undertaken at each private land inspection. | Ongoing | DPL |
| | | 2.2.2.2 Implement the programme to encourage landowners to avail themselves of Council's self-help Noxious Weed Control resources. This program is promoted at each private landholder inspection. | Jun annually | DPL |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|--------------------|---|--------------|-------|
| 2.2.3 New development and land uses in the city are of a quality that compliments the existing built environment of the city. | | 2.2.3.1 Undertake an annual review of all Development Policy Codes and Development Control Plan to ensure relevance and compatibility with changing needs and ecologically sustainable development principles. Review to form a component of the Amalgamation Harmonisation Project programmed to be undertaken by September 2017. | Dec annually | DEVS |
| | | 2.2.3.2 Produce annual documentation for the development and construction industries advising of legislative changes including Building Code of Australia (BCA) amendments and variations in Council's policies and requirements. Procedure in place to ensure documentation advising of legislative changes and BCA amendments and variations is produced as circumstances require. Documents to be produced and distributed if required by June 2017. | Jul annually | DEVS |
| | | 2.2.3.3 Undertake an annual conference with the real estate agents, development and building industries on planning and building issues. Procedure in place to ensure conference takes place as programmed. Combined with Administration forum held 20 July 2016. | Aug annually | DEVS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|--|-----------------------------|-------|
| 2.2.4 Dubbo is recognised as a Centre of Excellence for horticultural amenity. | All new development complies with the Development Control Plan (DCP) and Local Environmental Plan (LEP). Achieved. | 2.2.3.5 Undertake an annual review of the Development Control Plan to ensure relevance and compatibility with changing needs and ecologically sustainable development principles. Review to form a component of the Amalgamation Harmonisation Project programmed to be undertaken by September 2017. | Dec annually | DEVS |
| | A formal Memorandum of Understanding (MOU) is developed with TAFE Western. No formal MOU adopted. | 2.2.3.6 Facilitate and Support Mayoral quarterly forum with developers to discuss Council related issues. Developers Forum conducted on 20 July 2016. | Sep, Dec, Mar, Jun annually | DOS |
| | No more that 3 discreet elements of the Shoyoen requiring modification post audit. No discreet elements were identified for further modifications. | 2.2.4.1 Conduct a minimum of three (3) meetings with Advisory Committee and key organisations including: - Kamo Agricultural and Forestry High School - Charles Sturt University - TAFE Western - NSW Nursery Industry Association - Relevant Government Agencies No meetings organised as this Committee is yet to be established. | Ongoing | DPL |
| | | 2.2.4.5 Continue to develop the 'Specialist Japanese Horticultural Skills' training programme for Parks and Landcare staff and others. The Specialist Japanese horticultural skills programme is continuing. Japanese Gardeners visited Shoyoen and oversaw staff training in late August / early September. | Jun annually | DPL |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--------------------|---|--|----------------------------------|
| | | <p>2.2.4.6 Liaise with Minokamo for advice and assistance in maintaining authenticity of Shoyoen. Minokamo gardener (Kondoh-san and Toshisan) assisted staff in pruning of trees, construction of viewing deck and carried out an audit on Shoyoen in August/September.</p> <p>2.2.4.7 Conduct on-site/remote audits of the Shoyoen utilising Minokamo resources. Minokamo gardeners carried out an audit on Shoyoen in August/September.</p> <p>2.2.4.8 Pursue opportunities for the acquisition of grant support from external sources to aid in the initial activities and development of Regional Botanic Garden. Opportunities being pursued as they are identified.</p> <p>An EOI under ClubGrants Cat 3 for the Adventure Playground was prepared and successful in getting through to the funding round.</p> <p>However \$1.54million funding was secured under Stronger Communities (Major Projects) to construct the playground and carpark.</p> <p>Discussions are being held with the grant agency to determine whether we can submit an application for an associated and adjacent project – Horticultural Centre of Excellence.</p> | <p>Jun annually</p> <p>Jun annually</p> <p>Ongoing</p> | <p>DPL</p> <p>DPL</p> <p>DPL</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|--------------------|--|----------|-------|
| 2.2.5 Future mining investment in or adjoining the City is planned for. | | 2.2.4.9 Develop a Business Plan for the Dubbo Regional Botanic Garden that addresses tourism, education and potential for private/public partnerships including sponsorship. A Business Plan for the DRBG centre of Horticultural Excellence is currently being drafted that will address tourism, education and partnering opportunities etc. | Dec 2017 | DPL |
| | | 2.2.5.1 Provide input to the development of the NSW Regional Landuse Strategy. Meeting held with the Director General of Planning and information provided in respect of the Dubbo context. | Ongoing | DEVS |
| | | 2.2.5.2 Participate in the regional Mining Working Group. No participation required to date. | Ongoing | DEVS |
| | | 2.2.5.5 Support the development of the Cobbora Coal Mine project and the Toongi Zirconia Mine project. Support has been provided. | Ongoing | DCD |
| | | 2.2.5.9 Develop a mining industry services development strategy. Strategy has been prepared as part of Economic Development Action Plan and implementation will be ongoing. | Aug 2016 | DCD |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|--|--------------|-------|
| 2.2.6 Urban and rural open space areas support increasing biodiversity | The connectivity as defined in the Open Space Master Plan caters for the provision of biodiversity. Open space Biodiversity Plan is currently being drafted. | 2.2.5.7 Undertake an annual review of the Urban Land Monitors. Review undertaken November 2016. | Nov annually | DEVS |
| | | 2.2.5.8 Participate in the DCC / University of New South Wales mining working party to promote Dubbo as a Centre for sustainable mining. This Working Party no longer exists. | Ongoing | DCD |
| | | 2.2.6.1 Review horticultural, aboricultural and open space components of all development applications and provide recommendations for any conditions of approval that can enhance biodiversity outcomes. DAs are assessed with recommendations being provided on biodiversity enhancement within the city. | Ongoing | DPL |
| | | 2.2.6.2 Ensure the provision of drainage reserves in urban areas incorporate biodiversity considerations. Standard landscape plans for stormwater infrastructure (including swales and water retarding basins) that address biodiversity considerations has been developed and approved. | Ongoing | DPL |
| | | 2.2.6.5 Implement the Open Space Biodiversity Plan as opportunities arise Open space Biodiversity Plan is currently being drafted. | Ongoing | DPL |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|--|---------|-------|
| 2.2.7 Sustainable land use practices are implemented to reduce water and energy use and the removal of vegetation. | | 2.2.6.6 Implement the Rural Reserves Biodiversity Plan as opportunities arise The Rural Reserves Biodiversity Plan has been on Public Exhibition and will now go to Council (February) for adoption. Implementation of the Plan will be achieved as opportunities are identified. | Ongoing | DPL |
| | Examples of civil works programmes not being provided with information regarding threatened species in a timely manner. No examples of civil works being delayed due to untimely advice. | 2.2.7.1 Provide flora and fauna information to inform road design and maintenance works and incorporate into a Geographical Information System (GIS) mapping layer to enable forward planning for rural roadside works design and programmes. Flora and Fauna advice is provided as requested across the organisation. Advice was provided to IT in relation to the Mount Wellesley tower proposal in the form of a Part V environmental assessment. Similar advice will be provided to IT in relation to the proposed towers at 12 Mile Creek Rd and Rifle Range Rd. An assessment of an internally developed Part V was provided to Technical Services Division in relation to the extension of Boundary Road. | Ongoing | DPL |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|--|-------------------|-------|
| 2.2.8 The quality of the environment and life of residents and visitors to Dubbo is enhanced by the provision of regulatory services and education. | Reduction in the reliance on potable water by Open Space and other horticultural elements. Parks and Landcare is continuing to investigate raw water options in West Dubbo and Wellington. A 2% reduction in portable water use was achieved between 2014/2015 and 2015/2016. | 2.2.7.3 Water sensitive urban design elements are incorporated into landscape components of development both internal and external to Council. Water Sensitive Urban Designs (WSUD) are being applied in situations where the Parks and Landcare Division have direct input into design phase. | Ongoing | DPL |
| | | 2.2.7.4 Continue the roll out of the Centralised Irrigation Control System throughout the Open Space Network. Irrinet is being extended as funding allows. All sporting assets now on Irrinet and 60% of Parks. | Ongoing | DPL |
| | Number of incidents of air, noise and water pollution reduced. Forty one (41) incidents for the period 1/7/2016 to 31/12/2016. This is a 20% increase on the corresponding period for 2015/2016. | 2.2.8.1 Hold meetings with the Office of Environment and Heritage (OEH) to exchange knowledge and updates on environmental matters including pollution incidents. Meeting held with OEH in October 2016 with regard to River festival and Illegal Dumping Program. | Oct, Apr annually | DEVS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|---|-------------------------|-------|
| 2.2.9 New development in the City is facilitated through sound advice and timely determination of land use applications. | Number of littering and rubbish dumping incidents reduced. Seventy two (72) incidents for the period 1/7/2016 to 31/12/2016. This is a 7.4% increase on the corresponding period for 2015/2016. | 2.2.8.2 Undertake a minimum of three (3) media and/or education campaigns on pollution including litter issues. Procedure in place to ensure a minimum of three (3) campaigns carried out as scheduled. Illegal Dumping Programme promoted in November 2016. | Mar, July, Nov annually | DEVS |
| | Number of stock-related incidents is less than previous year. Thirty one (31) incidents for the period 1/7/2016 to 31/12/2016. This is a 13.8% increase on the corresponding period for 2015/2016. | 2.2.8.3 Undertake media and/or education campaigns on stock-related incidents in consultation with the Livestock Health and Pest Authority. Procedure in place to ensure campaign is undertaken in consultation with Livestock Health and Pest Authority as appropriate time and generally corresponds with extended dry weather periods. | Jun annually | DEVS |
| | Fully documented Applications are processed within the following criteria: (a) 85% within 28 days where advertising/referral is not required; For period 1/7/2016 to 31/12/2016 – 193/233 (82.8%). | 2.2.9.1 Undertake an annual review of the procedure for processing Development Applications. Review of procedures ongoing. Major review to be undertaken by March 2017 as part of the Organisation Service Review emanating from the merger of Dubbo and Wellington Councils. | Jul annually | DEVS |
| | | 2.2.9.2 Continue to implement the adopted Environmental Services Communications Strategy. Implementation ongoing. | Ongoing | DEVS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|---|--|--|-------------------------------------|
| | <p>(b) 85% within 28 days plus 21 additional days where advertising is required; For period 1/7/2016 to 31/12/2016 – 37/42 (88.1%).</p> <p>(c) 70% within 40 working days when referred to statutory authorities; For period 1/7/2016 to 31/12/2016 – 8/9 (88.9%).</p> <p>(d) 70% within 60 working days when referred to other “approval” authorities as an integrated development under the Environmental Planning and Assessment Act 1979; For period 1/7/2016 to 31/12/2016 - Nil (0) applications received that have not been included in other categories.</p> | <p>2.2.9.3 Undertake a biennial client survey to determine client satisfaction levels in respect of landuse services. Survey to be undertaken November 2017 for 2016/2017 assessments.</p> <p>2.2.9.4 Undertake a biannual review of application processing times and numbers. Major review to be undertaken by March 2017 as part of the Organisation Service Review emanating from the merger of Dubbo and Wellington Councils.</p> <p>2.2.9.6 Assess land use applications within adopted performance targets. Procedures in place to ensure landuse applications are assessed within adopted performance targets.</p> | <p>Nov 2017 Nov 2019</p> <p>Mar, Oct annually</p> <p>Ongoing</p> | <p>DEVS</p> <p>DEVS</p> <p>DEVS</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--|---------------------------------|---------|-------|
| | <p>(e) 50% within 60 working days where the approval requires the concurrence of another authority (i.e. Crown developments).</p> <p>For period 1/7/2016 to 31/12/2016 - Nil (0) applications received that have not been included in other categories.</p> <p>Fully documented other Applications are processed within the following criteria:</p> <p>(a) 95% of fully documented Construction Certificate applications for which development consent has been issued are processed within 28 days where referral is not required.</p> <p>For period 1/7/2016 to 31/12/2016 - Fully documented 156/178 (87.6%). Total number issued - 217</p> <p>(b) 95% of fully documented Complying Development Certificate applications are processed within ten (10) days.</p> <p>For period 1/7/2016 to 31/12/2016 - 13/16 (81.1%) achieved.</p> | | | |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--|--|---------|-------|
| | <p>(c) 90% of all requests for inspections responded to within a twenty four (24) hour period. For period 1/7/2016 to 31/12/2016 - 100% achieved.</p> <p>(d) 90% of all compliant Building Certificates are issued within fifteen (15) days of request. For period 1/7/2016 to 31/12/2016 - Compliant applications issued - 12/12 (100%). Total number approved - 19.</p> <p>(e) 85% of clients satisfied with level of service. Last survey period - 2014/2015. Satisfaction level determined at 89%.</p> <p>Development applications are able to be lodged electronically with Council. Department of Planning and Environment is developing E-Applications portal for NSW Local Government which is envisioned to be implemented in 2017.</p> | <p>2.2.9.7 Implement e-Services project plan to increase the extent of information available electronically. New authority database presently under development to provide full e-Services capability from 3 July 2017.</p> | Ongoing | DEVS |

PRINCIPAL ACTIVITY AREA(S): BUILT & NATURAL ENVIRONMENT/PARKS AND LANDCARE/CORPORATE DEVELOPMENT

OUR PLACE OUTCOME 2.3: Dubbo's rural areas continue to have the capacity to be a significant contributor to the local, regional and national economy.

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|--|----------|-------|
| 2.3.1 There is adequate land appropriately zoned and managed to promote the ongoing agricultural land use activities. | Strategic landuse strategies for all landuse categories are in place. Achieved. | 2.3.1.1 Undertake a review of the Rural Areas Development Strategy on a seven (7) year cycle. Operational review to be carried out by September 2017 as a component of the Amalgamation Projects. | Jun 2017 | DEVS |
| 2.3.2 The Dubbo Local Environmental Plan (LEP) ensures that there are opportunities available to rural landholders to pursue alternative land uses to support the ongoing productivity of agriculture land. | | 2.3.2.1 Review the Comprehensive LEP every five years following the five year strategic review. Processes in place to ensure comprehensive LEP is reviewed following the five year Strategic Review. | Jun 2017 | DEVS |
| 2.3.3 Rural Villages are provided with village services and facilities that support the rural community. | | 2.3.3.2 Provide Support to the Rural Consultative Working Party as required First post amalgamation meeting of the Rural Consultative Working Party held February 2017. Issues pertaining to Parks and Landcare have been addressed. | Ongoing | DPL |

PRINCIPAL ACTIVITY AREA(S): BUILT & NATURAL ENVIRONMENT/CORPORATE DEVELOPMENT

OUR PLACE OUTCOME 2.4: Sufficient residential, industrial, recreational, commercial and institutional land zones are available to meet business, retail and lifestyle needs.

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|---|------------------------------------|------------------------|
| 2.4.1 There is adequate land suitably zoned to support the growth of the City and provide adequate retail and investment opportunities. | | <p>2.4.1.1 Undertake an annual review of the Urban Land Monitors. Procedure in place ensured review carried out.</p> <p>2.4.1.2 Undertake updates of the online Economic Profile of the City. Online economic profile updated regularly with release of new Australian Bureau Statistics and Tourism Research Australia data.</p> <p>2016 hard copy investment prospectus in development has been delayed due to Amalgamation.</p> <p>Dubbo Data Centre updated.</p> <p>Local Government Area profile completed.</p> | <p>Nov annually</p> <p>Ongoing</p> | <p>DEVS</p> <p>DCD</p> |
| 2.4.2 Strategic land use strategies guide further growth and development of Dubbo and related infrastructure. | Strategic landuse strategies for all landuse categories are in place. Achieved. | 2.4.2.1 Undertake a review of the Urban Areas Development Strategy on a seven (7) year cycle. Procedure in place to ensure review carried out by July 2018. | Jun 2017 | DEVS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|--|---|--------------|-------|
| 2.4.3 Planning Instruments reflect the intent and direction of the adopted land use strategies and facilitate sustainable development and growth of the City. | No requests for Local Environmental Plan (LEP) amendments or non essential spot rezonings. Three (3) requests for amendments to the Local Environmental Plan | 2.4.3.1 Liaise with the NSW Real Estate Institute (Orana), the Dubbo Chamber of Commerce and Industry Inc and development industry on locational demands and development types affecting the City. Procedure in place to ensure liaison takes place in 2016/2017. | Aug annually | DEVS |
| | | 2.4.3.2 Review the Comprehensive LEP every five years following the five year strategic review. Processes in place to ensure comprehensive LEP is reviewed following the five year Strategic Review. | Jun 2017 | DEVS |
| | | 2.4.3.3 Undertake an annual conference with the real estate agents, development and building industries and Chamber of Commerce on planning and building issues. Procedure in place to ensure conference takes place as programmed. | Aug annually | DEVS |

PRINCIPAL ACTIVITY AREA(S): BUILT & NATURAL ENVIRONMENT & PARKS & LANDCARE

OUR PLACE OUTCOME 2.5: Village amenity is enhanced.

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|---|---------|-------|
| 2.5.1 Separate Village Improvement Plans are in place for each of the rural villages. | Each Village has a beautification plan. All villages in the former Dubbo City Council has a beautification plan. Villages in the former Wellington Council will have plans developed over the next 12-18months. | 2.5.1.2 Provide ongoing support to the Village based Adopt-a-Park Groups. Providing support to groups as required through the provision of materials, and other resources. | Ongoing | DPL |
| | | 2.5.1.3 Implement the revised Recreation Strategy Plan as it applies to the Villages. Plan is being implemented as opportunities and funding allows. | Ongoing | DPL |
| | | 2.5.1.5 Implement Village Beautification Plans Village beautification plans implemented as opportunities allow in the former Dubbo City Council LGA. Schedule to develop Village Beautification Plans for villages in the former Wellington Council prepared. | Ongoing | DPL |

PRINCIPAL ACTIVITY AREA(S): BUILT & NATURAL ENVIRONMENT

OUR PLACE OUTCOME 2.6: Dubbo is an attractive and vibrant City

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|--|---------|-------|
| 2.6.1 Urban design guidelines promote good development. | Landscaping of all new residential, commercial and industrial developments positively contributes to the aesthetic and environmental condition of the City. For period 1/7/2016 to 31/12/2016 - all applications received were assessed in accordance with legislative requirements and adopted plans and policies. | 2.6.1.1 Ensure landscaping of private and public developments maximizes opportunities for low maintenance and environmentally sustainable beautification works. Considered during the DA assessment process. Determinations conditioned where relevant and inspections procedure in place to ensure compliance | Ongoing | DEVS |
| 2.6.2 A Public Art Strategy is implemented which includes City entrance statements and thematic public art in strategic locations throughout the City. | One (1) Public Art work installed biennially. Scoreboard works installed October and December 2016. | 2.6.2.2 Implement the adopted Public Art Strategy Policy implemented and monitored. Report on Public Art Register to be submitted in February 2017. | Ongoing | DOCS |

OUR INFRASTRUCTURE

The key infrastructure elements that will underpin the future development of Dubbo are transport infrastructure, water supply, sewerage services, drainage infrastructure and solid waste management.

Our infrastructure provides the foundation of our community activities, roads, footpaths, water, sewage, stormwater and flood mitigation, transport including the airport, public buildings and street lights are just a few of the essential services we rely on.

PRINCIPAL ACTIVITY AREA(S): - TRANSPORT/PARKS AND LANDCARE/CORPORATE DEVELOPMENT

OUR INFRASTRUCTURE OUTCOME 3.1: The various community and industry sectors can travel in a safe, convenient, efficient and comfortable manner throughout the Dubbo local government area.

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|--|--|--------------|-------|
| 3.1.1 Road users within City demonstrate a high level of road safety awareness. | Fewer road accidents occur in the City (decreased from 183). This KPI (decreased from 183) is unachievable. Council staff cannot determine the number of road accidents. Employment of the Road Safety Officer produces action plans to bring safe driving awareness to the public, however cannot decrease the number of road accidents. | 3.1.1.1 Develop and implement an annual Road Safety Plan Strategy. Continuing in conjunction with 3.1.1.2 below. | Jun annually | DTS |
| | | 3.1.1.2 Prepare an annual Road Safety Action Plan. The Roads and Maritime Services (RMS) advised of 50/50 continual funding for the Road Safety Officer's (RSO) position for next 3 years. Thus, 2014-2017 Road Safety Action Plan has been prepared and adopted by RMS. | May annually | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|--|--|--------------|-------|
| 3.1.2 Additional traffic management facilities improve safety and efficiency in the road transport network. | | 3.1.2.1 Complete at least one Road Safety Audit on an Urban and Rural Road per annum. No action to date. | Jun annually | DTS |
| 3.1.3 Additional road access over the Macquarie River, including at least one additional flood free access, is provided to provide for the City's growth. | Delays to traffic in peak hours remain acceptable. Delays remain acceptable | 3.1.3.1 Lobby the State and Federal Government agencies for the need for an additional flood free bridge across the Macquarie River at Dubbo. RMS currently undertaking a "Study" related to this project and State election promise of \$50M for duplication of the LH Ford Bridge. | Ongoing | DTS |
| | | 3.1.3.2 Prepare concept plans for a new low level river crossing at Tamworth Street and Purvis Lane. Completed. Draft concept plans have been prepared. Project "on hold" as investigations into possible duplication of the LH Ford Bridge progress. | Dec 2015 | DTS |
| 3.1.4 The road network meets the City's transport and infrastructure needs in terms of traffic capacity and driver comfort. | Five (5) km of road network construction/reconstruction programme achieved (two lane equivalent). This is being achieved including flood damage repairs to sealed roads. | 3.1.4.1 Review and establish priorities for urban and rural road construction/re-construction for input into the annual Business Plans. Review completed. | Feb annually | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|---|--|--------------|-------|
| 3.1.5 The rural road network meets the economic and social needs of the rural community | Six (6) km extension of rural sealed network is achieved by June 2016. This target will not be met (1.9km). The overall condition of the rural road network, as periodically assessed, does not deteriorate. The overall condition of the network has been significantly impacted by rain events in this financial year. | 3.1.4.2 Review the Transport Asset Management Plan including the financial strategy to address known deficiencies with current road funding options. The plan has been reviewed and updated. | Dec annually | DTS |
| | | 3.1.4.3 Implement the new Road/Rail Interface Agreements with Australian Rail Transport Corporation (ARTC) and the John Holland Group. Met with ARTX staff to review draft agreement. | Ongoing | DTS |
| | | 3.1.4.4 Annually maintain the Road Network Asset Register and undertake a comprehensive qualitative update every five (5) years. Register is maintained annually and next road network survey scheduled for 2020. | Nov annually | DTS |
| | | 3.1.5.1 Annually review and implement Resealing Programme for rural roads. Resealing programme has been completed. | Apr annually | DTS |
| | | 3.1.5.2 Continue to implement Defined Asset Management Policy (DAMP) for rural roads and bridges and monitor compliance. Policy service levels were suspended during flood damage restoration program and have now been resumed. | Ongoing | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|--|--|----------------------|-------|
| 3.1.6 The Rural Bridges and Causeways Improvement Programme is implemented. | | 3.1.6.1 Conduct a biennial review and establish the relative priority within the Bridge and Causeway Upgrading Programme. Review undertaken in 2016. Review in 2017 to be expanded to cover merged LGA. | Jun 2018 Jun 2020 | DTS |
| 3.1.7 Railway level crossing upgrades are undertaken based on relative risk at each site. | | 3.1.7.1 Conduct a biennial review and establish the priorities within the Railway Level Crossing Programme. Annual review completed. | Dec 2017 Dec 2019 | DTS |
| 3.1.8 The economic life of the road network is maximised. | Flush bitumen seals age reduced to: * urban - 12 years * rural - 14 years Current Asset Management Strategy is to extend seal age to 19 years. | 3.1.8.1 Annually review and implement Resealing Programme for rural and urban roads. Programme has been completed. | Jun annually | DTS |
| | | 3.1.8.2 Monitor increasing water table levels beneath roads and streets for potential increased salinity damage. Bore levels have been marginally above the 10yr average at present. EC levels are normal. | Jun annually | DTS |
| | At least 160 vehicles intercepted and weighed by Weight of Loads inspectors on the City's road network. 272 vehicles required. | 3.1.8.3 Analyse Weight of Loads Group breach report information on a monthly basis. Data from the North West Weight of Loads Group is analysed at each committee meeting 3 times per year. | Monthly | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|---|---|--|---------------------------|
| | | | | |
| 3.1.9 State and Federal Governments commit to improvements to State and Federal road and rail facilities. | The overall condition of the road network, as periodically assessed, does not deteriorate. Network has deteriorated due to 6th wettest winter on record. Key regional transport facilities upgraded. Assessment is ongoing on proposed duplication of LH Ford Bridge options. | 3.1.8.4 Continue to implement Defined Asset Management Policy (DAMP) for roads and bridges and monitor compliance. Policy service levels were suspended during flood damage restoration program and have now been resumed. 3.1.8.5 Annually maintain the Road Network Asset Register. Asset inventory has been updated in the past six months. 3.1.9.2 Lobby for continuation of the Inland Rail Project. Letter sent in August 2015 from Mayor to Mark Coulton, Federal Member for Parkes, continuing support for the Inland Rail. Dubbo is not on the designated Inland Rail corridor as adopted by the Government. The adopted line is Parkes, Narromine, Gwabegar and Narrabri. | Ongoing Jun annually Ongoing | DTS DTS DTS |
| 3.1.10 High level road and rail transport systems into, out of and within Dubbo are available. | Retention of hub and spoke bus/rail transport facilities to and from Dubbo/ western NSW/Sydney. Ongoing. At this stage this is being achieved | 3.1.10.1 Meet on an annual basis with Railcorp representative(s) to review service provision timetables and to ensure service retained. No action to date. | Dec annually | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|--|---|---------|-------|
| | <p>90% of identified highway deficiencies are rectified by the RTA within 5 years.</p> <p>This is being achieved subject to funding from Council and/or RMS is available.</p> | <p>3.1.10.2 Pursue a commitment from the Roads and Maritime Services (RMS) to continue upgrading of aged and degraded highway infrastructure in the urban area.</p> <p>Current upgrading projects include Fitzroy/Cobra Streets intersection, Victoria/Whylandra Streets intersection, duplication of L H Ford Bridge, pavement rehabilitation of Whylandra Street, shoulder widening on Golden Highway.</p> | Ongoing | DTS |
| | <p>Freight systems to and from Dubbo are rated as adequate.</p> <p>This is being achieved as required.</p> | <p>3.1.10.3 Continue to support the Dubbo Zirconia Mine's proposal to reopen the Dubbo-Toongi railway line and / or develop sections of Obley Road.</p> <p>Meetings held with Dubbo Zirconia Project staff to progress Obley Road upgrade.</p> | Ongoing | DTS |
| | | <p>3.1.10.4 Lobby Australian Rail Track Corporation (ARTC)/John Holland to install automated switching through the Dubbo urban area so as to minimise disruption to traffic on key level crossings.</p> <p>Completed. Railway triangle upgraded.</p> | Ongoing | DTS |
| | | <p>3.1.10.5 Support all opportunities for development of additional road freight terminal/truck interchange/truck stop facilities within the City as they arise.</p> <p>This is being achieved as required or as appropriate.</p> | Ongoing | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|--|--|--|--------------|-------|
| 3.1.11 Roadside landscaping, street trees and verges are strategically developed and maintained to optimise the standard of the City's presentation. | 90% of B Double and road train access route requirements met. This is being achieved. | 3.1.10.7 Incorporate progressive upgrading of designated and proposed B Double and road train routes in annual rolling programme of road re-construction. The Bunglegumbie Road – Troy Bridge Road heavy vehicle bypass was opened to road trains upon completion of the Troy Rail Deviation Project in Bootherba Road in November 2015. | Jun 2016 | DTS |
| | No reasonable criticism is received where roadside landscaping or trees are adversely affecting the transport function or appearance of the road. No current impacts on transport corridors. | 3.1.11.1 Implement phase up/phase down provisions as necessary for the maintenance service levels for roadside landscaping in respect of the City's entrances and major sub arterials, including medians in particular. Service levels are reviewed periodically and adjusted as appropriate. | Jun annually | DTS |
| | | 3.1.11.2 Integrate the elements of the "City Park" concept with road redevelopment projects as they occur. Church Street redevelopment concept plans developed. Consultation with stakeholders to commence over next three months. | Ongoing | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|---|---|--------------|-------|
| 3.1.12 Adequate carparking spaces are available within the Dubbo Central Business District (CBD) to support CBD growth. | No more than 1% of standing street trees are in the category of "hazardous, requiring removal". This was achieved with the completion of the removal of the 45 high risk / high consequence hazardous trees. \$59,000 was allocated in 2016/17 to manage the next most hazardous category of trees. These works are continuing. | 3.1.12.4 Implement a Maintenance Service Level based inspection regime for trees in road reserves. Draft documentation is in development with a report pending in April for consideration by Executive Staff. | Ongoing | DPL |
| | The number of car spaces available in the Central Business District (CBD) increases by 507 in accordance with the projected needs as identified in Car Parking Study. Progressively being achieved as new developments eventuate. | 3.1.12.1 Undertake an annual on-street parking inventory in the Central Business District (CBD). Total CBD on and off street car parking inventory plan has been completed. | Dec annually | DTS |
| | | 3.1.12.3 Review the Section 94 Plans for Urban Roads and Car parking. No action to date. | Dec 2020 | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|--|--|---|--------------|-------|
| 3.1.13 The adopted Strategic Cycleway Plan provides residents and visitors with an extensive network of cycleways throughout the City. | The length of cycleway network is extended annually by 2 kms). (Council resolution) In view of no funding subsidy available, the length of cycleway extension will be 1km. | 3.1.12.4 Monitor on-street truck parking in the urban area and target instances of repeated inappropriate truck parking on city streets. Monitoring continuously as appropriate and/or as required/requested. | Ongoing | DTS |
| | | 3.1.13.1 Submit an annual application to Roads and Maritime Services for cycleway funding. Application not successful. | Dec annually | DTS |
| | | 3.1.13.2 Annually review the long term Strategic Cyclepath Network Development Plan with respect to assigned priorities and funding requirements. Bike Plan has been reviewed and updated, plan to be publicly exhibited in March | Jan annually | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|--|---|---|----------------------|-------|
| 3.1.14 The public transport system facilitates the mobility of residents and visitors to the City and meets the requirements of the Disability Discrimination Act. | All public transport passenger facilities meet requirements and implementation schedule for Disability Discrimination Act compliance. This is being achieved continually. | 3.1.14.1 Review the Programme for the provision of public transport infrastructure and consult with the Dubbo Transport Working Group. The Dubbo Transport Working Group for this area has been disbanded by Transport of NSW. | Dec annually | DTS |
| | 90% of urban area serviced by commuter bus routes. Ongoing. At this stage this is being achieved. | 3.1.14.2 Implement the Public Transport Infrastructure Improvement Programme. Programme has been implemented. | Jun annually | DTS |
| | | 3.1.14.3 Meet on an annual basis with private bus and taxi company representative(s) to review urban bus and taxi service provision, and public transport linkages generally. Annual meeting with private bus company held 23 November 2016 | Dec annually | DTS |
| 3.1.15 All built up areas of the City are lit to agreed standards using the most energy efficient lighting and at a competitive cost. | 100% of new street lighting complies with Dubbo Environmental Management Plan objectives. This is generally being achieved. | 3.1.15.1 Analyse Sustainability Performance Report on a six monthly basis for street lighting relative to other regional centres. Council is currently seeking a new data provider for this reporting. | Dec 2018 Jun 2020 | DTS |
| | | 3.1.15.2 Annually review the street lighting service levels performance report provided by electricity provider. Essential Energy reports reviewed quarterly | Dec annually | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|---|---|--------------|-------|
| 3.1.16 An appropriate level of pedestrian amenity is provided throughout the city. | The length of footpath network extended annually is increased by 1 km by 2016/2017. Minore Road footpath stages 1 & 2 extended network by 1km. | 3.1.16.1 Implement the Footpath Construction and Reconstruction Programmes. Proposed projects include Minore Road Stage two, Wingewarra Street, Brisbane Street. | Jun annually | DTS |
| | 95% of footpaths meet service level standards. (Condition 3 or better). This is generally being achieved. | 3.1.16.2 Annually review the long term strategic footpath Network Development Plan with respect to assigned priorities and funding requirements. Pedestrian Access and Mobility Plan reviewed and updated. | Jan annually | DTS |
| 3.1.17 The Freight Ring Road Transport Strategy provides for the efficient and effective movement of heavy vehicles through the City. | Transport Infrastructure Strategy being actively pursued. Ring Road transport strategy is being actively pursued with limited staffing resources. | 3.1.17.1 Commence pre-construction of the Northern Freight Ring between Richardson Road and Purvis Lane. The priority of preconstruction for the future Freightway Ring is currently under review with respect to the traffic modelling impact of the LH Ford Bridge duplication. | Jun 2016 | DTS |
| | | 3.1.17.2 Disseminate and discuss strategies with Roads and Maritime Services to identify potential joint future actions. Council meets with Roads and Maritime Services (RMS) staff six monthly. | Ongoing | DTS |
| 3.1.18 The operating systems at the Dubbo Regional Airport support the facility being the premier airport in central NSW. | 90% of users are satisfied with the facility and services (as shown by survey). Survey to be undertaken in April 2017. | 3.1.18.1 Continue to lobby Federal and State Governments and utilise the resources of the Australian Airport Association to ensure continued viable access to Kingsford Smith Airport for regional airlines. Watching brief maintained. | Ongoing | DCD |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|---|--|---|---|
| | <p>Contribute to General Rates and Revenue annually. Achieved.</p> <p>Two airlines service the Dubbo/Sydney/Dubbo RPT route. Achieved. In addition Dubbo now has services to Melbourne and Brisbane via Jetgo and Newcastle and Canberra via Fly Pelican.</p> <p>At least 175,000 RPT passengers utilise the Airport on an annual basis. Passenger's year to date 110,963 .Currently passenger growth is up by 7.27% to the end of December.</p> | <p>3.1.18.2 Maintain membership of the Australian Airport Owners and Operators Association. Maintained.</p> <p>3.1.18.3 Implement the regional promotions program aimed at expanding the user base of the Airport. Dubbo City Guide, Twitter and Facebook programs utilised.</p> <p>3.1.18.4 Survey users of the Airport facility biennially to obtain satisfaction levels and to ensure facility and services are meeting user and customer needs. Survey to be conducted in April 2017.</p> <p>3.1.18.5 Undertake a biennial detailed inspection of airside pavements and update 20 year Pavement Maintenance Programme. Achieved.</p> | <p>Ongoing</p> <p>Ongoing</p> <p>May 2018 May 2020</p> <p>Jun 2018 Jun 2020</p> | <p>DCD</p> <p>DCD</p> <p>DCD</p> <p>DCD</p> |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|--------------------|--|--------------|-------|
| | | 3.1.18.6 Undertake Safety/Technical Audit utilising Civil Aviation Safety Authority approved auditor. Auditor engaged. | Sep annually | DCD |
| | | 3.1.18.7 Undertake an annual emergency exercise. As per Civil Aviation Safety Regulation part 139.215. | Dec annually | DCD |
| | | 3.1.18.8 Monitor the extent of compliance to the Dubbo City Airport Transport Security Programme. Watching brief maintained. | Jun annually | DCD |
| | | 3.1.18.9 Maintain attendance of Regional Infrastructure Consultancy Meeting (RICM) Watching brief maintained. | Triannually | DCD |
| | | 3.1.18.10 Maintain a watching brief on developments with respect to the proposed Badgerys Creek airport Watching brief maintained. | Ongoing | DCD |

PRINCIPAL ACTIVITY AREA(S): WATER

OUR INFRASTRUCTURE OUTCOME 3.2: The Dubbo community has a high standard of living through the provision of a superior water supply.

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|--|---|--|--------------|-------|
| 3.2.1 Water is available to the Dubbo community. | Water is supplied to all customers at the agreed level of service. Water is supplied to all customers at the customer service standards and in accordance with ADWG 2011 guidelines | 3.2.1.1 Post adopted customer service levels on Council's website. Customer Services standards are on Council's website. | Jul biennial | DTS |
| | | 3.2.1.2 Implement Council's adopted Drinking Water Quality Management Plan. Drinking water quality plan being implemented. | Ongoing | DTS |
| | | 3.2.1.3 Implement all operations and maintenance procedures within Council's Water Supply Asset Management Plan. Council's water Asset Management Plan being compiled. | Ongoing | DTS |
| | | 3.2.1.4 Monitor and respond as necessary to the proposed Murray Darling Basin Plan. Continuing to maintain and respond as necessary. | Ongoing | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|--|--|----------|-------|
| 3.2.2 Additional water sources are developed to secure the future water supply needs of the City. | Increase town water licences beyond existing effective 10,000ML to 15,000ML by 2015 so as to cater for growth. Council remains on the lookout for additional water licenses. | 3.2.1.5 Review Council's Section 64 Contributions Policy for Water Supply and Sewerage Services in light of NSW office of Water Guidelines (yet to be released). Council will review when guidelines are released. | Dec 2016 | DTS |
| | | 3.2.2.1 Seek additional water resources to cater for the growth of the City. Tender was submitted for bulk purchase of water licences but application was unsuccessful. | Ongoing | DTS |
| | | 3.2.2.2 Maintain existing volumetric licences and acquire new licences from time to time. Licenses retained. | Ongoing | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|---|--|--------------|-------|
| 3.2.3 Long term options to "drought proof" the City, such as stormwater harvesting, more aggressive demand management and as a worst case scenario direct piping from Burrendong Dam and are pursued. | Ability to supply water to the City without heavy water restrictions in most years. Council is able to supply water without restrictions in most years. | 3.2.3.1 Monitor demand and implement management actions as required. Council to implement demand management plan where required. | Ongoing | DTS |
| 3.2.4 An ongoing programme of capital works augmentation is implemented to improve water supply to the urban area and villages. | Assets are built to supply water to the urban area and Villages. Urban area and village of Wongarbon, Ballimore, Brocklehurst, Mogriguy and Eumungerie have been built. | 3.2.4.1 Review Water Supply Strategic Business Plan and Capital Works programme. Strategic Business Plans revised periodically. | Feb annually | DTS |
| 3.2.5 The community has access to a water supply system that has sufficient capacity for current and projected growth requirements. | Water supply system has sufficient capacity to supply water up to annual water licences. Achieved. | 3.2.5.1 Maintain a water supply system that is robust enough to cater for growth. Water supply is robust enough to cater for growth. | Ongoing | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|---|---|----------------------|-------|
| 3.2.6 Water conservation is demonstrated by consumers and encouraged by pricing policies. | 75% of respondents to Council's two year Customer Survey are aware of water conservation techniques. 73% of customers responded to survey and are aware of water conservation techniques. | 3.2.6.1 Ensure water conservation information is readily available to water customers on Council's website. Water Conservation Information is available on website. | Ongoing | DTS |
| | | 3.2.6.2 Undertake a biennial survey of customers to determine satisfaction levels. Biennial surveys were undertaken to determine satisfaction levels of service. | Dec 2017 Dec 2019 | DTS |
| | Water pricing is set operational so that 75% of revenue or more is raised from usage charges. Currently at 71% or revenue raised from usage charges. | 3.2.6.3 Maintain water charging to ensure 75% or more of operational revenue is generated by usage charges. Water charges set to adhere to objective. | Ongoing | DTS |

PRINCIPAL ACTIVITY AREA(S): SEWERAGE SERVICES

OUR INFRASTRUCTURE OUTCOME 3.3: The community has a high standard of living through the provision of superior sewerage services.

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|---|--|--------------|-------|
| 3.3.1 The community has access to a sewerage system that has sufficient capacity for current and projected growth requirements. | 100% of residential, industrial and commercially zoned allotments within the urban area of the City have access to the sewerage system, subject to availability of funds. All areas within the city have access to sewerage system. | 3.3.1.1 Review and update 20 year programme of augmentation works required to continue to service customers. Review undertaken periodically. | Mar annually | DTS |
| | Less than 138 sewer chokes occurring in the sewerage system per year. Customer service standards are on the website. | 3.3.1.2 Implement the approved annual programme of sewerage augmentation works. Capital work program being implemented. | Ongoing | DTS |
| | | 3.3.1.3 Record the number of sewer chokes and breaks in the sewerage system each year. Number of chokes are being recorded. | Annually | DTS |
| | | 3.3.1.4 Review Council's Section 64 Contributions Policy for Water Supply and Sewerage Services. To be reviewed once guidelines released. | Dec 2016 | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|--|--|----------------------|-------|
| 3.3.2 Sewerage treatment and effluent disposal is managed in accordance with the principles of Ecological Sustainable Development. | Compliance with principles of economic and ecologically sustainable development. Sewage treatment and disposal continues to comply with ecological sustainable development. | 3.3.2.2 Ensure that sewage treatment and effluent disposal continues to support the principles of ecological and sustainable development. Sewage treatment and disposal continues to comply with ecological sustainable development. | Ongoing | DTS |
| 3.3.3 The operation of the sewerage treatment system results in a high quality services to customers. | 80% of the community rate satisfaction with the operation of the sewerage service as high in two yearly Customer Survey. 77% of the community were satisfied with Council operations of Sewerage system. | 3.3.3.1 Publicly exhibit Customer Service Levels (CSL) for sewerage services. Customer Services Levels were publically exhibited for Sewerage Services. | Nov 2017 Nov 2019 | DTS |
| 3.3.4 All trade waste dischargers in the City are licensed with a charging structure that reflects costs of treatment and encourages onsite treatment of waste. | 90% of premises identified as requiring trade waste licensing have current approvals in place. All identified trade waste discharges have current approvals. | 3.3.4.1 Continue to pursue non-compliant trade waste dischargers. Council continues to pursue non-compliant trade waste dischargers. | Ongoing | DTS |

PRINCIPAL ACTIVITY AREA(S): WASTE

OUR INFRASTRUCTURE OUTCOME 3.4: The community has a high standard of living through the provision of superior waste management services.

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|--|--|--------------|-------|
| 3.4.1 The Waste Management Strategy for the City is implemented for domestic recycling, greenwaste collection, processing and industry waste reduction plans. | <p>An average recycling bin presentation rate of greater than 85%.</p> <p>This target is generally being met.</p> <p>Domestic recyclables residue in household garbage bins is less than 5%. Residue is 10%.</p> | <p>3.4.1.1 Provide a domestic recycling service to all properties serviced by a Council garbage collection service and other commercial and institutional properties on request. Service is being provided.</p> | Ongoing | DTS |
| 3.4.2 The community exhibits positive waste avoidance and reduction behaviour within the City. | <p>The net per capita disposal rate of total waste entombed in landfill is less than the previous 5 year annual average. This target not being met due to spikes in construction and demolition waste. A bio product of strong building industry.</p> | <p>3.4.2.1 Implement the four (4) year education programme to promote domestic recycling services.</p> <p>Quarterly recycling updates are being posted on Council's website. A School's education programs summary handout (in PDF format for upload to council's website) is being prepared.</p> | Jun annually | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|--|--|---|----------------------------------|
| | Number of incidences of illegal dumping reported is less than the previous 2 year annual average (150). 142 incidents of illegal dumping reported. | <p>3.4.2.3 Conduct a campaign promoting the Whylandra Waste and Recycling Centre services for receipt of low risk household hazardous waste, paint, gas bottles, fluorescent tubes etc prior to their transfer off site for recycling. Council is participating in a 3 year regional and local campaign to promote Community Recycling Centres, including Dubbo CRC at the Whylandra Waste Depot.</p> <p>3.4.2.4 Monitor the number of incidences of illegal dumping on roadsides and reserves. 67 incidences of illegal dumping reported for YTD.</p> <p>3.4.2.5 Undertake to partner with other educators such as other branches of Council, NetWaste and local educational institutes and waste industry members in relation to one litter prevention initiative per year. Council is participating in an initiative involving developing a regional litter plan (completed in 2016/2017) and implementing an action plan in 2016/2017. A litter reduction campaign will target Elston Park as part of the first year of implementation.</p> | <p>Jun annually</p> <p>Jun annually</p> <p>Jun annually</p> | <p>DTS</p> <p>DTS</p> <p>DTS</p> |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|--|---|----------------------|-------|
| 3.4.3 High quality, environmentally sensitive and cost effective waste management services with the capacity to meet current and future growth requirements are provided. | Conduct a minimum of two waste education activities per year. Waste to art and Dubbo Show promotion. | 3.4.2.6 Conduct the Waste 2 Art completion and exhibition launch. Planning has commenced for the 2017 Dubbo Waste to Art competition which will culminate in an exhibition at the WPCC running from 01 April to 28 May. | Dec annually | DTS |
| | Council's Domestic Waste Management Charge is favourably comparable to those for Bathurst, Orange, Wagga Wagga and Tamworth. Council's waste charge for mixed waste is 60% of the average charge of three comparable Councils. | 3.4.3.1 Review annual domestic waste management charge and tipping charges to ensure operating expenses are recovered and capital programs funded over the long term. This has been undertaken as part of annual operating plan review process for 2017/2018. | Mar annually | DTS |
| | 90% of customers rate the new recycling service as satisfactory or better. This is being achieved. | 3.4.3.2 Conduct biennial customer satisfaction survey. Survey not held due to Organic Collection trial survey. | Sep 2017 Sep 2019 | DTS |
| | | 3.4.3.3 Monitor usage rates of the Rural Transfer Stations and Whylandra Waste and Recycling Centre. 22,630t of waste has been land filled for the YTD made of 9,789t of domestic waste and 12,841t of commercial waste. | Monthly | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|--|--|--------------|-------|
| 3.4.4 Systems are in place to maximise resource recovery at the Whylandra Waste and Recycling Centre. | More than 80% of dry recyclables diverted from the domestic waste stream following the introduction of kerbside recycling. (Increase from 30% in 2008/2009). Approximately 70% of dry recyclables is being diverted from domestic waste stream as per results of the April 2015 recycling bin audit. | 3.4.4.1 Monitor quantities of recyclables collected through the kerbside recycling and drop-off centre services. Council resolved at its July meeting to proceed to the next stage of the Dubbo Organics project involving calling tenders for construction of an organics processing plant. | Jun annually | DTS |
| | More than 20% of commercial waste stream is set aside for reuse or recycling at the Whylandra Waste and Recycling Centre. Diversion rate is currently running at 14%. | 3.4.4.4 Develop additional strategies to increase resource recovery from the commercial waste stream. Council resolved at its July meeting to proceed to the next stage of the Dubbo Organics project involving calling tenders for construction of an organics processing plant. | Ongoing | DTS |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|--|---|----------------------|-------|
| | More than 600 tonnes of garden waste diverted from the domestic waste stream. (Average for previous 2 years = 554 tonnes). 214t diverted for the YTD. | 3.4.4.6 Introduce a kerbside garden/organics waste bin service to all residential properties. Tender documents for regional waste services (including organics collection and processing) have been prepared in consultation with the other participating councils (Narromine Shire & Mid-Western Regional) in readiness for tender invitation commencing in early January. | Jan 2017 | DTS |
| 3.4.5 Council is a regional waste management service provider. | 100% of councils in the NetWaste Northern subregion are informed of Council's available resource recovery and waste disposal services. Council maintains regular contact with Net Waste Councils and the services offered. | 3.4.5.1 Servicing capability statements are distributed to councils within the NetWaste region. Services provided on website. | Mar annually | DTS |
| 3.4.6 The Whylandra Waste and Recycling Centre is operated to comply with standards and regulations relating to pollution control and climate change. | 100% of Environmental Protection Authority (EPA) licence and Landfill Environmental Management Plan (LEMP) requirements are met. This has been achieved. | 3.4.6.1 Undertake a biennial audit of the operations of the Whylandra Waste and Recycling Centre to ensure compliance with the EPA licence and Landfill Environmental Management Plan requirements on a biennial basis. Not held to date. | Jun 2017 Jul 2019 | DTS |

OUR SUSTAINABILITY

The key elements that will ensure the future sustainability of Dubbo are a strong economic base that reflects competitive advantages and key emerging and developing industry sectors and economic growth that is driven through realising opportunities and increasing awareness of the City's offering. Supporting development of a united and positive image will drive the recognition of Dubbo as the leading regional centre in Australia.

PRINCIPAL ACTIVITY AREA(S): CITY DEVELOPMENT

OUR SUSTAINABILITY OUTCOME 4.1: Through business investment, Dubbo has a strong economic base that reflects competitive advantages in key emerging and developing industry sectors.

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|--|--|--------------|-------|
| 4.1.1 The Dubbo Economic Development Strategy – “Ten Steps to Economic Success” and adopted Economic Development Action Plan are implemented. | No reasonable criticism of strategy and action plan implementation. Review undertaken in August 2016 to allow for the development of a bridging Economic Development Action Plan for the new Local Government Area. No reasonable criticism received regarding implementation of strategy or action plan. | 4.1.1.1 Undertake an annual review of the Economic Development Strategy. Review undertaken in August 2016. | Dec annually | DCD |
| | | 4.1.1.2 Develop the annual Economic Development Action Plan. Action plan was developed in August 2016. | Mar annually | DCD |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|--------------------|--|--------------|-------|
| | | <p>4.1.1.3 Implement the annual Economic Development Action Plan. Economic Development Action Plan implemented including.</p> <ul style="list-style-type: none"> • Economic profile of the City maintained and public access to statistics provided for both Community and Economic Profiles. • Business attraction and investment service provided. • Business retention and expansion services provided. • Dubbo business training calendar maintained. • Economic modelling service provided. • Monthly tourism market report collated and distributed. • Support and facilitation of the Dubbo Accommodation Network maintained. • Support and facilitation of Destination Management Working group maintained. • Product development assistance provided to Dubbo Observatory, Royal Flying Doctor Service, Dundullimal, National Parks, local flying business. • Tourism Circuit signage | Jun annually | DCD |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|--------------------|---|---------|-------|
| | | <p>completed.</p> <ul style="list-style-type: none"> • Participated in regional economic opportunities and infrastructure priorities project. • High level support provided to Regional Development Australia Orana to support attendance at an expo in in China. • Supported development of video to promote region as Super Centre with direct agricultural trade to China. • Family of CSU undertaken. • Regional Platters agriculture workshops completed. • Economic support provided to potential solar investor, transport business, health service, river trails project, hospitality service, Accommodation operator & visitor experience. • Hosted famil for potential Aboriginal Tourism Development. | | |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|--|--------------------|--|---------|-------|
| 4.1.2 Dubbo is recognised as the 'hub' of central NSW and a leading regional centre in Australia | | 4.1.2.1 Continue to partner with other regional cities in the "Evocities" programme. Membership maintained. Dubbo Jobs website maintained: 470 jobs and 19 business opportunities uploaded for Dubbo Region*; 109,451 visits to the portal have been recorded to December 2016. 10 jobs uploaded for Wellington in December 2016 | Ongoing | DCD |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|--|--|---------------------|------------|
| | <p>All promotional activities are utilised to promote Dubbo as a leading regional centre.</p> <p>Dubbo and Great Western Plains Visitors Guide Project (130,000 copies) completed.</p> <p>Dubbo Events Guide Project (3,000 copies) completed.</p> <p>City's New Resident Guide Project (1,000 copies) completed.</p> <p>Updates to dubbo.com.au including online flip books completed.</p> <p>City Map project (25,000 copies) completed.</p> <p>Online Dubbo Directory update completed.</p> <p>Dubbo City Map completed.</p> <p>Dubbo.com.au website refresh completed.</p> | <p>4.1.2.2 Implement the adopted Marketing and Communication Programme for the City.</p> <p>Marketing activities being implemented through the Local Government Area Economic Development Action Plan</p> | <p>Jun annually</p> | <p>DCD</p> |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|--|--|--|----------------------------------|
| | <p>A minimum of 6,895 skilled professionals in the City (increased from 6,157) (measured through the ABS Census).</p> <p>There are 10,535 skilled professionals in the City. Includes categories of professionals, clerical and administrative, technicians, trades and managers.</p> | <p>4.1.2.3 Report on progress and performance of current Marketing and Communication Strategy for the City. (City Development Delivery Plan) Progress and performance to be reported on through the Economic Development Action Plan. First quarter report provided to Council in December 2016.</p> <p>4.1.2.4 Communicate with industry to provide information on co-operative campaign/promotional opportunities. All channels of communications are being utilised to reach and target industry as appropriate.</p> <p>Monthly eBlast has a reach of 1,609 recipients.</p> <p>4.1.2.5 City Development activities (web, media, events, sponsorships) support the attraction of skilled professionals.</p> <p>Evocities Dubbo Jobs website maintained. Evocities digital marketing program being implemented. Evocities positive media program being supported.</p> | <p>April, Jul, Oct, Feb annually</p> <p>Ongoing</p> <p>Ongoing</p> | <p>DCD</p> <p>DCD</p> <p>DCD</p> |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|---|--|--------------|-------|
| | <p>No major initiative/opportunities are overlooked to support attraction of skilled professionals and visitors. No major initiative/opportunities are overlooked.</p> | <p>4.1.2.6 Deliver two (2) major campaigns targeting key tourism markets annually. Phase three Great Western Plains Great Big Adventure campaign concept, timeline and budget completed.</p> | Jun annually | DCD |
| | | <p>4.1.2.7 Deliver at least one major campaign/initiative promoting Dubbo City as service/retail centre. Your Dubbo program drafted. Application for \$37,000 funding submitted to Round 3 Murray Darling Basin Energise Enterprise Fund.</p> <p>My Dubbo shop local card launched. 60 businesses participating to date.</p> | Jun annually | DCD |
| | <p>90% of City Information customers satisfied with service provided (as measured by annual survey).</p> <p>100 % satisfaction rating achieved for service provided.</p> | <p>4.1.2.8 Distribute a series of information packages for the various market segments that provide information for the following enquiry types: - events and conferences - visitor - investment - new resident 166 Information packs provided</p> | Ongoing | DCD |
| | | <p>4.1.2.9 Undertake a monthly rolling City Information Services customer satisfaction survey Survey program implemented.</p> | Monthly | DCD |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|--|---|---|-----------------------------|-------|
| 4.1.3 A strategic framework exists that maximises the realisation of economic development opportunities for the City and the region. | The level of development in the City increases as measured by annual Development Application Values. 393 development applications worth an estimated \$94,586,115 for July-December 2016. | 4.1.3.1 Implement the Economic Development Strategy for the City. Economic Development Action Plan being implemented. | Ongoing | DCD |
| | | 4.1.3.2 Maintain a current, up to date economic/demographic profile of the City. Online Economic and Community profiles of the City have been maintained. | Ongoing | DCD |
| | | 4.1.3.3 Report quarterly on the implementation of the Economic Development Strategy. December report submitted. | Apr, Jul, Oct, Feb annually | DCD |
| | | 4.1.3.4 Support and promote local business development activities, such as development programmes, seminars and business awards. <ul style="list-style-type: none"> • Maintained business training calendar • Renewed membership with Dubbo Chamber of Commerce. • Gold supporter 2016 Orana Mutual Chamber of Commerce Business Awards • Ongoing support and facilitation of the Ignite Program. • Continued support provided to the Dubbo Accommodation Network. | Ongoing | DCD |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|--------------------|--|---------|-------|
| | | <ul style="list-style-type: none"> • City Development Partnership Program membership opportunities and benefits promoted. • Facilitation of grant information to local businesses for infrastructure development projects. • Submitted Round 3 Murray Darling Basin Energise Enterprise Fund applications – Ignite Program, Business Development Program and Freedom Camper Economic Study. • Active lead in Destination Management activities • Quarterly Economic development newsletter provided to local businesses. • Regional Platter Workshops complete • My Dubbo Card in market. • Attended Destination NSW forum. • Attended Economic Development Officer network meeting. • Facilitated Destination Management Working Group Meeting. | | |

PRINCIPAL ACTIVITY AREA(S): CITY DEVELOPMENT/CITY MARKETING

OUR SUSTAINABILITY OUTCOME 4.2: Economic growth of Dubbo is achieved through realising opportunities and increasing awareness of the City's offerings.

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|---|--|--------------|-------|
| 4.2.1 Implement the adopted City Image Marketing Strategy and City Image programme. | 100% of identified actions completed. Identified actions completed: <ul style="list-style-type: none"> • 2016/2017 City Development Partnership Program • Media and School Room on dubbo.com.au • Rhino Design Program – Gateway Signs • Installation of Digital Sign • Direct Marketing Campaign – school groups • Fly Pelican social media campaign • Wellington Rhino competition and design • My Dubbo Shop local card • Smile its Christmas (Dubbo) program • Jingle on the Bell (Wellington) program. | 4.2.1.1 Develop and implement a 12 month City Development Delivery Plan. City Development activities included in the Local Government Area Economic Development Action Plan. Plan adopted by Council at August 2016 meeting. | Dec annually | DCD |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|--|---|--|-----------------------|
| | <p>Financial support contributed to promotional campaigns by industry.</p> <p>\$240,000 funding was contributed by industry to support 18 months of activities July 2016- December 2016.</p> <p>76 Businesses supported Smile its Christmas.</p> <p>12 Business supported Jingle on the Bell in addition to three local businesses partnering with Council to install community Christmas tree.</p> <p>100% of relevant local, regional and state cooperative promotions opportunities communicated to industry.</p> <p>Opportunities communicated including</p> <ul style="list-style-type: none"> • Smile its Christmas • Ignite Program • Special Offer Program (event attraction) • Visitation influxes (leisure and events) • Meetings of the Dubbo Event Network • Fly Pelican campaign • NSW TrainLink campaign | <p>4.2.1.4 Report on the progress and performance of the 12 month City Development Delivery Plan.</p> <p>Progress and performance reported through the Economic Development Action Plan. First quarter report provided to Council in December 2016.</p> <p>4.2.1.5 Communicate with industry to provide information on local, regional and state cooperative campaign/promotional opportunities.</p> <p>Communication undertaken through Events Network, Accommodation Network, Destination Management Working Group, quarterly Economic Development newsletter, monthly City Development Newsletter and Ignite stakeholder newsletter.</p> | <p>Apr, Jul Oct, Feb annually</p> <p>Ongoing</p> | <p>DCD</p> <p>DCD</p> |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|---|---|---------|-------|
| | <ul style="list-style-type: none"> • Regional Platters • Jingle On the Bell • 2016/17 Dubbo and Great Western Plains, Great Big Adventures • Wellington Visitor and Resident Guide • New Resident Night – November 2016 • Council's Financial Assistance Program • Event Funding Program • New Wellington Rhino. <p>A minimum of 130 partners involved in the City Partnership Programme. 140 businesses in the City Development Program while the VIC Program has an additional 33 direct partners.</p> | <p>4.2.1.6 Dubbo City Partnerships Programme is maintained. Partnership Programs being maintained.</p> | Ongoing | DCD |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|---|---|---|---------------|-------|
| <p>4.2.2 The City Marketing Programme encourages and supports growth across many sectors of the local economy, which focus on four key markets which include:</p> <ul style="list-style-type: none"> • Visitation: Business, Visiting Friends and Relatives (VFR) and Group Tourism • Events: attraction and capitalisation • New residents: skilled professionals • Investment: major development and catchment area | <p>Visitor Information Centre operates 364 days a year.</p> <p>Centre operated every day except Christmas day.</p> | <p>4.2.2.1 Provide an effective City Information service that promotes the City and its various attractions and services. Service provided.</p> | Ongoing | DCD |
| | <p>Average commercial accommodation occupancy rate increases by an average of 2% over the average of the past 3 years.</p> <p>Average rate year to date is 67.88%</p> | <p>4.2.2.6 Monitor commercial accommodation occupancy rates for trends.</p> <p>Rates monitored.</p> | Ongoing | DCD |
| | <p>80% stakeholder satisfaction with key areas of the Promotions Programme. Survey to be undertaken in February 2017.</p> | <p>4.2.2.7 Conduct an annual City Promotions Program Customer Satisfaction Survey. Survey to be undertaken in February 2017.</p> | June annually | DCD |
| | <p>100% of visitors rate tourism/visitor information services as satisfactory.</p> <p>Service satisfaction rating of 100% achieved. Current quality of information satisfaction rating of 100 % achieved.</p> | <p>4.2.2.2 Develop and implement a program for all permanent staff and Ambassadors of the Visitor Information Centre (VIC) to spend at least 35 hours p.a. each on familiarisations across all sectors of the City. Program being implemented.</p> <p>Famils include:</p> <ul style="list-style-type: none"> • Wellington Caves • Burrendong Arboretum • Lake Burrendong Sport & Rec Centre • Lake Burrendong Holiday Park • TWPZ Savanah Safari | Jun annually | DCD |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|---|--|---|----------------------------------|
| | <p>Level one accreditation maintained.</p> <p>Accreditation maintained.</p> <p>Weekly reviews of the City Promotional website and quarterly reviews of the key promotional materials ensures accuracy, relevance and timeliness.</p> <p>No incidents of misinformation or irrelevant messages/ content/ images.</p> | <ul style="list-style-type: none"> • Big 4 Discovery Parks new tents & cabins • WPCC new black box theatre <p>4.2.2.3 Review service levels and Capital Works Programme to ensure that the VIC maintains its Visitor Information Network Accreditation. Completed.</p> <p>4.2.2.4 Undertake monthly and quarterly reviews and updates of key information and promotional material.</p> <p>Cyclic review of print, digital and outdoor touchpoints complete.</p> <p>4.2.2.6 Promote community use of the Event Staging and Seating area deck. Deck promoted.</p> | <p>Jan annually</p> <p>Ongoing</p> <p>Ongoing</p> | <p>DCD</p> <p>DCD</p> <p>DCD</p> |

PRINCIPAL ACTIVITY AREA(S): CITY MARKETING & COMMUNICATIONS

OUR SUSTAINABILITY OUTCOME 4.3: Dubbo is recognised as the leading regional centre in Australia through the development of a united and positive image of the City.

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|--|--|---|---------|-------|
| 4.3.1 The City has a brand that reflects the opportunities available in and the diversity of the City. | 80% stakeholder satisfaction with key areas of Promotions Programme. Survey to be undertaken in February 2017. | 4.3.1.1 All key promotional activities reflect the City Brand and support key brand messages. All collateral and digital platforms under the City Development Partnership Program reflect the Dubbo brand. | Ongoing | DCD |
| 4.3.2 The Community demonstrates ownership of and pride in being the home of the Zoo. | All relevant promotional activities within the City Promotions Strategy and Action Plan support local promotion of Taronga Western Plains Zoo (TWPZ). Taronga Western Plains Zoo promoted and supported via: <ul style="list-style-type: none"> • Featuring on front cover of Dubbo and Great Western Plains Visitors Guide • Featured heavily in design and content of the Guide. • Taronga Western Plains Zoo image on front cover of Dubbo City Map. • Repositioning of The Rhino Adventure product to align with Taronga Western Plains Zoo's endangered | 4.3.2.1 City Promotions Strategy and other associated programmes and strategies to include activities that support local promotion and community pride on being home of the TWPZ. Taronga Western Plains Zoo supported in relevant programs and promotions. | Ongoing | DCD |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|---|-----------------------------------|---------|-------|
| | <p>species program.</p> <ul style="list-style-type: none"> • Inclusion in the Special Offer Program for events. • Partnership in Fly Pelican campaign. • Promotion of discounted zoo tickets promoted as a call-to-action for NSW TrainLink campaign. • Promotion of discounted zoo tickets in \$25,000 Dubbo and Great Western Plains brand building television campaign. • Partnership with Zoo on NXFM outside broadcast and promotion. • Partnership with Zoo on filming of Caravan and Camping Australia DVD. • Zoo prize used as a lucky door prize for November New Residents Night. • Zoo image used on one-third of flags in CBD Banner Campaign to promote the new suite of guides in market August – December. • Zoo prize for first giveaway as part of relaunched Rhino Adventure. • New animal arrivals and | | | |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|--|-----------------------------------|---------|-------|
| | <p>experience developments promoted on social media</p> <ul style="list-style-type: none"> • Inclusion of Taronga Western Plains Zoo as an event venue or social activity in development of event attraction bids. <p>No key opportunity to collaborate with the TWPZ is overlooked. No opportunity overlooked.</p> | | | |

PRINCIPAL ACTIVITY AREA(S): CORPORATE BUSINESS

OUR SUSTAINABILITY OUTCOME 4.4: The business activities of Council are an important sector of the local economy and provide financial returns to the community.

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|--|---|---|--------------|-------|
| 4.4.1 Business Plans are developed, implemented, monitored on an ongoing basis, that support and direct each of the following corporate businesses: <ul style="list-style-type: none"> Dubbo Regional Livestock Markets Dubbo City Regional Airport Dubbo City Holiday Park Property development programme | No foreseeable business risks not identified. Nil identified. | 4.4.1.1 Business Plans are developed for the Dubbo City Regional Airport, Regional Livestock Markets, Dubbo City Holiday Park and Property Development following discussions with stakeholders. Business Plan preparation commenced in October 2016. | Mar annually | DCD |
| | No foreseeable business opportunities overlooked. Nil identified. | 4.4.1.2 Airlines are advised of any changes to fees associated with the adopted Business Plan for the Dubbo City Regional Airport three months prior to the commencement of any change in fees in accordance with International Air Transport Association (IATA) rules, Matter submitted to February Council meeting. | Mar annually | DCD |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|--|---|---|--------------|-------|
| 4.4.2 The development of the City is supported by Council's strategic, best practice and sustainable development of competitively priced residential and industrial land. | 20% return on investment (measured by net profit over assets employed, on a commercial accounting basis). | 4.4.2.1 Maintain a comprehensive database of property market statistics and indicators from which to monitor the Dubbo market for residential and industrial development. Ongoing. | Ongoing | DCD |
| | This is being achieved. | 4.4.2.3 Undertake construction of residential allotments based on market conditions. Keswick Stage 4 Release 3 under construction with target completion date of 28/02/2017. There are currently 20 lots available to purchase off the plan in release 3A. There are no remaining lots currently for sale in Keswick Stage 4 Release 2. | Ongoing | DCD |
| 4.4.3 The infrastructure and operating systems of the Dubbo Regional Livestock Markets support the facility being recognised as the market leader in terms of volume and selling price achieved. | Minimum of 75% of users are satisfied with the operation and facilities (as shown by survey). | 4.4.3.3 Meet regularly with Roads and Maritime Services, Livestock and Bulk Carriers, Selling Agents and Saleyard Operators Association to maintain 'Chain of Responsibility' processes. Ongoing. | Ongoing | DCD |
| | Survey to be conducted in March 2017. | 4.4.3.4 Undertake an annual review of the National Saleyards Quality Assurance Programme and prepare for external audit annually. Audit undertaken in November 2016. | Nov annually | DCD |
| | No sustained examples of Council not meeting its obligations with regard to statutory 'Chains of Responsibility'. | | | |
| | Nil to date. | | | |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|----------|--|---|---|---------------------------|
| | Livestock selling facility throughput levels are maintained or increased Cattle: 180,000 Sheep: 1,200,000 Throughput year to date; Cattle 99,994 Sheep 728,432 Goats 5,249 | <p>4.4.3.5 Undertake an external audit process for user compliance with the Work Health and Safety System every three years. External audit undertaken in November 2016.</p> <p>4.4.3.6 Implement the requirements of the Market's Environmental Management Plan and undertake an independent external audit of implementation every two years. Current Environmental Management Plan has been implemented with a further review to be undertaken by Geolyse in July 2017.</p> <p>4.4.3.9 Complete staged upgrade of the Cattle Management Facility. Holding yards project was completed in 2015/2016. Construction of the stack pens and ramps is almost complete. Preparation for the drafting area has commenced and the weighbridge construction is underway. Works are scheduled to be completed by May 2017.</p> | Nov 2016 Nov 2016 Nov 2018 June 2016 | DCD DCD DCD |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|--|--|--|--------------|-------|
| 4.4.4 An economically viable caravan park business is operated which meets the contemporary requirements of tourists and visitors to the City. | No examples of reasonable criticism of the operation and/or facilities of the park. Customer feedback forms are reviewed weekly. | 4.4.4.1 Monitor security breaches and develop strategies where appropriate to ensure Park remains a safe environment for users. Complete. A Night watchman continues to be employed at Park by ATPM. | Ongoing | DCD |
| | AAA Tourism rating is four (4) stars. 4 star rating maintained. | 4.4.4.2 Review the rating criteria developed by AAA Tourism to ensure that the Park's long term Capital Improvement Programme is relevant to achieving a minimum 4 star rating. Monitoring ongoing. | Feb annually | DCD |
| | | 4.4.4.4 Implement a promotion programme which includes membership of the Top Tourist Park chain. Marketing campaigns are developed in conjunction with ATPM and implemented. | Ongoing | DCD |
| | | 4.4.4.5 Review and update the Capital Works Programme to ensure that the Caravan Park remains one of the leading caravan parks in the region. Capital works program adopted by Council and 90% complete. | Nov annually | DCD |
| | | 4.4.4.6 Implement a quality assurance programme for the Park. Utilising quality assurance programme of ATPM. | Ongoing | DCD |
| | | | | |

| Strategy | Performance Target | Actions (What Council Will Do) | By When | Resp. |
|--|--|---|---|--------------------------------|
| 4.4.5 A high quality showground facility is provided which meets the demands of a wide range of user groups and the community generally. | 70% of users are satisfied with facilities and services. (As shown by survey). 75% of users rate the Showground Facilities as being good to very good. | 4.4.5.1 Survey major event organisers of the Showground facility on an ongoing basis to ensure satisfaction levels retained, and return business achieved. Surveys are issued to event holders at the conclusion of events. 4.4.5.2 Implement the marketing programme aimed at increasing the revenue of the facility. Implementation ongoing. | Nov annually Ongoing | DCD DCD |

OUR LEADERSHIP

Planning and delivering the future of the Dubbo Local Government Area is a shared responsibility which can only be achieved through focused partnerships and relationships.

PRINCIPAL ACTIVITY AREA(S): CORPORATE SERVICES

OUR LEADERSHIP OUTCOME 5.1: Dubbo is a proud city.

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|---|--------------|-------|
| 5.1.1 There is demonstrated unity throughout the Community. | Number of volunteers involved in Council activities increased. | 5.1.1.2 Undertake an annual review of the number of volunteers available to Council activities and the number of volunteered hours contributed. | Nov annually | DOCS |
| | Number of volunteers was 385 for 2016 compared to 294 for 2015. | 13,485 hours for 2016 figures in comparison to 10,298 hours in 2015. | | |
| | Cultural Festivals and Events are held in the City. | 5.1.1.3 Council supports Festivals and Events within the City that promote culture and harmony. | Ongoing | DOCS |
| | Red Ochre Festival and Multicultural Festival not held in 2016, DREAM Festival held in October 2016 and Eisteddfod in June 2017. | For 2016/2017 DREAM Festival provided with \$40,000, Red Ochre Festival \$5,000, Jazz Festival \$12,000, Multicultural Festival \$15,000, Eisteddfod \$8,000 and Carols by Candlelight \$2,500. Guidance and assistance provided by staff as required. | | |
| | | 5.1.1.4 The Dubbo 2036 Champions Group report annually on the progress against the identified community Performance Indicators. | Jul annually | DCD |
| | | Report has been rescheduled. | | |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--------------------|--|---|------------------------|
| | | <p>5.1.1.5 An annual report is provided to the Community on Council's progress in the delivery of Dubbo 2036. Annual Report completed November 2016 and available on website.</p> <p>5.1.1.6 Continue to administer the City of Dubbo Hall of Fame and invite nominations each February for inductees. Hall of Fame deferred indefinitely.</p> | <p>Sep annually</p> <p>Feb annually</p> | <p>DCD</p> <p>DOCS</p> |

PRINCIPAL ACTIVITY AREA(S): CORPORATE SERVICES/ALL

OUR LEADERSHIP OUTCOME 5.2: Dubbo City Council is a representative and responsive government.

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|--|--------------|---------------|
| 5.2.1 The community acknowledge that Dubbo Council is a representative and responsive Council. | Overall satisfaction with the performance of elected Councillors (measured biennially – target 85%). Not applicable for this reporting period as Council is under administration. | 5.2.1.1 Undertake a community survey to determine community satisfaction levels of the elected Councillors. Council has been under administration since May 2016 following the merger between former Dubbo City and Wellington Councils. As Council does not currently have Councillors, no survey to be undertaken. | Apr 2017 | DOS |
| 5.2.2 The outcomes and strategies of the Dubbo Community Strategic Plan – Dubbo 2036 are implemented through Council's adopted Delivery Program and Operational Plan. | 100% of adopted actions within both the Delivery Program and Operational Plan are achieved. Ongoing. | 5.2.2.1 Implement the adopted actions within both the Delivery Program and Operational Plan. Actions being implemented. | Jun annually | All Directors |
| | | 5.2.2.3 Report on the progress with the Community Strategic Plan, Delivery Program and Resourcing Strategy. Existing plans and reporting undertaken. Expressions of Interest for a system to develop a new Community Strategic plan is to be advertised in January 2017. | Jun 2017 | DCD |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--------------------|--|--------------|-------|
| | | 5.2.2.4 An annual Report is provided to the Community on Council's progress in the delivery of Dubbo 2036. Annual Report completed November 2016 and available on website. | Sep annually | DCD |
| | | 5.2.2.5 Report on the progress with the Delivery Program. Six Monthly report is due February 2017, reporting July 2016-December 2016. | Biannually | DCD |

PRINCIPAL ACTIVITY AREAS: CORPORATE SERVICES

OUR LEADERSHIP OUTCOME 5.3

Sound management of the resources of Council is undertaken.

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|---|--------------|-------|
| 5.3.1 The organisation displays the elements of sound management and strategic planning. | 100% of statutory requirements of the Local Government Act in respect of management planning and financial reporting are met. This is being achieved. | 5.3.1.1 Co-ordinate Council's Integrated Planning and Reporting requirements. | Jun annually | DCD |
| | | 5.3.1.2 Operational Plan (including Budget) adopted in June each year. Consolidated Dubbo and Wellington Operational Plan will be developed commencing December 2016 for adoption in June 2017. | Jun annually | DOS |
| | | 5.3.1.3 Complete Annual Financial Statements and other statutory reports and returns as required. Amended due date for 2016 Financial Statements for amalgamated Council's is 31 December 2016. Deadline met. | Oct annually | DOS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|---|--|---|----------------------------------|
| | <p>Current Assets (excluding externally and internally restricted cash and investments) less current creditors maintained at between \$1.5M and \$2.5M. Funds of \$4.604 Million maintained.</p> <p>Debt service ratio (measure of extent of the impact of debt service on operating revenue) is below twelve (12) percent. Ratio is 7.58%.</p> | <p>5.3.1.4 Finalise Annual Review of Workforce Plan, Asset Management Strategy and Long Term Financial Plan. Consolidated Dubbo and Wellington Asset Management Strategy to be developed by the Asset Management Group for inclusion in the 2018 IP&R documentation.</p> <p>5.3.1.5 Operational Plan (including budget) review undertaken by Council on a quarterly basis. Consolidated Dubbo and Wellington Quarterly reviews will be undertaken at the end of September, December, March and June.</p> | <p>Mar annually</p> <p>Oct, Feb Apr, Aug annually</p> | <p>DOS</p> <p>DOS</p> <p>DOS</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--------------------|---|--|---|
| | | <p>5.3.1.6 Update the Councillors' Notebook annually and incorporate any requirements under the Local Government Act or other legislation applicable to the elected representatives. As Council is currently under Administration with no Councillors, there is no requirement to update the Councillors Notebook</p> <p>5.3.1.7 Provide funding to permit Councillors to undertake individual training programmes. Council is under administration and have no Councillors.</p> <p>5.3.1.8 Review the Enterprise Risk Management Strategy to determine its effectiveness in managing risk. Echelon Australia engaged to review existing documentation and facilitate the development of an updated Enterprise Risk Management Policy and Plan. Expected to be completed by June 2017.</p> <p>5.3.1.10 Monitor the Corporate wide planning, oversight and performance of Asset Management for functional areas of the Organisation. Monitoring ongoing.</p> | <p>Nov annually</p> <p>Jul annually</p> <p>Jun annually</p> <p>Ongoing</p> | <p>DOS</p> <p>DOS</p> <p>DOS</p> <p>DCD</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|--|--|--------------|-------|
| 5.3.2 The system of raising revenue is regarded as equitable and revenue from grants and other income sources is maximised. | 25% of total revenue is from user charges. Achieved. | 5.3.1.11 Monitor the use of the zero based budgeting framework by the Organisation. Processes developed to monitor the use of zero based budgeting. | Ongoing | DOS |
| | | 5.3.1.12 Update Council's long term financial planning model annually. Consolidated Dubbo and Wellington Long Term Financial Plan for 2017/2018 will be developed for adoption in June 2017. | Feb annually | DOS |
| | | 5.3.1.13 Provide a cost effective supply, contract administration purchasing, storage and distribution facility. Currently being achieved. | Ongoing | DOS |
| | | 5.3.1.15 A review of the Community Strategic Plan, to develop the rolling 4 year Delivery Program, Operational Plan and Resourcing Strategy documents are adopted by Council. As per the proclamation a new Delivery Program must be established by 1 July 2018. | Jun 2017 | DCD |
| | | 5.3.2.1 Review each year the marketing strategies contained in the Business Plans. Business plans have been completed. | Mar annually | DCD |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--------------------|---|--------------|-------|
| | | 5.3.2.2 Provide relevant information to Directors and Managers in regard to accessing grant funding. Information relating to grants regularly distributed to staff. Reports submitted to Executive Staff and Administrator on grant related data. | Ongoing | DOCS |
| | | 5.3.2.3 Monitor the level of State and Federal Government grants payable to local government including Financial Assistance Grants (FAGs) and make any necessary submissions. Feedback received from Grants Commission on calculation of disabilities for 2016/2017 grant calculation. No scope for submission to vary the methodology. | Ongoing | DOS |
| | | 5.3.2.4 Complete an annual review of rating structure. To be reviewed February 2017. | Mar annually | DOS |
| | | 5.3.2.5 Council funds are invested in accordance with legislative provisions and Council's adopted Investment Policy and Strategy All funds invested in accordance with the Minister's Order and Council's Investment Policy and Strategy. | Ongoing | DOS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|--|----------------------|-------|
| 5.3.3 The Organisation's information management capability meets the requirements of the organisation and the community. | All staff to have access to required systems, applications, support and training. Achieved. | 5.3.3.1 Implement actions within the adopted Information Management Strategy. Information Management Delivery Program adopted by Executive Staff Committee in July 2014. Actions have been prioritised by consultation throughout organisation and due dates have been determined. | Jun annually | DOS |
| | | 5.3.3.2 Undertake a full review of the Information Management Security Controls. Security Audit conducted by independent security specialist with resulting actions currently being implemented. | Jun annually | DOS |
| | | 5.3.3.3 Undertake a review of mobile alternatives for remote access to Council's systems. Mobile alternatives currently available for remote access to Council's systems include Apple iPads, Motion tablet devices, Getac devices and terminal services. | Jan 2017 Jan 2019 | DOS |
| 5.3.4 Council's ability and capacity to deliver services and respond to emergencies is enabled by the utilisation of a modern and efficient plant fleet that meets operational needs. | 85% utilisation rate for major plant items. 91.70% utilisation rate as at 31 December 2016. | 5.3.4.1 Review the makeup of the fleet to ensure operational requirements are being met in a cost effective manner. Ongoing process that is reported on in the Quarterly Plant Reports | Sep annually | DTS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|--|-----------------------------|-------|
| 5.3.5 Council strives for transparency and is an organisation that values two way communication with stakeholders and the broader community. | 90% availability of major plant items. 92% availability of major plant items as at 31 December 2016. | 5.3.4.2 Provide a quarterly and annual Plant Report to Motor Vehicle and Plant Committee. Quarterly and Annual Plant reports are provided within Corporate timeframe. | Oct, Feb, Apr, Aug annually | DTS |
| | 55% utilisation rate for specialised plant items. 53.08% utilisation rate as at 31 December 2016. | 5.3.4.3 Monitor and take appropriate action in respect of motor vehicle accidents involving Council vehicles. Crash information is recorded on an ongoing basis and action regarding crashes is as per the policy. | Jun annually | DTS |
| | Community satisfaction with the current level of communication with the community (target - 85%, current level is 62%). Community Needs Survey to be completed in April 2017. | 5.3.5.1 Implement Community Consultation procedures in line with Council's Community Engagement Policy. This is being implemented. | Jun annually | DCD |
| | | 5.3.5.2 Review the adopted Social Media Policy. Policy reviewed. Updated policy adopted by Executive Staff in December 2016. | Sep annually | DCD |
| | | 5.3.5.3 Conduct a biennial Community Needs Survey. Processes are in place to ensure survey is undertaken by April 2017. | Apr 2017 April 2019 | DCD |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|---|----------------------|-------|
| 5.3.6 A corporate culture with an emphasis on quality customer service and community engagement is demonstrated by the Organisation. | 100% of customer service level criteria met. Achieved. | 5.3.6.1 Review and update the implementation of the Customer Service. No action to date. | Mar annually | DOS |
| | | 5.3.6.2 Review, test and update annually the Civic Administration Building Disaster Response Plan. Plan to be updated prior to June 2017 with desktop testing undertaken at this time. | Mar annually | DOS |
| 5.3.7 A highly skilled and motivated workforce is maintained. | Labour turnover is less than 10%. Current turnover is 2.72% | 5.3.7.1 The Equal Employment Opportunity (EEO) Management Plan is developed biennially. EEO Management Plan 2014-2016 in place. | Jul 2018 Jul 2020 | DOS |
| | | 5.3.7.2 Implement actions within the adopted Workforce Management Strategy. Projects actioned as per timeframe. | Jun annually | DOS |
| | | 5.3.7.3 Implement and monitor the annual Safety Systems Development plan to ensure the organisation meets its legislative requirements. 2016/2017 Workplace Health and Safety Plan developed. | May annually | DOS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--------------------|---|----------------------|-------|
| | | 5.3.7.4 Undertake a biennial Organisation wide Staff Climate Survey. My Say Survey undertaken in Dubbo in August 2015. | Dec 2017 Dec 2019 | DOS |
| | | 5.3.7.5 A Corporate Training Programme is developed and implemented. 2016 Learning and Development Calendar was in place. | Dec annually | DOS |
| | | 5.3.7.6 Implement an audit programme that ensures that Work Safe Management Systems are being implemented an enable the organisation to meet the requirements of the Work Health and Safety Act. Complete organisational wide self-audit. | Mar annually | DOS |
| | | 5.3.7.11 Implement Councils employment brand and value proposition. On hold due to the amalgamation. | Dec 2016 | DOS |
| | | 5.3.7.12 Develop and implement Corporate succession plans. Plans Developed. | Dec 2016 | DOS |

PRINCIPAL ACTIVITY AREA(S): CORPORATE SERVICES

OUR LEADERSHIP OUTCOME 5.4: Statutory requirements are met and services are provided to the organisation in a cost effective and timely manner.

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|---|--------------|-------|
| 5.4.1 The Organisation structure maximises the competitive provision of services and is adaptable to potential growth of the Organisation. | No reasonable criticism of Council's organisation structure by Council's customer base. No criticisms have been received. | 5.4.1.1 Divisional structures, including people skills and numbers, are formally reviewed annually. Subject to the requirements of the merger. | Aug annually | DCD |
| | | 5.4.1.2 Pursue opportunities for strategic alliances and/or resource sharing with neighbouring councils. Opportunities are being monitored. | Ongoing | DCD |
| | | 5.4.1.3 Implement an annual Strategic Internal Audit Programme based on resource sharing model involving Bathurst/Orange/ Dubbo Councils. New committee has been formed and meetings have recommenced with the last meeting held December 2016. | Jun annually | DCD |
| | | 5.4.1.5 Monitor the Local Government Reform Agenda and report to Council on issues, opportunities and threats. Ongoing monitoring. | Ongoing | DCD |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|---|------------------------------------|-----------------------|
| <p>5.4.2 The Organisation meets all statutory requirements.</p> <p>5.4.3 Council is recognised as a relevant, well managed, cost effective, and operationally efficient and customer focussed organisation that connects with all of its stakeholders.</p> | <p>No breaches of statutory requirements. No breaches identified to date.</p> <p>Overall satisfaction with the performance of Council (measured biennially - target 85%, current is 53%). Community Satisfaction Survey for New Councils undertaken by Department of Premier and Cabinet</p> | <p>5.4.2.1 Maintain an up to date database of Council's statutory requirements. Investigations into possible solutions to provide management tool for managing Council's Statutory requirements being investigated.</p> <p>5.4.3.1 Review, update and submit to Council a draft Corporate Communications Strategy.</p> <p>Prepared a Community Engagement Strategy in line with Department of Premier and Cabinet requirements for merged Councils.</p> <p>New Corporate Communication strategy adopted by Executive staff November 2016.</p> <p>New Corporate Communications Strategy adopted by executive staff in December 2016.</p> | <p>Ongoing</p> <p>Jun annually</p> | <p>DOS</p> <p>DCD</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--------------------|--|---|----------------------------------|
| | | <p>5.4.3.2 Implement as required and report to Council annually on the achievements in implementing the adopted Corporate Communications Strategy. Interim Corporate Communication Strategy adopted by Executive staff in July 2016.</p> <p>New Corporate Communications Strategy adopted by executive staff in December 2016.</p> <p>5.4.3.3 Provide communications support for major projects. Communications support provided.</p> <p>5.4.3.4 Review, update and implement the Internal Communications Strategy. Prepared and progressively implemented Staff engagement plan for the Transition project. All required internal communication activities completed.</p> | <p>Jun annually</p> <p>Ongoing</p> <p>Ongoing</p> | <p>DCD</p> <p>DCD</p> <p>DCD</p> |

1. GROWTH, PROSPERITY AND EMPLOYMENT

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|--|--|----------|-------|
| A thriving tourism industry including building on our Aboriginal culture and heritage | <p>Monthly advertising. Biannual Visitor Guide. Aboriginal Cultural Strategy. Discover Magazine promotions maintained Wellington Visitor Guide developed.</p> | <p>Update tourist publications.</p> <p>Publications maintained.</p> | Ongoing | DCD |
| | <p>Tourism website updated. Caves online booking system. Underway and scheduled to relaunch with updated branding and improved backend system and support by end March 2017. Three quotes were sought in December and following review of those in January, a web developer was selected in February and engaged to deliver the project.</p> <p>Accommodation bookings have been transitioned into an e-booking platform – Newbooks, with further development ongoing.</p> | <p>Implementation of new websites for Tourism, Caves and Council. A reskin and of the tourism website and migration to a new content management system (CMS) is underway. This project will address critical issues relating to branding and AVIC accreditation requirements, while a complete redevelopment may be required in the near future, dependent upon the new marketing strategy for Wellington, to ensure robust functionality to help achieve desired goals and objectives.</p> <p>A new Caves website was previously developed. Further refining and development of content is ongoing.</p> | Jun 2017 | DCD |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|--|----------|-------|
| Improved employment opportunities for all ages and sectors of the community. | Marketing Strategy. Collaboration with Western Plains. A strategic review of Wellington as a destination is underway. It is being considered separate to the Great Western Plains destination, which is also subject of a strategic review, but will take into consideration the opportunities available through collaboration and synergies across their target markets and value propositions. The strategy will be presented to Executive Staff in March/April. | Ongoing participation in Western Plains and Central NSW Tourism Initiatives. This is being achieved. | Ongoing | DCD |
| | Adoption and implementation of Aboriginal Cultural Strategy. No action to date due to Council merger. | Develop an Aboriginal Cultural Strategy. No action to date due to Council merger. | Dec 2017 | DCS |
| | 4 work experience placements per year. On target to achieve placement requirements. | Support local schools with work experience placement Work Experience placements are accommodated where operationally able. | Jun 2017 | DOS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|--|---|----------|-------|
| A diverse and sustainable business sector, with the skills and business acumen to develop, grow and prosper | Develop succession planning strategies. Identify internal training opportunities. Succession planning to be revisited. Internal training opportunities incorporated into Training Plan for Council. | Continue to explore opportunities to employ apprentices. Apprentices to be considered as part of new Organisational Structure. | Jun 2017 | DOS |
| | Participation in the Wellington Learning Community. No action pending merger. | Support the Wellington Learning Community. No action pending merger. | Jun 2017 | DOS |
| | Adopt and implement prospectus. Local Government Area prospectus to be developed in June 2017. | Develop prospectus for attraction and retention of industry and residents. Local Government Area prospectus to be developed in June 2017 - and Local Government Area Economic Profile developed for prospective investors. Dubbo investment website refreshed. Wellington New Resident Guide developed. | Jun 2017 | DCD |
| | Adopt and implement plan. Action plan being implemented. | Review existing Economic Development Plan and establish clear and identifiable linkages with Orana Regional Action Plan. Economic Development Action Plan reflects relevant Activities. Ongoing communication with Regional Development Australia Orana is being maintained. | Jun 2017 | DCD |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|---|----------|-------|
| A recognized "Wellington" brand that promotes the opportunities and benefits of living, working or visiting the local government area. | Branding. Marketing Strategy. Economic Development prospectus. Investment/relocation (residents) prospectus. Developed Wellington Correctional Centre Opportunities Paper and Action Plan. Developed Wellington Visitor and New Resident Guide. Wellington included in the Rhino Adventure visitor experience. Creation of Christmas on the Bell promotion including spend local promotion. | Develop promotion plan for Wellington targeted at the attraction of residents and major project relocations. Wellington New Resident Guide developed. | Jun 2017 | DCD |
| | Small business friendly Council participation. Renew Wellington project. Council remains small business friendly. | Community economic development projects. Wellington Correctional Centre Expansion Opportunities Paper and Action plan adopted by Council in December. Project included consultation with 60 stakeholders. | Ongoing | DCD |

2. BUILD AND IMPROVE COMMUNITY INFRASTRUCTURE

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|---|--------------|-------|
| A range of aged facilities, respite and crisis accommodation options across the local government area. | Senior Citizen Centre maintained in accordance with Maintenance Program. Centre maintained. | Provide and maintain the Wellington Senior Citizen Centre. Centre maintained in line with asset maintenance requirements. | Ongoing | DCS |
| An attractive and well maintained Central Business District | Complete CBD beautification project within grant funding budget and timeline. Planning complete. | CBD Beautification Project CBD works to commence in February 2017. | Jun 2017 | DTS |
| | Weekly street sweeping program Litter removal, hedge trimming, irrigation maintenance, plant/shrub replacement. All CBD presentation procedures are being implemented. | Continue to maintain the CBD within Council's Maintenance and Renewal budgets. CBD is provided with a daily maintenance regime | Mar annually | DTS |
| Attractive and well maintained villages that showcase their heritage | Monthly Village Maintenance Program. Mowing, whipper snipping, general maintenance, monitored monthly. Support and assistance provided to village communities as requested. Communication has commenced with villages in the former Wellington Council LGA. | Maintenance and improvements to villages within Council's Maintenance and Renewal budgets. Improvements to village recreational areas identified through function's Capital Works program. Wongarbron is the focus for 2016/17. | Jun 2017 | DPL |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|---|--------------|-------|
| Attractive and well maintained parks, recreation and sporting facilities. | Complete Rygate Park development project within grant funding budget and timeline. Stage one has been completed within grant funding budget and timeline. Council will look at other possibility grant opportunity to complete the next stages of Rygate Park Development. | Rygate Park Development. Stage one of Rygate Park Development has been completed. | Jun 2017 | DPL |
| | Sporting field maintenance in accordance with relevant sports and seasons. Preparation of sporting fields are being carried out in accordance to user group's requests that are within budget. | Maintenance and improvement to parks and recreational areas within Council's Maintenance and Renewal budgets in conjunction with community sporting and facilities groups. Maintenance and improvements to the sporting facilities are being carried out according to the 2016/2017 Budget. | Jun 2017 | DPL |
| Councils infrastructure maintained and improved to meet the needs of our community | Unsealed maintenance program by zones. Town street maintenance schedule. Maintenance has been undertaken in conjunction with flood damage repair work. | Systematic improvement of councils rural and town road network. Council's attention has been given to restoring flood damage from 2016 rain events. | Mar annually | DTS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|---|---|--------------|-------|
| | <p>Infrastructure maintained in accordance with maintenance plans.</p> <p>Capital works program in accordance with asset management plans.</p> <p>Capital works Program generally on schedule.</p> | <p>Review Plant Replacement Programme.</p> <p>Plant replacement reviewed as part of 4 year x 1 year Budget.</p> | Jan annually | DTS |
| | <p>Plant replacement program reviewed annually.</p> <p>Currently reviewing the Plant Replacement Program.</p> | <p>Commit funds to plant modernisation.</p> <p>10 Year Plant Replacement Program has been established to ensure that a modern and well utilised fleet is appropriately funded.</p> | Jan annually | DTS |
| | <p>Plant utilisation.</p> <p>Review plant hire rates.</p> <p>Purchase and disposal of plant.</p> <p>Plant replacement program is reviewed in conjunction with the 4 x 1 year Operational Plan.</p> | <p>Buildings maintained in accordance with Asset Management Plans.</p> <p>Achieved.</p> | Ongoing | DTS |
| | <p>Maintenance of water and sewer infrastructure in accordance with adopted budget and 30 year financial plan.</p> <p>Capital work program being supplemented</p> | <p>Water and Sewer infrastructure maintained in accordance with Asset Management Plans.</p> <p>Capital work program being supplemented</p> | Mar annually | DTS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|---|---------|-------|
| Medical and specialist services are available and accessed across the local government area | Support the Wellington Learning Committee who link medical students to training opportunities in Wellington through Sydney University and Rural Far West. Wellington New Resident Guide developed. | Support programmes which assist in attracting medical professionals to the local government area. No Action to date. | Ongoing | DCD |
| | Facilitate Senior Citizen activities which are health based Foster relationships with other Allied Health services to implement programmes. Activities are delivered and relationships maintained. | Support in programmes that promote a healthy lifestyle. The Community Services Coordinator develops programs in consultation with agencies and the community. | Ongoing | DCS |
| Provision of Community Transport in Wellington | Provide daily pickups for eligible community members (Monday-Friday) with wheelchair accessible buses. Fortnightly village transfers to Wellington from Yeoval and Mumbil. Provide transport to Dubbo and Orange as required (for specialist appointments). Provide a weekly hydrotherapy trip to Dubbo. Provide 3 day per week pickups for the "Young at Heart" Club. Community Transport still provided. Submission made to Transport for NSW for Council to relinquish contract. | Provision of Community Transport for Wellington LGA through existing community transport funding from Transport for NSW. Community Transport still provided. Submission made to Transport for NSW for Council to relinquish contract. | Ongoing | DCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|---|---------|-------|
| Provision of Ageing & Disability position within Council | <p>Community Services Coordinator to continue to provide information and referral for aged and disabled community members to receive services and support.</p> <p>Coordinator to collaborate with other service providers regarding ageing and disability services within the Wellington LGA.</p> <p>Coordinator to source continued funding for position through government agencies.</p> <p>Coordinator to review current service position relating to relevant future funding.</p> <p>All required activities delivered.</p> | <p>Community Services Coordinator position is provided in Council's organisational structure.</p> <p>Community Services Coordinator position is funded on a permanent basis.</p> | Ongoing | DCS |

3. SHOW LEADERSHIP IN GOVERNANCE AND COMMUNITY ENGAGEMENT

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|---|---------|-------|
| Mentoring programmes are available and used across the community. | Communities for Children. Coordinator to continue Mums to Mentor program through external funding through Centacare. Program continued. | Support the Communities for Children Coordinator role in conjunction with supporting the mentoring programs run with Centacare and other appropriate organisations. Communities for Children position supported. | Ongoing | DCS |
| | Engage with development proponents to establish training opportunities. Work experience program/identify training opportunities. All required activities delivered. | Work in partnership with education providers and business on programmes to develop employment skills. Council employs a Community Services Coordinator to undertake these activities. She attends regular meetings etc with key stakeholders. | Ongoing | DCS |
| Young people have the facilities and opportunities to be engaged in recreation, learning and community life. | Provide intensive support to families who are not accessing services, focusing on Parent Education, children aged 6-12 years and providing service coordination and collaboration Families supported. | Communities for Children Coordinator to provide activities for children aged 0-12 years. Communities for Children Coordinator undertakes activities. | Ongoing | DCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|--|--|---------|-------|
| Safe community and reduced levels of crime. | <p>Liaise with Wellington Local Aboriginal Land Council, local schools, TAFE and Interagency and Community Services Advisory Committee to support Indigenous Youth development programs. Liaison ongoing.</p> | <p>Support Indigenous Youth Development Programs.</p> <p>Council employs an Aboriginal Community Advisor to undertake these activities. She attends regular meetings etc with key stakeholders.</p> | Ongoing | DCS |
| | <p>CCTV network maintained and renewed with minimum disruption in accordance with Council's annual maintenance budget. Request for footage from NSW Police provided within determined time frames CCTV network maintained, footage provided within determined timeframes.</p> | <p>Continue maintenance of the CCTV network and its capability.</p> <p>CCTV network maintained.</p> | Ongoing | DCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|--|----------|-------|
| Capable and self-sufficient communities engaged in decision making about issues that affect them | Facilitate the outcomes of the Crime Prevention Plan. Bi-Monthly meetings of Crime Prevention committee. Work with community groups and agencies to promote a safer community and implementation of new Crime Prevention Plan. Work with grants and submission officer to apply for funding (when applicable) with Attorney Generals Department to implement strategies. The 2015-2018 Wellington Crime Prevention Plan has been approved by the Department of Justice. | Support Crime Prevention Committee. Crime Prevention Committee disbanded due to merger. | Ongoing | DCS |
| | Reviewed annually by Council (September). Committee agenda's in line with outcomes of Community Strategic Plan. Section 355 Committees disbanded due to merger. | Community representations on Council Section 355 Committees. Section 355 Committees disbanded due to merger. | Sep 2016 | DCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|---|---|-------------------------------|-----------------------|
| | <p>Encourage and support community participation in Activities. Support agencies that utilise community volunteers. All support and encouragement provided</p> <p>Engage with the community via methods listed in the Community Engagement Strategy including 2 x Community Consultation meetings per year and a dedicated email address haveyoursay@wellington.nsw.gov.au Council employs a Community Services Coordinator to undertake these activities. She attends regular meetings with key stakeholders.</p> | <p>Encourage and support volunteer involvement across the community.</p> <p>Council employs a Community Services Coordinator to undertake these activities. She attends regular meetings etc with key stakeholders.</p> <p>Engage in Community Consultation Meetings across the Wellington Local Government Area.</p> <p>All required activities delivered.</p> | <p>Ongoing</p> <p>Ongoing</p> | <p>DCS</p> <p>DCS</p> |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|---|----------|-------|
| Council is well managed, meeting its statutory and operational requirements. | <p>Council resolutions promptly actioned.</p> <p>Timely reports presented to council with clear and concise information with stand-alone recommendations.</p> <p>Council resolutions are promptly actioned.</p> <p>Timely reports are presented to council with clear and concise information with stand-alone recommendations.</p> | <p>Ensure council decision making processes are transparent, ethical and accountable.</p> <p>Council decision making processes are transparent, ethical and accountable.</p> | Jun 2017 | DOS |
| | <p>Annual report submitted by November.</p> <p>Strategic Planning documents adopted by June.</p> <p>Financial statements audited September.</p> <p>Pecuniary interest returns completed September.</p> <p>Pension rebate, rating return submitted.</p> <p>Completed within required time frame.</p> | <p>Ensure council meets its statutory requirements.</p> <p>Financial Statements for both former Council's completed within statutory time frame.</p> | Nov 2016 | DOS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|---|---|---------|-------|
| | Quarterly budget reviews completed and reported to Council. Long Term Financial Plan completed and reviewed Annually. Monthly reports on major projects submitted. Consolidated Operational Plan to be adopted by Council on 26 June 2017. Consolidated Dubbo and Wellington Long Term Financial Plan for 2017/2018 will be developed for adoption in June 2017. This is being achieved | Ensure the long term financial sustainability of council. Consolidated Dubbo and Wellington Operational Plan, Budget and Long Term Financial Plan will be developed commencing December 2016 for adoption in June 2017. | Ongoing | DOS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|--|---|----------|-------|
| | <p>Business Continuity Plan in place. Implementation of Disaster Recovery Plan. Risk management guidelines. Workforce and succession planning. Partially achieved. Echelon Australia engaged to review existing documentation and facilitate the development of an updated Enterprise Risk Management Policy and Plan. Expected to be completed by June 2017. On hold pending merger of previous Dubbo and Wellington Councils.</p> | <p>Ensure the continuity of council's functions and minimise risks associated with such activities.</p> <p>Business Continuity and Disaster Recovery Plans need to be reviewed and in some cases developed for the new Dubbo Regional Council.</p> | Jun 2017 | DOS |

4. COMMUNITY PARTICIPATION IN THE ARTS AND CULTURE

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|---|--|---------|-----------|
| Community cooperation, participation and coordination around arts and cultural activities. | Continued support of Major Local Events. Support external Arts and Culture program. Support Aboriginal Cultural Strategy. Financial support provided to major local events. Ongoing support provided. Event Development Fund (over \$1,000) applications reviewed and funding provided. Major Event Sponsorship program being implemented. Funding of \$64,257 provided to 12 events (Stream 2 – Event Development Fund and Major Event Sponsor Program) | Continued support and promotion of local events. Support provided to events including: - NSW Swimming Country Championships, NSW Correctional Services Golf Day and Wellington Bicentenary. Delivery of NSW Water Management Conference commenced. | Ongoing | DCD & DCS |
| Develop arts and cultural programmes | Support external Arts and Culture program. Ongoing support provided e.g. Stuart Town Ironbark Festival. | Support the delivery of arts and cultural events within the local government area. Ongoing support provided | Ongoing | DCS |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|---|---|--|---------|-------|
| Indigenous culture is valued, recognised and celebrated. | Aboriginal Community Advisor provides support to Aboriginal & Torres Strait Island activities and Wellington Local Aboriginal Land Council. Encourage opportunities to promote Aboriginal culture Adopt and Implement Wellington Aboriginal Cultural Strategy. Support other Aboriginal community based organisations (including Gungi) All required activities delivered. | Support the promotion of Indigenous culture. Council employs an Aboriginal Community Advisor to undertake these activities. She attends regular meetings etc. with key stakeholders. | Ongoing | DCS |
| A contemporary community website that helps build participation in the arts | Update the Visit Wellington website with current links to cultural activities and events Website being maintained. | Councils website provide links to cultural activities and events. Website promotes events and arts. | Ongoing | DCD |

5. GROW AGRICULTURAL, ENERGY & THE ENVIRONMENT

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|--|--|---|----------|-------|
| A strong agricultural sector with increased value adding of locally produced commodities | Provide support for fundraising, promotional projects and grant applications within the sector. Planning proposals to support growth and development. Regional Platters Program being implemented. | Support and encourage a strong agricultural sector. 4 Wellington based businesses are participating in the Regional Platters program. | Ongoing | DCD |
| Increased production and use of renewable energy | Identify and apply for available grant funding. Participate in renewable energy program. Work on Council's energy efficiencies. Funding opportunities monitored. | Recognise and examine the potential to produce renewable energy within Wellington Council activities. E 21 program available to monitor energy use. Renewable energy opportunities monitored. | Ongoing | DEVS |
| Increased use of our river assets for leisure activities | Identify and apply for available grant funding with Council's Grants Officer Additional lights are being installed along the river walkway south of the LH Ford Bridge that is being funded through the Stronger Communities (Community Grants). | Secure grant funding to provide improved ancillary recreation activities, signage, seating, boat ramps. No grant funding received for works along the river corridor. Working with community groups that were successful under Stronger Communities (Community Grants) to provide additional recreational facilities. | Jun 2017 | DPL |

| Strategy | Performance Target | Actions (Statement of Means) | By When | Resp. |
|----------|---|--|----------|-------|
| | Provide in-kind support to community groups and agencies Support provided upon request. | Support community and government groups to improve river habitat at recreational areas. Support to Landcare groups and river assistance programs are continuing. | Jun 2017 | DPL |



REPORT: Progress on Merger Projects

AUTHOR: Interim General Manager
REPORT DATE: 17 February 2017
TRIM REFERENCE: ID17/163

EXECUTIVE SUMMARY

Each month a report is submitted to Council providing an update on the significant number of projects related to the merger. It should be recalled that projects can be grouped into the following dominant streams:

- Financial and Operating Systems
- Information Technology
- Organisational Design (includes Human Resources)
- Service Review
- Communication
- Customer Service

The progress of major projects within those streams are:

Corporate Business System Merger - Authority

- In regards to the creation single of an integrated business operating system Council staff continue to work with its software provider Civica, to ensure that the creation of an integrated financial and business operating system is achievable by 1 July 2017. This project is on track with a number of Authority Solution Design (ASD) documents completed in the month of January. The servers for the consolidated environment have been built and test data loads commenced during February.

A communication plan has been developed which outlines the approach that will be used to engage all stakeholders who will be affected by the project, including the wider organisation and public. The Communication Plan summarises the overall objectives and establishes general principles to which communications will adhere. It identifies the stakeholder groups and corresponding communication needs. It also identifies key messages for the project, together with some specific deliverables and communication channels.

It should be recalled from previous reports to Council that this represents an almost \$1 million investment with the cost met by the NSW Government's \$5 million New Council Implementation Fund.

Data network integration

- This has been completed with the commissioning of the microwave communication link between Dubbo and Wellington. The communications link consists of a 1 gigabit per second microwave link via relay points at Council's Rifle Range reservoir site and Twelve Mile Lane reservoir site. This will enable the integration of all major business operating

and communication systems thereby reducing the need for duplicated infrastructure. For example as a result of establishing reliable data communications, all Wellington application servers have been migrated to the Dubbo server room located in the Civic Administration Building. The Wellington systems will therefore take advantage of Dubbo's backup and disaster recovery systems. In addition the former Wellington server and storage infrastructure was due for replacement in late 2015. As a result of the above migration this infrastructure will no longer need replacement, a saving of approximately \$60,000 to \$70,000. In addition the consolidation will reduce electricity costs, cooling costs and minimise IT maintenance overheads.

Corporate Messaging System (Email)

- All staff mailboxes (some 450) have now been migrated to the Microsoft Office 365 cloud platform. This migration is Council's first major system to be hosted externally in the cloud. The platform will provide higher levels of availability and automatic disaster recovery through the use of Microsoft's geo-redundant datacentres in Sydney and Melbourne. The use of the Cloud platform will reduce Council's infrastructure costs and lower IT operational overhead.

Digital Two Way Communication Network

- Council is continuing to assess the tender for the supply of a digital 2 way radio communication system. Such a network has an important role during emergencies when mobile phone networks become overwhelmed or fail to function. It was resolved at the December 2016 Ordinary meeting of Council that a further report be presented to the February 2017 Ordinary meeting of Council detailing the outcome of this tender process. Unfortunately this tender has not yet been determined and accordingly it is recommended that a further report be considered at the March 2017 Ordinary meeting of Council detailing the outcome of this tender process.

Service Review/ Organisational Redesign

- The Service Review investigation was completed for the priority areas of service delivery. It should be recalled that priorities focused on:
 - The efficiency and effectiveness of differing service delivery options.
 - Where Council can benefit from the increased scale and capacity.
 - Identification of opportunities for innovation.
 - Where changes to service provision may impact on organisational structure.

The outcomes of the Service Review will inform considerations in regard to organisation structural changes. The University of Technology Sydney (UTS), Centre of Excellence for Local Government has been engaged to assist in the development of a new organisational structure.

Stronger Communities Fund – Major Projects.

- Quotations are being sought from suitably experienced and qualified consultants to development a Master Plan for the Wellington Pool. Such a Master Plan will assist in obtaining additional funds required to rebuild the facility.

Investigations have been undertaken in regards to regional playgrounds suitable for Dubbo's developing Regional Botanic Garden. This includes consulting other Councils and state agencies who have developed a similarly scaled recreational infrastructure.

Stronger Communities Fund – Community Projects.

- Acquittals for Stronger Communities Fund – Community Round 1 have been sent to successful recipients. This will enable Council to formally report back to the Office for Local Government and ensure funds were spent on approved projects.

For the Stronger Communities Fund - Community Round 2, a timetable has been finalised along with templates for acquittal, funding agreements and management guidelines. This will enable community information sessions to be held in April 2017 for which Council will promote prior to the date both publicly and through its community networks.

Service NSW

- Council has been working with Service NSW to roll out in early March the 'Easy to do Business' program for the café/ small bar and restaurant sector. The program focuses on coordinating and navigating through all of the government approvals required to be obtained by a new business owner with Service NSW providing a digital platform and detailed information upfront as to what is required by a potential new business owner.

Council itself has a strong track record in issuing development approvals within 40 days however the many government agency approvals required can create significantly longer timeframes before a business can start serving its first customer. This partnership is consistent with Council's value of being 'customer focused'.

FINANCIAL IMPLICATIONS

It should also be noted that the costs associated with the other listed consultancies to assist Council undertake organisational change are also covered by the \$5,000,000 Merger Implementation funding provided by the NSW Government.

The \$9 million Stronger Communities Fund Major Projects is NSW Government funding only available to amalgamated Councils. These projects would not be progressing if not for the amalgamation processes.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

- 1. That the information contained within this report be noted.**
- 2. That a further report be presented to Council in March 2017 detailing the outcome of the tender for the supply of a Digital Two Way Communications Network.**

Mark Riley
Interim General Manager



REPORT: Dubbo City Holiday Park - Change of Ownership of Management Company Australian Tourist Park Management

AUTHOR: Manager Commercial Facilities
REPORT DATE: 20 February 2017
TRIM REFERENCE: ID17/168

EXECUTIVE SUMMARY

Australian Tourist Park Management (ATPM) are contracted by Council to operate the Dubbo City Holiday Park (DCHP) on behalf of Council. ATPM have advised Council that NRMA Holiday Parks Pty Ltd have acquired the company ATPM as a going concern.

ATPM are seeking Council's consent to the assignment of the Management Agreement resulting from the change of control of ATPM.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

That the letter of assignment be executed under the Common Seal of Council, approving the assignment of the management agreement to the new owners of Australian Tourist Park Management, NRMA Holiday Parks Pty Ltd.

Simon Tratt
Manager Commercial Facilities

BACKGROUND

ATPM are contracted by Council to operate Dubbo City Holiday Park on a five year term expiring 25 February 2020, with a further five year option.

Clause 27(b)(i) of the management agreement between Council and ATPM provides Council with the ability to terminate the management agreement if there is a change in ownership of ATPM, as is the case with NRMA Holiday Parks Pty Ltd.

REPORT

ATPM's General Manager Operations and Development, Andrew Chapman, has advised Council that ATPM has been purchased by NRMA and will remain as ATPM and simply be a subsidiary of NRMA Pty Ltd.

Mr Chapman confirmed that there will be no change to management operations at DCHP under NRMA Holiday Parks Pty Ltd, as the new shareholders.

The report recommends that Council agree to the assignment of the management agreement of the Dubbo City Holiday Park to NRMA.

Appendices:

- 1** Notification - change of ownership of ATPM to NRMA

**CONSENT REQUIRED MANAGEMENT AGREEMENTS**

15th February 2017

Simon Tratt
Manager Commercial Facilities
Dubbo City Council

Email: simon.tratt@dubbo.nsw.gov.au

Dear Simon,

Re: Management Agreement between Dubbo City Council and Australian Tourist Park Management Pty Ltd (ATPM) – Dubbo City Holiday Park (Management Agreement)- ATPM Change of Shareholders

We write to advise of a proposed sale of all the shares in ATPM to NRMA Holiday Parks Pty Ltd ACN 122 505 551, a wholly owned subsidiary of National Roads and Motorists' Association Limited (NRMA) and we seek your consent to the deemed assignment of the Management Agreement as a result of the change of control of ATPM, in accordance with the terms and conditions of the Management Agreement.

Completion of the sale of the ATPM shares to NRMA, will result in a change of control of ATPM, but not to any change in the day-to-day operations of ATPM.

NRMA is Australia's largest Member organisation, providing a range of services to its 2.4m members and the community, including Holiday park accommodation in NSW.

Please refer to the attached link to NRMA Annual Report 2016, as well as NRMA Holiday Parks website.

http://www.mynrma.com.au/images/About-Media/NRMA_Annual_Financial_Report_2016.pdf
www.nrmaholidayparks.com.au

NRMA has also proudly won the Australian Business Award for Service Excellence for the past 4 consecutive years.

This is an exciting time for ATPM, which will allow it to grow with more capital and additional expertise and resources to service our clients' needs and create new opportunities.

Would you please arrange for the attached consent to be signed and return the signed consent to our office as soon as practicable.

Please don't hesitate to call me or Andrew Chapman if you have any queries.

Yours faithfully,

Mark Manteit
Chief Executive Officer



DUBBO REGIONAL
COUNCIL

REPORT: Smile, It's Christmas 2016 Activities and Outcomes Report

AUTHOR: Ignite Program Co-Ordinator
REPORT DATE: 9 February 2017
TRIM REFERENCE: ID17/139

EXECUTIVE SUMMARY

This report focuses on the Ignite Placemaking Program adoption and implementation of the Smiles It's Christmas campaign.

The Ignite Program focuses on building the profile of the CBD and the engagement of stakeholders within it, both in terms of the business and social economy of the space.

The Ignite Program is about empowering and enabling people to make the CBD space their own through people focused activity and activation techniques such as lighting, ambience, safety and security, access, stakeholder engagement, connection and collaboration.

The Smile It's Christmas campaign was project managed in addition to the Ignite Placemaking 50 bright ideas two year funded program from Council.

The Smile It's Christmas 2016 campaign was modelled on the following goals:

1. Encourage residents to shop locally this Christmas by providing a reward through CBD Elf Giveaways.
2. Increase the physical display of Christmas in the CBD – a focal point for locals and visitors.
3. Increase foot traffic in the CBD by providing entertainment, chill out zones and community engagement.

The Smile It's Christmas report is a detailed account of all activity driven and supported by the Ignite Coordinator. The report is structured to clearly show each activity, outcomes, partners, timeline, results, feedback and recommendations for the future.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

That the information contained within this report be noted.

Nicola Chandler
Ignite Program Co-Ordinator

REPORT

Smile. Its Christmas Program was implemented in 2014, to increase the spirit and physical presence of Christmas in the CBD and encourage and reward visitation to the CBD in December.

The 2016 campaign was modelled on the following goals:

1. Encourage residents to shop locally this Christmas by providing a reward through CBD Elf Giveaways.
2. Increase the physical display of Christmas in the CBD – a focal point for locals and visitors.
3. Increase foot traffic in the CBD by providing entertainment, chill out zones and community engagement.

The Smile It's Christmas campaign was project managed in addition to the Ignite Placemaking 50 bright ideas two year funded program from Council.

The Ignite Program focuses on building the profile of the CBD and the engagement of stakeholders within it, both in terms of the business and social economy of the space.

The Ignite Program is about empowering and enabling people to make the CBD space their own through people focused activity and activation techniques such as lighting, ambience, safety and security, access, stakeholder engagement, connection and collaboration. The Smile, It's Christmas campaign embodied all these elements.

Attached as **Appendix 1** is the full Ignite Program Smile it's Christmas report for December 2016.

Appendices:

- 1 Ignite Program Smile it s Christmas December 2016 - Internal Report

smile. it's Christmas

Activities and Outcomes Report Christmas 2016



Index

1. Background/outline
2. Creative
3. Decorations
4. Activities
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10. On-line engagement
11. Partners
12. Recommendations – outline and summary



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smile. it's Christmas

1. BACKGROUND / OUTLINE

Smile. Its Christmas Program was implemented in 2014, in partnership with MYER, to increase the spirit and physical presence of Christmas in the CBD and encourage and reward visitation to the CBD in December.

The 2016 campaign was modelled on the inaugural project and goals:

1. Encourage residents to shop locally this Christmas by providing a reward through CBD Elf Giveaways.
2. Increase the physical display of Christmas in the CBD – a focal point for locals and visitors.
3. Increase foot traffic in the CBD by providing entertainment, chill out zones and community engagement.

Timing

The SIC Program was launched on Monday 5 December 2016.

- Christmas decorations were installed Tuesday, 29 November and remained in place until Thursday, 5 January 2017.
- The 12 Days of Giveaways and the Reindeer Rotunda activities took place from Monday, 12 December to Friday, 23 December 2016.
- CBD Elf was in the CBD from 10am – 12pm from Monday, 12 December to Friday, 23 December 2016.
- Official Smile, its Christmas launch was on Monday 5 December at 10.30am at the Church Street Rotunda.

The Team

The SIC program involved a number of staff across two teams within the City Development and Communications Branch – City Development and Corporate Communications:

| | |
|------------------------------|------------------------|
| Nicola Chandler: | Project Manager |
| Emma Barrett & Paul Andrews: | Design |
| Kate Wright: | Digital communications |
| Katherine Matts: | Public Relations |

2. CREATIVE

The *smile. Its Christmas* brand was not changed for the 2016 festive season. The brand has gained great recognition and there was no benefit to changing the look and feel of the campaign. The creative featured in campaign collateral including street flags, banners, posters, window stickers, website and social media.



3. DECORATIONS

CBD Flags

- The 27 CBD Christmas flags proudly display our eclectic community by representing 12 different cultures, 8 community groups in addition to representatives dedicated to education, emergency services, mental and physical health along with indigenous affairs. The flags adorned Macquarie Street from Wednesday November 30th.
- Nominations were asked for via numerous e-mails in September and October, we received a limited number of responses and then subsequent declines from some individuals. The theme emerged from the available nominees.
- Individual framed images were given as a thank you gift to all participants at the official launch of Smile, it's Christmas.
- The frames lined the stairs of the rotunda during the launch event and were well received by all.





Candy Canes

Candy Canes were new to the CBD decorations this year. They were created out of the desire to have more festive cheer on Talbragar Street. In consultation with Councils Traffic Engineer height and sight specifications were given to create a suitable design. Candy Canes were approved as driver's line of sight is not obstructed and the image is not solid to potentially hide children at crossings. The Candy Canes were then created through a collaboration between Brennan's Mitre 10, Dubbo Community Men's Shed and the Westhaven Association. Brennan's Mitre 10 provided the raw materials for the decorations and transporting them "at cost". The raw materials then went to the men's shed where they were shaped into the special Christmas creations by the woodwork team – they were then sent to Westhaven where the crew painted and decorate them.

<http://www.dailyliberal.com.au/story/4323203/businesses-take-risks/>

The 12 Candy Canes were mounted to the fencing surrounding the roundabout at Brisbane and Talbragar Streets. No vandalism has occurred to these decorations.

Candy Cane - Feedback / Recommendations:

Candy Canes should be used again in the same fashion for Christmas 2017. All are in working order and are stored in the container at the show ground.

The red velvet ribbon at the center of each candy cane will need to be replaced as the heat and general weather have faded them considerably.



Ribbon Stickers

Ribbon stickers were new to the CBD decorations this year. They were created out of the desire to have more festive cheer on Talbragar Street and Macquarie Street. The ribbon stickers offered Christmas decorations in a consistent line of sight along the main pedestrian thoroughfares of the CBD. The Ribbon Sticker idea was presented for consultation with Councils Manager Civil Infrastructure regarding material and bin access, specifications were given to create a suitable design.

The number of bins per street were assessed as the following: Talbragar = 27, Macquarie = 51 Total = 78 bins / 156 stickers (two bow sides per bin). Some vandalism has occurred to these decorations with people peeling off some bows.

Ribbon Stickers - Feedback / Recommendations:

Ribbon Stickers should be used again in the same fashion for Christmas 2017.

Ribbon Stickers will need to be reprinted. Given positive community feedback perhaps extend the ribbon stickers to additional streets in the CBD.



Westhaven Wall

The two dimension gift boxes colloquially named the Westhaven Wall were new to the CBD decorations this year. They were created out of the desire to have more festive cheer on vacant land sites in the CBD. Only one wall was decorated on Macquarie Street and received little or no feedback. Tag signs were created to explain the installation. 23 x 2D present stacks were created by Westhaven. No vandalism has occurred to these decorations.

Westhaven Wall - Feedback / Recommendations:

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smile. it's Christmas

The two dimensional gift boxes should be used again in the same fashion for Christmas 2017. Installation should be more closely monitored to ensure the gift boxes are neatly and uniformly attached to the chain wire fences. All are in working order and are stored in the container at the show ground.



Wreaths

36 green wreaths, featuring red and gold and silver baubles, were fixed to the sandstone pillars throughout Macquarie Street. (16 existing / 20 new). These wreaths offer a traditional embodiment of Christmas cheer and give a wonderful visual impact of Christmas to the city. Some vandalism has occurred to these decorations with one stolen but recovered & countless baubles missing. A significant improvement from Christmas 2015 where 3 green wreaths were stolen and none recovered.



99 silver wreaths were installed by Country Power throughout Talbragar Street. They featured on the ochre lampposts the length of the street and the ochre balustrades at street level. (88 existing / 11 new from Myer cleaning their store rooms) No vandalism has occurred to these decorations. A significant improvement from Christmas 2015 where 3 silver wreaths were stolen with only one recovered.



Talbragar Street wreath installation



Wreaths - Feedback / Recommendations:

Both installations provided a visual impact for pedestrians and passing traffic and are recommended to be included in the install for the 2017 campaign.

Wreaths are to be installed facing the street for future years to minimise theft of baubles.
A great deal of baubles went missing and had to be replaced mid-way through the festive season.

Only one green wreath was stolen from Macquarie Street which was recovered.
It is recommended metal zip ties and thick chain be used to fix them in place. As it is a visual deterrent and no damage will be sustained to the sandstone pillars during the wreaths removal. Use of steel cable ties will reduce risk of theft of wreaths. Baubles will have to be replaced prior to installation for 2017.

The silver wreaths installation process on Talbragar Street is expensive and taxing. Country energy and Essential energy representatives need to be Onsite with Councils Parks and Landcare teams to attach the wreaths to the light poles. The Poles are not a council asset and this process is conducted early on a Sunday morning to ensure minimal traffic interference.

The silver wreaths were all placed high on the poles and do not make an impressive impact, the installations on ground level and fencing proved more attractive.

It is recommended consideration be given to these wreaths and Talbragar street Christmas installation for 2017.

Installation of lighting in streets and across the street would be effective.

All green & silver wreaths are stored in the container at the Showground in good to excellent condition.

Present Boxes

Dubbo City Council once again partnered Mitre 10 and Westhaven Association to create present boxes to wrap around trees throughout the CBD. Mitre 10 provided the materials at cost and Westhaven Association were engaged to construct and paint the boxes.

7 large boxes and 9 small boxes with gold detail were constructed in 2016 to add to the existing mass. These gift boxes along with boxes from past years equating close to 40 boxes were placed along Macquarie Street in front of the Rotunda and around streets along the footpath, they were placed along Talbragar Street at the Post Office

Pedestrian Crossing and Macquarie Street roundabout. The boxes lined the pathways within Victoria Park and the entrance to the Visitors Centre.

The present boxes constructed by Westhaven wrapped around trees and flag poles throughout the CBD gave a large dramatic presences to Christmas as they provided consistency and punctuation points within the CBD and surrounds.

Christmas Boxes - Feedback / Recommendations:

The present boxes received positive feedback from retailers and the general community throughout the smile. It's Christmas campaign.

It is recommended that the red and gold present boxes be installed in similar positions as per placement in 2016. Parks and Landcare Teams have requested smaller boxes be made as the larger one are very heavy & difficult to move, cable ties have also been suggested as fasteners and not hinges as this will make installation far easier for the teams.

The present boxes located in Macquarie Lions Park provided a feature for passing traffic, created an entrance to the CBD decorations and added atmosphere to a number of Christmas based events held in Macquarie Lions Park throughout December.

All present boxes stored within the container at the Showground are in good to excellent condition, with repairs required minimal to none. Due to damaged caused by age, irrigation and past storage 19 boxes have been destroyed.



Dubbo Ignite
Published by Nicola Chandler on November 30, 2016

It's beginning to look a lot like Christmas!
This year the decorations are made through a very special collaboration between Dubbo Regional Council, Brennan's Mitre 10 the Dubbo Community Men's Shed and Westhaven Association
#DubboIgnite
<http://www.dailyliberal.com.au/432/businesses-take-risks/>



Businesses take 'risks'
The construction of decorations for Dubbo's Central Business District (CBD) is in good hands as residents are urged to support the city's small businesses this Christmas.
DAILY LIBERAL.COM.AU | BY AUSTRALIAN COMMUNITY MEDIA - FAIRFAX MEDIA

Like Comment Share

Kristen Smith, Jenni Small and 52 others Chronological

Westhaven Christmas decoration and CEO pics are here: CD/Corporate Communications/DESIGN/1.IMAGE LIBRARY/_TO_BE_EDITED/2016 Westhaven Christmas Decorations CEO/_Final

Reindeer Rotunda

Reindeers and bunting were installed at the Cyril Flood Rotunda by Ultimate Digital to create the Reindeer Rotunda. This was visually effective and transformed the rotunda into a carousel of Christmas reindeer which became the hub of the *smile. Its Christmas* celebrations. Two Reindeers were damaged after Christmas and before New Year. One Reindeer was also damaged last year at the same time.

Reindeer Rotunda - *Feedback / Recommendations:*

Two reindeer were damaged through vandalism.

They have been stored in the container and will estimate repairs mid next year in preparation for Christmas 2017.

Reindeers to be dismantled on Christmas Eve.



Window Stickers

Businesses participating in the CBD Elf promotion were provided with a Council designed set of branded window stickers to be displayed in their shopfront. While each business received the same set of stickers, the set was comprised of a variety of stickers of various sizes which could be used to fit in with each businesses individual window display.

The window stickers helped bring a sense of cohesion to the campaign, it kept window displays neat and tidy and in line with the campaign's direction and theme.

Stickers - *Feedback / Recommendations:*

Retailers reported that it was difficult to find time to visit the Visitor Information Centre to collect the stickers and others mentioned that thought the stickers would have been delivered to them despite clear instructions on all participation forms.



Christmas Rhino



The Christmas rhino was located at the Reindeer Rotunda. It successfully created an additional point of interest separate from the rotunda along Macquarie Street. It reminded the community to shop local during the festive season. A *smile it's Christmas* hash tag and Dubbo Ignite stickers served as a visual reminder to pedestrians the social media component of the campaign.

Christmas Rhino - Feedback / Recommendations:

The *smile. Its Christmas* Rhino was late to join the festivities due to CSU insisting on utilisation over the lead up to their graduation ceremony. The Christmas Rhino stickers were only installed Christmas week.

4. ACTIVITIES

Smile It's Christmas Launch

- Official Smile, its Christmas launch was on Monday 5 December at 10.30am at the Church Street Rotunda.
- Family, friends and flag bearers were invited to the launch along with local media, program participating businesses, CBD Stakeholders and representatives from the Dubbo Business Chamber of Commerce.
- Michael Kneipp – Dubbo Regional Council Administrator hosted the event.
- Individual framed images were given as a thank you gift to all participants at the official launch of Smile, it's Christmas.
- The frames lined the stairs of the rotunda during the event and were well received by all.
- Light refreshments were provided at the conclusion of the launch.
- String ensemble from the Dubbo Conservatorium performed Christmas carols.



Community Christmas Wrapping Chill Out Zone

- A new offering to the CBD in 2016 is a gift wrapping chill out zone. Dubbo Square generously gave complimentary use of a vacant shop front which faced Macquarie Street. The site was transformed into a Christmas chill out community zone – the space was a cool, comfortable place for shoppers to rest, relax and have gifts wrapped during the festive season shopping experience. The space was furnished by Charles Sturt University. The space was air-conditioned and available from November 29th 2016.
- The shopping community was asked to come and support organizations that support our community by offering a gold coin donation and have your presents wrapped!
- Charities manning the gift wrapping station included: CWA Dubbo Branch supporting local schools & the Royal Flying Doctors, Pink Angels dedicated to local breast cancer patients and Bear Cottage – the only children's hospice in NSW and a respite center for families like the McIntyre's whose Max was proudly flying on the CBD Christmas flags.
- Community Christmas tree was relocated to the Chill out Zone this year. It was filled with well wishes and messages of love, hope & humour. The community Wishing Tree is a small way in which we can all give back with good will. A gold coin donation was given by well wishes wanting to add a wish to the tree. The charities collected the funds for the tree on their rostered days.
- The Community Christmas Wrapping Station & Chill Out Zone wrapped a total of 528 gifts and raised a total of \$1906.70. (\$700 was raised in 2015 by the Community Christmas Tree for Orana Early Intervention)
- The Zone was managed by either myself or the Christmas CBD Elf on a daily basis, housekeeping guidelines were developed for all to follow to ensure the shared zone was always clean, tidy and presented well to the public.
- The Zone was opened at 10am and closed at 2pm most days.
- Myer gifted the old Santa Throne to Smile, It's Christmas. The Santa Throne was added to the Community Christmas Wrapping Station & Chill Out Zone for selfie opportunities. The selfie frame was designed to raise the awareness of the smile it's Christmas brand as well as encourage and enable the local community to participate in the social media campaign.
- No vandalism has occurred to the community wrapping & chill out zone compared to last year where the chill out zones were vandalised early in the promotion and zones were condensed to the Rotunda only.

Feedback / Recommendations:

- The Tree is loose on its foundation & dangerous to Children.
- The nails to hang decorations protrude and are hazardous to both the installation team & members of the public.
- Wrapping paper was purchased by Ignite & donated by Dubbo Square – there is no need to purchase any paper if this activity is to be repeated in the future.
- Wrapping station housekeeping rules were developed and asked to be followed each day
- Neverfail water donated a water dispenser with cups & refills for the public to enjoy
- The Charities that also sold their own merchandise were the most successful throughout the time.
- All charities were asked to write their day's takings and the amount of gifts wrapped in an exercise book, this has been beneficial to determine the success of the idea.
- Some charities struggled to have enough volunteers for the entire rostered time & the business community offered staff within the week of Christmas, this should occur from the outset of the

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smile. it's Christmas

activity in future to lessen the stress on the Charities to find volunteers at such a busy time of the year and engage the business community in the charitable aspect of Christmas.

- It is recommended that the selfie frame be used again in the next campaign. It is in excellent condition and stored in the container at the Showground.

Contact:

| |
|---|
| Charter Hall Murphy, Naomi |
| Naomi Murphy Charter Hall Centre Manager |
| +61 2 6310 9002 Work +61 408 442 520 Home Naomi.Murphy@charterhall.com.au |





Bear Cottage · 4 new photos

Hearfelt thanks to Nicola Chandler at Dubbo Regional Council for offering Bear Cottage the opportunity to raise funds at the Christmas Wrapping Station on Macquarie Street, Dubbo. We are thrilled to be part of the Christmas magic in Dubbo and thank our Bear Cottage families and staff who have given their time to lovingly wrap many gifts for the weary shoppers!! Thanks to the Dubbo community and the shoppers from far and wide who have supported Bear Cottage, we are wrapping til Christmas Eve!!

Like · Comment · Share

You: Claire McCarthy and 51 others · Chronological

Choice Home Loans Dubbo NSW

Beat the heat and come down to Dubbo Square to have your Christmas presents wrapped for a gold coin donation. All money raised will be going to charity. #bearcottage #dubbocentral #smileitschristmas See More

Like · Comment · Share

Dubbo Ignite, Lara Willets, Jodie Brightman and 9 others

Ashi Allen The chill out zone at Dubbo Square! Was great to have a spot to sit and cool down in between shops. The gold coin gift wrapping in there was a bonus so all the pressies were wrapped and ready to go before I even got back to the car! Fantastic job 😊
Like · Reply · Message · 14 hrs

Photo Board

The photo board was very popular with many residents, particularly families with young children, stopping to take photos with the board.

Shoppers were encouraged to upload photos to social media and accompany the image with #smileitschristmas. This assisted in the promotion of *smile. It's Christmas* to a wider digital audience by word of mouth.

Recommendations / Feedback:

New photoboard had to be made as last years had the year printed within the artwork.

One Adult board & one child sized board was designed and constructed. It was easy to install and remove each day.

Mr Beans championed the storage & daily installatoin of the boards at the rotunda.

There are no changes needed for both the boards for Christmas 2017. The Adult board did experience some damage and may need to be reskinned for next year.

Dubbo Ignite added 3 new photos:
#smileitschristmas #DubboIgnite

Family photo boards and the Smile: It's Christmas selfie board are at the Reindeer Rotunda.
Take memorable family festive photos!
#smileitschristmas #DubboIgnite



Cobb and Co Family Fun Rides

Talbragar Coach Company was engaged to interact with the local community with the aim of spreading the festive spirit with free family fun rides in a Cobb & Co Coach. The rides took place from 10am – 12pm Monday – Friday from Monday December 10 – Friday December 23 2016.

The Coach harnessed up in the car park of the Visitors centre as per advice from Councils Traffic Engineer, the route taken was up Macquarie Street where passengers were loaded onto the coach, the coach then merged with traffic to proceed down Macquarie Street, left onto Wingewarra, left onto Brisbane and left onto Talbragar Streets.

It is estimated to have taken over 2200 people on the rides based on approximately 10 minute rides, 12 rides per day, over 10 days of Christmas, each with a 20 person capacity of the coach. The cues were staggering however the public were patient and understanding. The rides were long enough to enjoy and quick enough to keep the lines moving. Cues were controlled by the CBD Elf who also looked after prams and enquiries.

Feedback / Recommendations:

- Riverdale, Dubbo Square and Myers all had Santa's employed for the festive season. It was decided Santa at the Rotunda would be an unnecessary excess for Children and the CBD.
- The Cobb & Co Coach received glowing feedback and a great deal of social media, print and television coverage. The free family fun rides struck a strong chord with the general public.
- Their interactions with the local community greatly assisted with achieving the objectives of smile. It's Christmas and spreading Christmas cheer throughout the CBD.



From: Heather Locke [<mailto:lockey36@yahoo.com.au>]

Sent: Saturday, 24 December 2016 7:05 AM

To: DRC Mailbox <council@dubbo.nsw.gov.au>

Subject: Pre Christmas Horse-Drawn Coach Rides

What a fantastic idea! Congratulations to those who came up with the idea of having free to the public horse-drawn coach rides for families. What a sensation, and a distraction from the hype of Christmas for locals and visitors alike. It promotes the Christmas spirit without being Christmassy in a world too often saturated with bad news. I understand the council would have paid for this treat as nothing is for free. Im a ratepayer and I applaud the spending of money on such things. Brilliant. The placards nearby for photographs was also a great side bar idea.

I didn't participate in the above activity but it was a delight to be an observer from CSC watching the children and families climb aboard.

Thank you.

Heather (a delighted rate payer)

Dubbo Ignite
LAST DAY! DON'T MISS OUT 10AM - 12.30PM
Free family fun rides!
#smileitschristmas #dubboignite
<http://www.theland.com.au/cobb-and-co-coach-trips-down>



Cobb and Co coach trips down Dubbo streets
Nostalgia: A horse drawn carriage ride along Dubbo's main streets is a Smile It's Christmas promotion of Dubbo Regional Council.

408 people reached

Boost Post

Like Comment Share

Dubbo Regional Council and Restoration Remedial Massage Therapy

WOL What's On In Dubbo added 3 new photos.
What's on:
What a sight.
History comes alive in the Dubbo CBD:
Until Christmas Eve, this beautiful horse drawn Cobb & Co Coach is offering FREE RIDES from 10:00am - 12pm daily. See More




Like Comment Share

Deanna Cole, Warren Clifton, and 254 others

84 shares

WOL ABC Western Plains
Head along to the Cyril Flood Rotunda in Dubbo for a free horse and carriage ride!
They're happening each morning, Monday-Friday, 10am-midday until Christmas Eve



Like Comment Share

Tiffany Taylor, Todd Elger, and 197 others

225 shares

5. ENTERTAINMENT

Buskers, street performers and bands were invited to participate in a program of live entertainment along Macquarie and Talbragar Streets throughout December. The response was slow however gained traction as school and university holidays started. An email was sent to a database of over 67 street performers to encourage participation in addition to boosted posts on social media. The Dubbo arts community saw a variety of buskers entertain shoppers from the launch on Monday 5th until Thursday 24 December.

You guys rock! If all country towns had such a fabulous proactive program like yours, regional Australia would go off! Jealous! Wish we had you in Orange!
Keep up the good work!
Regards,
Sam Hain
0434994145
This email is short and straight to the point because it was written from a tiny keyboard on my mobile. :)

Dubbo Ballet Studio gave a free Family performance of a scene from their recent sold out performance of Romeo +/or Juliet. The performance was held a Reindeer Rotunda on Saturday 17 December at 11am. Social media posts were boosted to ensure residents and shoppers knew of the performance by these extraordinary dancers from Dubbo Ballet Studio.

Contact: Anna Bloomfield at principal@dubboballetstudio.com.au

Sing Australia performed twice at the Reindeer Rotunda.

Sing Australia was scheduled to perform three times however one day was rained out (16/12).

Performances were held on 21st & 23rd of December from 10am – 10.30am

Contact: Phil and Michele Peak [<mailto:philpeak54@bigpond.com>]



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smile it's Christmas

Dubbo Ignite shared **Dubbo Ballet Studio's** video.
Published by Nicola Chandler on December 19, 2016 at 9:55am

Did you see the outstanding performance of Dubbo Ballet Studio on Saturday at the Reindeer Rotunda!!
If you missed it - here are some highlights!!
#smileitschristmas #dubboignite



275 Views

Dubbo Ballet Studio
December 19, 2016 at 2:55pm

We dance and dance all year, and when we've finished, we dance some more!!
...and there in lies the story of DBS!!
Merry Xmas to all and sundry from all of us at DBS!! Hoping your festive season is jolly and full of music, laughter and of course dancing!! 🍷💙🎄🎄

395 people reached

Boost Post

Like Comment Share

Restoration Remedial Massage Therapy, Mandie Holmes and 4 others

 Dubbo Ignite added 2 new photos.
Published by Nicola Chandler on December 7, 2016 at 7:20am

Reindeer Rotunda is a must this Christmas season. 12 days of special activities and performances start December 12th. Free family activities include Sing Australia performances, Flash Mob Dancers, Buskers & a horse drawn Cobb & Co Coach offering free rides from 10am - 12pm daily.



6. WINDOW DISPLAY COMPETITION

Businesses the CBD were once again invited to add some sparkle to their window during the smile. It's Christmas program.

CBD businesses were encouraged to decorate their windows with the chance to win a regional goods hamper from the Dubbo Visitors Centre. Judging was held by public vote on the Dubbo Ignite Facebook site.



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smile. it's Christmas

Window Display - Feedback / Recommendations:

There was a disappointing engagement of CBD Businesses in the Window Display competition for Smile, it's Christmas 2016.

To assist retailers during a busy trade period, the competition was included on the initial registration form presented to businesses as per recommendations from last year.

There wasn't any registration for businesses outside of the CBD

Reconsideration of merit of the Window Display competition should be given for 2017

Business Engagement

Dubbo City Council's City Development and Communications branch undertook extensive communication with Dubbo businesses located both within the CBD to generate industry interest and participation in the smile. It's Christmas campaign.

Face-to-face Communication

Throughout the Ignite Program Co-ordination it has become alarmingly apparent CBD businesses need face to face communication for any action to be taken.

As project manager of Smile, it's Christmas it was necessary to speak directly to business owners, managers and stakeholders within the CBD about the smile. It's Christmas campaign. Over 200 businesses located on Brisbane Street, Church Street, Darling Street, Macquarie Street, Talbragar Street and Wingewarra Street were approached and invited to participate in the program. 76 businesses from a wide range of industries were engaged to participate within the program. Some businesses preferred to give smaller denomination vouchers to add up to \$50 to align to the average spend within their business e.g.: cafes, takeaway food shops.

Despite an intense face-to-face engagement undertaken, participation numbers were down from previous years.

Feedback included but was not exclusive to:

- Already purchased Christmas stickers from Brisbane business
- Already purchased Christmas decorations via Head Offices
- A voucher contribution was not necessary at such a busy time of year
- A voucher would dilute the daily takings
- Past voucher recipients don't spend any additional funds in the business.
- Past voucher recipients never come back to become repeat customers.
- Didn't see the value in the participation in past years.
- Visitors Centre is too far to drop off vouchers
- Visitors Centre too far to pick up stickers

Voucher participants in 2014 = 90 businesses / 2015 = 88 businesses / 2016 = 76 businesses.

Feedback / Recommendations:

A more streamlined sale, registration and participation process for smile. Its Christmas campaign through face-to-face communications is recommended for the 2016 campaign.

An idea would be for the sales agent for Council take the smile its Christmas window stickers with them to potential businesses during initial contact in June / July

Initiate discussions regarding Christmas in June / July

Collect vouchers during registration process, small business owners seem to never get back to the admin if left for too long.

Engage a sales agent to visit each business to assist with the heavy time consuming load on minimal team resources.

Perhaps consider not giving window stickers to businesses not interested in giving vouchers

Targeted email communications

Email communication commenced in September encouraging many local business owners, managers and stakeholders, to express their interest in participating in the smile. It's Christmas campaign.

This email communication included but was not exclusive to the following e-blasts:

| | | |
|-----------|------------------------------|-------------------|
| September | Ignite Newsletter | 107 subscribers |
| October | City Development Enews | 1271 subscribers. |
| November | City Development Enews | 1271 subscribers |
| | Ignite Newsletter | 116 subscribers |
| | Ignite Smile, It's Christmas | 146 subscribers |
| | Dubbo Events | 586 subscribers |
| December | City Development Enews | 1271 subscribers |
| | Dubbo Events | 586 subscribers |

From October communications were specific and targeted. They encouraged businesses to register their participation, informed them of the complimentary window stickers available, and advised them of the 12 Days of Giveaways which was open to residents shopping at any store in the Dubbo CBD.

On average approximately 33% of CBD Businesses open their email. A much smaller percentage take action.

E-mail communication to CBD businesses is unfortunately ineffective to garner interest or commitment.

Feedback / Recommendations:

Email communications should be successful in keeping local business owners informed of what activities were forming the smile. It's Christmas promotion.

Email communication is the fastest and most effective way to distribute concise correct messaging for detailed campaigns such as Smile, it's Christmas.

Some success was had in local businesses registering for the promotion in response to email communications.

Face to face communication is far more effective however incredibly time consuming. Face to face allowed registration forms to be completed & in some successful cases for vouchers to be also written and / or created at the same time to save time and energy.

There were a number of cases where businesses were visited 3 – 4 times for action to be taken. In a few instances the businesses were not visited for the 4th or 5th time and their participation opportunity was lost, not from lack of trying.

CBD Elf Giveaway – 12 days of Christmas

Throughout the 12 Days of Giveaways, shoppers were encouraged to spend time in the heart of the City, where the CBD Elf delivered gifts daily to people who shopped at stores who had registered their participation.

Council received gift vouchers valued at \$50 or more from 76 businesses in the CBD Elf Giveaway with gifts received from both retail shops and service-based businesses. The gifts were distributed from Monday 12 December – Friday 23 December 2016 by the CBD Christmas Elf.

Feedback from the winners was fantastic, all being incredibly grateful and thankful. Pictures of all winners were posted on the Dubbo Ignite Facebook page daily with the hashtag smile. It's Christmas and Dubbo Ignite.

CBD Elf - Feedback / Recommendations:

- A note should be added to the registration process informing retailers their voucher may be given as a 'random act of kindness' on the street rather than coming into their store if it is found the business has slow foot traffic, for example service based businesses, it would reduce the time the Elf would be required each day.
- Elf scheduling was good and well-paced throughout the week.
- Some businesses asked the Elf to come back when more or different customers were present, this was difficult to manage as the Elf had to return to a number of stores a few times wasting precious time.
- Appointments were made with service businesses like mortgage brokers & Real Estate Agents to catch a new lease signing etc.
- All vouchers were delivered to the visitors centre in clearly marked envelopes for easy distribution.

- A spreadsheet was given to the Visitors Centre to allow for clear marking off, collection and sticker distribution depending on agreed engagement level of each business.
- Some promised vouchers were never received as businesses were too busy to drop them off and expected the vouchers to be picked up. This is something to consider in 2017 in regarding to manning in the lead up to the programs launch.
- Reminders were sent to businesses who had failed to deliver their vouchers. Of the 76 businesses engaged in Smile, it's Christmas and despite numerous reminders only 45 vouchers were received.
- Elf costume was well received and is in perfect working order, laundered and packed in the storage container.

7. ADVERTISING

Smile, its Christmas 2016 engaged in minimal digital advertising to the total of \$1500.

There wasn't any advertising partnerships entered into.

In planning Smile, its Christmas 2016 it was decided only digital advertising would be considered for tracking, reach & engagement purposes. As the campaign began it was decided Christmas was speaking for itself, the digital campaign was reduced substantially.

Feedback / Recommendations:

In planning Smile, its Christmas 2016 it was decided only digital advertising would be considered for tracking, reach & engagement purposes. It would be prudent to follow the same process in the future. If the digital campaign proves unnecessary it is easy to cancel rather than being contracted to deadlines and features that become unnecessary.

8. MEDIA COVERAGE

Smile. Its Christmas successfully received a variety of media coverage from public relations activity undertaken both prior to, during and post campaign.

The principal *Smile, its Christmas* activities of the community collaboration in creating decorations, the gift wrapping station and the Horse drawn family fun rides seemed to generate on-going content throughout the campaign.

The media coverage is inclusive but not exclusive to the following:

Radio Interviews:

- 2DU
- DCFM 88.9

Print front page coverage inclusive but not exclusive to the following:

- Front page Dubbo Shopper
- Front page Dubbo Liberal
- Front page Dubbo Photo News

Print articles inclusive but not exclusive to the following:

- The Land
- The Daily Liberal
- Dubbo Photo News
- Dubbo Shopper
- Central West Lifestyle Magazine

Facebook posts inclusive but not exclusive to the following:

- Narromine News
- ABC Radio Central West
- What's on in Dubbo

- Dubbo Ignite
- Dubbo Regional Council

Media Alert and Release from Dubbo Regional Council:

<https://www.dubbo.nsw.gov.au/Media/News-and-resources/Media-Releases/2016/photo-footage-opportunity-smile-its-christmas>

 MEDIA ALERT 29112016 MA Christmas launch

 MEDIA RELEASE 22112016 MR Christmas decorations

More examples of media coverage are inclusive but not exclusive to the following:

- <http://www.dailyliberal.com.au/story/4376414/initiative-keeps-us-smiling/>
- <http://www.dailyliberal.com.au/story/4346314/festive-spirit-is-in-dubbo/>
- www.dailyliberal.com.au/story/4334912/silly-season-arrives-in-dubbo/
- PRIME7 News Central West 05-12-2016
- PRIME7 News Central West 12-12-2016
- <http://www.dailyliberal.com.au/story/4372576/christmas-in-dubbo/?cs=112>
- <http://dubbo.com.au/more/smile-its-christmas>
- <http://www.dailyliberal.com.au/story/4373327/hands-off-the-decorations/?cs=112>
- <http://www.theland.com.au/story/4369008/cobb-and-co-coach-trips-down-dubbo-streets/?cs=4941>
- <https://www.dubbo.nsw.gov.au/Media/News-and-resources/Media-Releases/2016/collaboration-brings-christmas-decorations-to-life>
- <http://www.dailyliberal.com.au/story/4353948/a-call-for-christmas-cheer-video/>

Initiative keeps us smiling | Daily Liberal

www.dailyliberal.com.au/story/4376414/initiative-keeps-us-smiling/



6 days ago... Ignite program coordinator Nicola Chandler said in total 528 gifts were wrapped including three suitcases, and \$1906.70 was raised for the...

Economy to benefit from new gift cards | Daily Liberal

www.dailyliberal.com.au/story/4346314/economy-to-benefit-from-new-gift-cards/



Dec 12, 2016... The EFTPOS-based cards are already used in cities such as Orange and Bathurst, Dubbo Regional Council Ignite coordinator Nicola Chandler...

Silly season arrives in Dubbo | Daily Liberal

www.dailyliberal.com.au/story/4334912/silly-season-arrives-in-dubbo/



Dec 5, 2016... "I think it just brings a strong sense of Christmas to the CBD," Dubbo Regional Council's Ignite program coordinator Nicola Chandler said.

Businesses take risks | Daily Liberal

www.dailyliberal.com.au/story/4323203/businesses-take-risks/?cs=112



Nov 29, 2016... Christmas creations by the woodwork team," said Ignite program coordinator Nicola Chandler. "After the decorations have been shaped they...

Chill out, cool down, get gifts wrapped | Daily Liberal

www.dailyliberal.com.au/story/4311111/chill-out-cool-down-get-gifts-wrapped/



Dec 7, 2016... The chill out zone is open from 10am until 2pm weekdays until December 23, council's Ignite coordinator Nicola Chandler said, with the money...

Festive spirit is in Dubbo | Daily Liberal

www.dailyliberal.com.au/story/4346314/festive-spirit-is-in-dubbo/



Dec 9, 2016... Ignite program co-ordinator Nicola Chandler said the local community were very excited about the Smile It's Christmas campaign and that there...

9. ON LINE ENGAGEMENT

Digital advertising

A total of \$1500 was dedicated to a highly targeted digital advertising campaign to achieve campaign objectives relating to awareness, engagement and action that contributes to residents and visitors spending more time and money in the Dubbo CBD.

Display advertising

The objective of display advertising was to create awareness. A variety of ads were featured on across the Google Display Network (desktop, tablet and mobile devices). The call-to-action was to visit the *Smile its Christmas* campaign page on dubbo.com.au to find out more about what was happening in the CBD in the lead up to Christmas.

This component of the campaign:

- generated 549 clicks (action)
- resulted in 315,182 impressions (awareness)
- accounted for 26% of the 1,412 visits to the campaign page on the website.

People (targeted) with an interest in live music were most likely to click through to the website.

Mobile leader board ad:



Facebook advertising

The objective of Facebook advertising was to create awareness and generate engagement. A variety of ads were created for Mobile and Desktop. The call-to-action was to visit the *Smile it's Christmas* campaign page on dubbo.com.au to find out more about what was happening in the CBD in the lead up to Christmas.

This component of the campaign:

- generated 397 clicks (action)
- resulted in 54,339 impressions (awareness)
- accounted for 26% of the 1,412 visits to the campaign page on the website.

A large percentage of females as well as the age bracket of 25-34 showed interest in the campaign.

Mobile ad:



30

smile. it's Christmas

Organic social media

The Dubbo Ignite Facebook page was the primary social media platform used throughout the campaign because of its engaged and targeted following. The objectives of the social campaign were awareness, engagement and action.

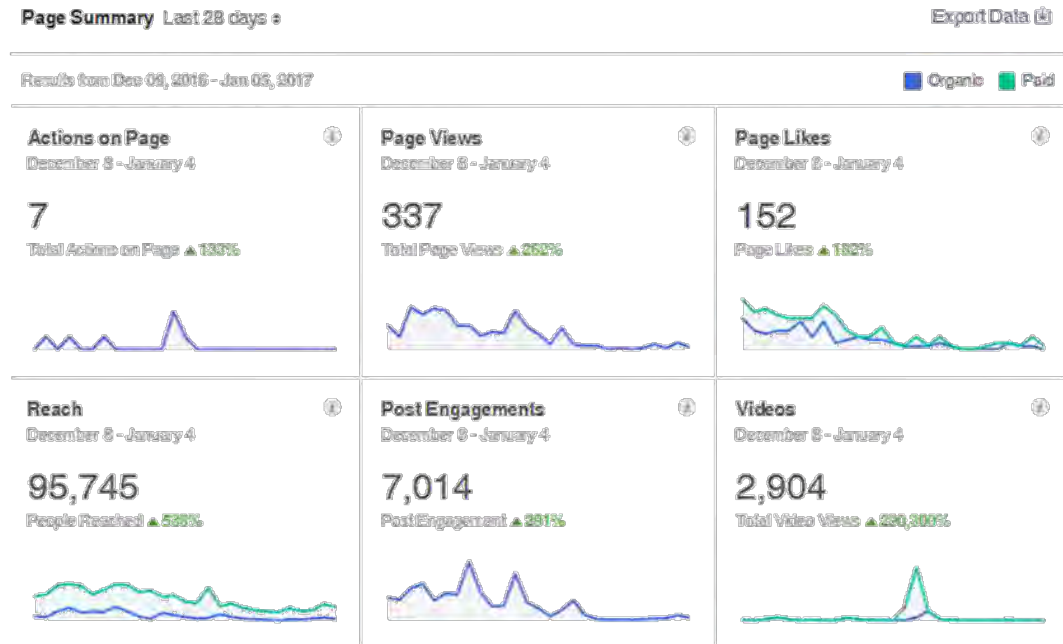
Key post themes included:

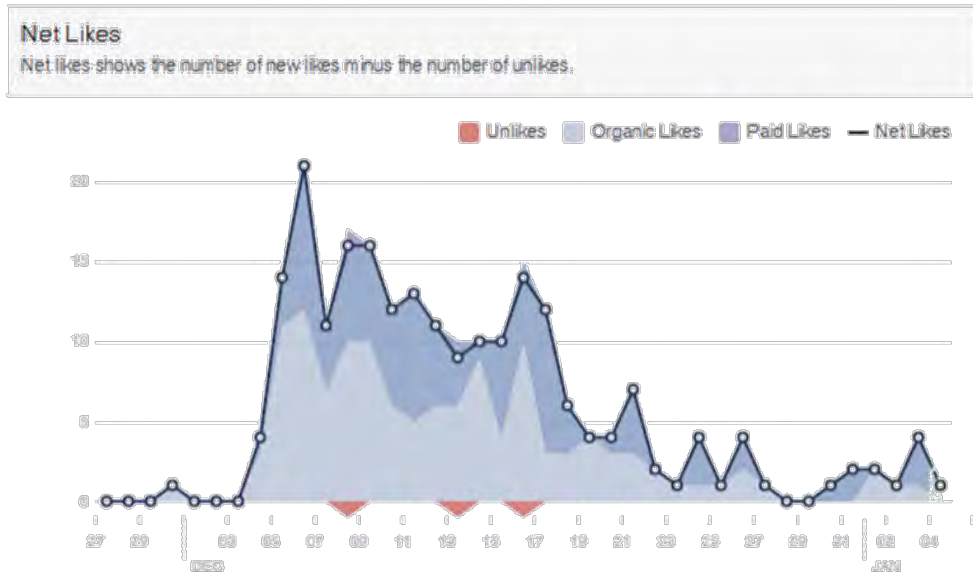
- Reindeer Rotunda Activities
- CBD Elf giveaway.

Facebook messenger was also used for direct communication with both businesses and members of the general public as a follow up to face-to-face contact and social media posts, for customer service style enquiries.

Results: awareness

A total of 152 posts were made between 25 November and 25 December, reaching 95,745 (considerably up on 2015 reach of 54,888 people from 164 posts). The Dubbo Ignite page gained 152 additional followers over the Smile, its Christmas campaign.





Digital Signage



The digital sign was an additional public relations tool for Smile, its Christmas 2016. The sign promoted Smile, its Christmas activities and promotional images.

Feedback / Recommendations:

To create images to specifications for the digital sign so we can flood the sign with big smiling faces to help celebrate Smile, it's Christmas.



10. PARTNERS

The 2016 Program attracted the following support:

- Country Power Line Constructions – in-kind supervision of installation of wreaths in Talbragar Street
David Chant
Business Manager / Development
P: 02 6882 0354 / M: 0429 541611 / E: david@countrypower.net.au
1 Johnson Street, DUBBO NSW 2830
- Westhaven Association – labour at reduced cost to create Christmas Boxes
Kris Gersbach
Manager – Disability Enterprise
The Westhaven Association Ltd
32 Hawthorn Street | PO Box 4695 | Dubbo NSW 2830
Tel: (02) 6882 4111 | Mobile: 0467 777 337 | kris.gersbach@westhavendubbo.com.au
- Brennan's Mitre 10 – raw materials for boxes and candy canes, chains and locks at cost
Rick Davis
Brennan's Mitre 10
68826133 / 0418373172 / <mailto:building@brennans.com.au>
- Men's Shed Dubbo – free labour to create the Christmas Boxes and Candy Canes.
Dcms2830@gmail.com / 0421024470
- Dubbo Square / Charter Hall – complimentary use of shop front for Community Chill Out & Gift Wrapping Zone.
Naiomi Murphy
Centre Manager
T +61 2 6310 9002
M +61 408 442 520
E naiomi.murphy@charterhall.com.au
- Charles Sturt University – complimentary use of furniture for Community Chill Out & Gift Wrapping Zone.
Bart Sykes
Campus Development Manager (Dubbo / Orange)
Charles Sturt University
8 Tony McGrane Place
Dubbo, NSW 2830
Australia
Tel: +61 2 6885 7385
Email: bsykes@csu.edu.au
- Neverfail water – complementary use of water fountain with discounted cups & 15L water refills for the Community Chill Out & Gift Wrapping Zone.
Phone: (02) 6884 3004

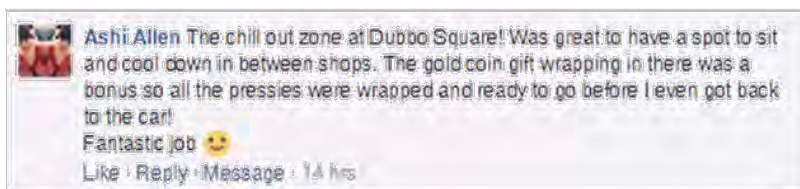
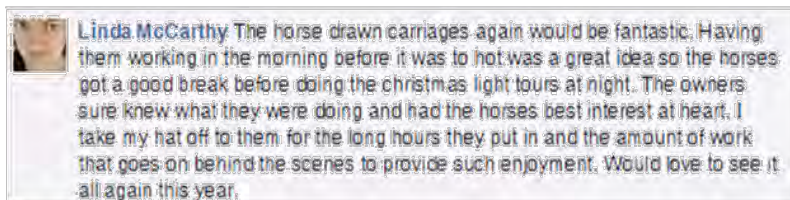
All partnership engagement for Smile, It's Christmas 2016 was value in kind.

In September 2016 eight high profiled companies within the CBD were targeted for partnership profiling for Smile, It's Christmas 2016. These businesses were offered exclusive *corporate branding, extensive social and main stream media coverage and inclusion in all Smile, its Christmas marketing material*. These businesses included but were not exclusive to Myer, Bank of Queensland, Macquarie Credit Union, Charter Hall and Techni Clean, all of which declined or did not respond.

11. RECOMMENDATIONS - OUTLINE AND SUMMARY

The following is an outline of the key recommendations should the program continue activities undertaken in 2014, 2015 and 2016:

- Place Smile its Christmas in market in second last week of November
- Place 12 days of Christmas in market for 2 weeks prior to Christmas
- Design digital advertising campaign for lead up to launch only
- Gain nominations for CBD Flags in September
- Create a theme for CBD Flags in June / July
- Engage CBD Businesses in all elements of Smile, it's Christmas in June / July & then again September
- Insist on collecting vouchers at the time of collecting Smile, its Christmas registrations, when face to face
- Insist on all CBD businesses installing the Dubbo Smile its Christmas campaign stickers, start conversations in June / July
- Use steel cable ties only to secure wreaths at height level – the chains provided traction for persons to remove the wreaths
- Install all wreaths facing the street and traffic to make stealing baubles difficult.
- Do not place wreaths on light poles in Macquarie Street
- Investigation tree and street lighting in Talbragar Street
- Commence discussions with RMS mid-2016 re decorations on LH Ford Bridge.
- Work with Westhaven in 2016 to produce new and innovative Christmas decorations for 2017.
- Work with the Dubbo Men's Shed to produce new and innovative Christmas decorations for 2017
- Provide a sticker at the time to businesses when they sign up during the "sales" phase of the Program
- Continue Community Christmas Tree
- Continue Wrapping Station
- Engage the business community in filling time slots with the charities at the wrapping station.
- Review viability of window display competition
- Introduce random acts of kindness for businesses that cannot offer gift vouchers, or are not businesses frequented by customers/clients.
- Identify Santa's Helper and Elf with Council badging and branded aprons to raise awareness of Council's role in the promotion.
- Create social media posts regarding vandalism reward policy in November and December
- Communicate to Busking community in October and November.
- Recruit resource assistance from the beginning of December to follow up business registration, follow up vouchers and collect vouchers etc.
- Find corporations keen to financially contribute to a partnership for Smile, It's Christmas.



SUMMARY/COMMENTARY

The street decorations heightened the CBD aesthetically, created a warm and welcoming atmosphere and amplified the City's spirit of Christmas for residents and visitors alike.

The free family focused activities at the Reindeer Rotunda drew people into the CBD and generated a great deal of public interest.

The Smile its Christmas Program brings great joy and embodies the spirit of Christmas in Dubbo's CBD. The Smile its Christmas program 2016 took into consideration 2015 findings that costs to the Organisation via third party face-to-face communications, paid print advertising, excessing staffing of activities in the CBD greatly outweigh a return to the City by way of economic injection or business engagement. These points were monitored and managed to negate any third party engagement, no print advertising and only one staff member manning the Reindeer Rotunda from 10am – 12pm daily.

At the time of this report a financial analysis of these costs has not been undertaken.

It is recommended:

That funding in the amount of \$20,000 be granted to deliver on the following:

2016 Smile its Christmas Promotion including

1. Street decorations – Christmas boxes, wreaths and ribbons, chill out zones, flags
2. Window sticker program – CBD and beyond
3. Theming of Rotunda area – including Christmas carols, Rhino
4. Busking program
5. Community gift Wrapping zone
6. Free family entertainment
7. Santa and his Sleigh-mobile

The Window Display Competition be developed based on all businesses in Dubbo being eligible to enter with two winners. One being for best window display, the other for best lighting display.

That Council investigate ways to engage various business precincts (e.g. Tamworth Street, Victoria Street) in the Smile its Christmas Promotion.





DUBBO REGIONAL
COUNCIL

REPORT: Rural Reserves Biodiversity Report - Feedback Following Public Exhibition

AUTHOR: Manager Landcare Services
REPORT DATE: 8 February 2017
TRIM REFERENCE: ID17/135

EXECUTIVE SUMMARY

At its October 2016 Council meeting, Council resolved that the draft Dubbo Rural Reserves Biodiversity Report to go on public exhibition for 28 days. This public exhibition was to ascertain the opinions and values of the community in regards to the proposed strategic plan to improve the management of the existing rural reserves, and the identification of additional non-controlled Council parcels of land that could help secure and enhance biodiversity within the former Dubbo LGA.

Public consultation ran for 28 days and was publicly displayed at Council's Administration Buildings (Dubbo and Wellington), the Macquarie Regional Library (Dubbo and Wellington branches) and on Council's website. Media to publicise the plan included the print media and radio.

One submission was received from the Dubbo Field Naturalists and Conservation Society Inc. The suggested response to the submission from the Dubbo Field Naturalists and Conservation Society Inc. is the purpose of this report.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

- 1. That the Rural Reserves Biodiversity Report, as amended within this report, be adopted.**
- 2. That the Dubbo Field Naturalists and Conservation Society be thanked for their submission.**

Lynton Auld
Manager Landcare Services

BACKGROUND

A report to examine the biodiversity of the rural area within the former Dubbo City Council area was prepared during 2016 to highlight the range and value of remnant biodiversity across the area. Key components of the report included the identification of strategically important parcels of land that contained valuable remnant vegetation that could be added to the Council controlled estate and to propose strategies to enhance that biodiversity. This report highlights the value and importance of biodiversity, specifically in relation to the former Dubbo LGA.

The report particularly highlights biodiversity on public lands and more specifically on Council's rural reserves.

At the October 2016 Council meeting a resolution was passed for the draft Dubbo Rural Reserves Biodiversity Report to go on public exhibition for 28 days. The purpose of this public exhibition was to ascertain the opinions and values of the community in regards to the proposed strategic plan to improve the management of the existing rural reserves, and the identification of additional non-controlled Council parcels of land that could help secure and enhance biodiversity within the former Dubbo LGA.

Public consultation ran for 28 days and was publicly displayed at the Civic Administration Buildings (Dubbo and Wellington), the Macquarie Regional Library (Dubbo and Wellington branches) and on Council's website. Media to publicise the plan included the print media and radio.

One submission was received from the Dubbo Field Naturalist and Conservation Society Inc. and issues raised will be discussed below.

REPORT

Dubbo Field Naturalist and Conservation Society Incorporated (DFNCS) delivered a submission on this report on 10 December 2016.

This submission raised the following issues which have been considered;

Issue 1 – Community Engagement Process

DFNCS raised a concern that the Society had not been engaged in the report development process, they felt that a greater degree of community ownership would have been developed through a joint document development process. Their submission expressed that;
"A simple exhibition period of a draft report is not sufficient nor appropriate for community engagement or endorsement. Something needs to change in your process."

In response Manager Landcare Services has suggested that the upcoming Dubbo Urban Biodiversity Report and the projected Wellington Biodiversity Report, once initially drafted,

will be made available to DFNCS for discussion and comment with a view to strengthening the documents and allaying any community concerns regarding a perceived lack of consultation.

Issue 2 – A Future State Strategic Vision need to be created

While supporting this report DFNCS expressed that they felt it was a missed opportunity, not clearly enough articulating the desired “future state”. DFNCS asked that this next step would be a community derived vision for the future be developed through working with key elements of the community.

It is difficult to imagine a scenario where the agricultural sector, property developers, peri-urban residents and conservationists would reach ready agreement regarding that desired “future state”.

For this very reason the reports scope has been limited to the impact which Council can have on Council managed assets. Also, given the scarcity of resourcing for Natural Resource Management the scope of recommended future works is severely limited to four potential linkages across the rural landscape.

This report does not seek to develop and impose a vision of future biodiversity within the Dubbo environment, rather it seeks to identify current assets, highlight their value and propose a moderate future path which is entirely within Council’s control. For this reason it is not suggested that the DFNCS suggestion be progressed.

Issue 3 – Linkages

DFNCS feel that more linkages through the document would increase its value. They would like to see organisational, physical, biodiversity and program links. Suggestions have been made relating to specific text within the report relating to minimum patch sizes and the exclusion of Jones’ Creek Reserve from the report has been noted. Both of these suggestions are accepted as positive improvements to the report and have been adopted.

DFNCS have suggested that privately managed conservation areas exist within the LGA such as the 800 ha “Mottlecah” and should be considered within the report. The report was designed to specifically exclude private land and does not seek to impose recommendations or suggestions on private land managers, as such it is inappropriate to consider such private “conservation” blocks in the report.

Specific Additional Comments

- DFNCS felt that the introduction of the report was at odds with wording on page 8. These sections will be integrated to reflect a common message.
- A request for greater strategic planning of corridors and enhancement works was made, while at the same time acknowledging Council’s limited influence. This report has identified specific corridors for the trialling of environmental enhancement and connectivity improvements, it is suggested that this is a first step in the strategic planning of biodiversity across the LGA.

- Vegetation mapping – DFNCs strongly support Council undertaking fine scale vegetation mapping across the former Dubbo LGA as discussed in the report. *“This would be a tremendous asset for the community”*
- Flaws were pointed out in some of the maps. This is a reasonable comment and issues such as a lack of North arrows and compressed text will be corrected. Mapping within the draft report was developed by Manager Landcare Service, mapping in the final report will be developed by Council’s mapping specialists.
- Biodiversity ratings were questioned in some cases and will be corrected to better reflect community perceptions.
- A request for hectares under various forms of management; private, NPWS, Council and Crown was made in order to better support the report text. This suggestion will be adopted.
- Support was provided for Council’s efforts at feral animal control although more detail was requested. Elements of Council’s Feral Animal Management Strategy that help to explain priorities will be incorporated into the report.
- Appendix 1 - a request was made to include more detailed local information such as hectares of specific Ecological Endangered Communities (EECs) within the LGA. Unfortunately this information is not currently available, vegetation mapping of the LGA would provide this data. Photographs of specific EEC types was requested, these are already provided in the body of the document.
- Appendix 2 - issues were raised with this list of threatened species which can be found in our sub-region of the state. The list was provided by the Office of Environment and Heritage, as such it is not accepted that this needs to be changed.
- Bibliography, it was appropriately pointed out that the DFNCs book was not referenced, the book was in fact referenced in the preparation of the report and will be included in the Bibliography.

SUMMARY

The DFNCs submission has been helpful in pointing out some omissions and errors within the document. These omissions and errors will be included and corrected as deemed appropriate. Their submission has also highlighted their commitment and availability to assist in the development of such documents moving forward and such assistance will be readily accepted.

Several issues have been raised through a lack of adequate understanding of the limitations of this document and its goals and these issues have been rejected. An explanation of these limitations will be included in our response back to the group.