



AGENDA

CORPORATE SERVICES COMMITTEE

13 OCTOBER 2022

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

The meeting is scheduled to commence at pm.

	Page
CSC22/42 LEAVE OF ABSENCE (ID22/2083)	
CSC22/43 CONFLICTS OF INTEREST (ID22/2086) In accordance with their Oath/Affirmation under the Act, and Council's Code of Conduct, Councillors must disclose the nature of any pecuniary or non-pecuniary interest which may arise during the meeting, and manage such interests accordingly.	
CSC22/44 REPORT OF THE WELLINGTON TOWN COMMITTEE - MEETING 6 SEPTEMBER 2022 (ID22/2006) The Committee had before it the report of the Wellington Town Committee meeting held 6 September 2022.	3
CSC22/45 REPORT OF THE DUBBO REGIONAL LIVESTOCK MARKETS ADVISORY COMMITTEE - MEETING 13 SEPTEMBER 2022 (ID22/2004) The Committee had before it the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held 13 September 2022.	10
CSC22/46 REPORT OF THE FINANCIAL PERFORMANCE COMMITTEE - MEETING 20 SEPTEMBER 2022 (ID22/2009) The Committee had before it the report of the Financial Performance Committee meeting held 20 September 2022.	16

CSC22/47	INVESTMENT UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT - SEPTEMBER 2022 (ID22/1974)	20
	The Committee had before it the report dated 4 October 2022 from the Chief Financial Officer regarding Investment Under Section 625 of the Local Government Act - September 2022.	
CSC22/48	UPDATE ON SERVICE REVIEW PROGRAM AND BUSINESS IMPROVEMENT INITIATIVES (ID22/1987)	27
	The Committee had before it the report dated 21 September 2022 from the Director Strategy, Partnerships and Engagement regarding Update on Service Review Program and business improvement initiatives.	
CSC22/49	DRAFT COUNCIL POLICY - COUNCILLOR AND STAFF INTERACTION (ID22/1626)	37
	The Committee had before it the report dated 8 August 2022 from the Governance Team Leader regarding Draft Council Policy - Councillor and Staff Interaction.	
CSC22/50	DRAFT COUNCIL POLICY - PETITIONS (ID22/2069)	53
	The Committee had before it the report dated 4 October 2022 from the Governance Team Leader regarding Draft Council Policy - Petitions.	
CSC22/51	LOCAL GOVERNMENT NSW - 2022 ANNUAL CONFERENCE (ID22/2072)	63
	The Committee had before it the report dated 4 October 2022 from the Governance Team Leader regarding Local Government NSW - 2022 Annual Conference.	



**DUBBO REGIONAL
COUNCIL**

Report of the Wellington Town Committee - meeting 6 September 2022

**AUTHOR: Governance Team Leader
REPORT DATE: 26 September 2022**

The Council had before it the report of the Wellington Town Committee meeting held 6 September 2022.

RECOMMENDATION

That the report of the Wellington Town Committee meeting held on 6 September 2022, be noted.



REPORT
WELLINGTON TOWN COMMITTEE
6 SEPTEMBER 2022

PRESENT: Councillors J Gough, R Ivey, the Chief Executive Officer, the Director Strategy, Partnerships and Engagement, the Manager Community Services, R Whiteley (Community Representative), E Holmes (Community Representative), D Ramsland (Community Representative), I Parkes (Community Representative), L Taylor (Community Committee), R Murray (Community Representative), K Unwin (Community Representative), M Griggs (Community Representative), T Dray (Community Representative), J Wykes (Community Representative) and K Yearsley (Community Representative).

ALSO IN ATTENDANCE:

The Executive Officer Strategy, Partnerships and Engagement and the Director Community, Culture and Places.

The Chief Executive Officer assumed the Chair of the meeting.

The proceedings of the meeting commenced at 5.34 pm.

WTC22/1 ACKNOWLEDGEMENT OF COUNTRY (ID22/1666)

The Chief Executive Officer delivered an Acknowledgement of Country.

WTC22/2 APOLOGIES (ID22/1667)

Apologies were received from D Mitchell (Community Representative) and T Kelly (Community Representative) who were absent from this meeting due to personal reasons.

WTC22/3 CONFLICTS OF INTEREST (ID22/1668)

There were no conflicts of interest declared.

WTC22/4 ELECTION OF CHAIRPERSON (ID22/1669)

At this junction, The Chief Executive Officer called for nominations for Chairperson of the Wellington Town Committee.

Councillor R Ivey was nominated by Councillor J Gough.

Councillor R Ivey accepted their nomination and was elected Chairperson of the Wellington Committee for the Mayoral term.

WTC22/5 WELCOME AND INTRODUCTION (ID22/1670)

Councillor R Ivey invited all attendees to introduce themselves to the Committee.

WTC22/6 TERMS OF REFERENCE AND CODE OF MEETING PRACTICE (ID22/1671)

The Committee had before it the report dated 12 August 2022 from the Administration Officer - Governance and Internal Control regarding Terms of Reference and Code of Meeting Practice.

The Chief Executive Officer noted that other staff may attend a meeting to present topical information from time to time, however they would not be identified as part of the Committee membership and therefore have no voting rights etc.

A question was raised in relation to clause 4 of the Terms of Reference, "they must be contactable and approachable by members of the wider community". Council confirmed the following;

- The website will be updated to list committee member names only.
- Email address of the committee members will only be shared the other committee members for the purpose of committee communications.
- Phone numbers will not be shared, it is at the discretion of the committee members as to whom they share their phone number with.

RECOMMENDATION

That the Terms of Reference (Appendix 1) and Code of Meeting Practice for Community Committees and Working Parties (Appendix 2) be noted.

WTC22/7 FUTURE MEETING DATES (ID22/1672)

The Committee discussed future meeting dates.

OUTCOME

That meetings be held quarterly and commence at 5.30pm on the first Monday of month, the next meeting being Monday 5 December 2022.

WTC22/8 KEY INFRASTRUCTURE PROJECT UPDATES (ID22/1872)

The committee was addressed by the Director Strategy, Partnerships and Engagement regarding this item.

Projects discussed were identified by staff and by Committee members though correspondence received.

It was discussed that the official opening of the Wellington Pedestrian Bridge is being held on Saturday 10 September 2022 at 10am and that additional work relating to the construction of concrete footpaths to connect existing pathways (Pioneer Park) to the area is both programmed and budgeted. There is currently no budget for soft landscaping in the area.

Further discussion was held around:

- Road restoration works in Montefiores, noting that matters relating to contractors and their public communication has been raised with the Director Infrastructure.
- Funding to repair Pioneer Park and rebuild the Bell River riverbanks.
- Local Roads and Community Infrastructure Phase 3, Wellington roads and works programs were discussed, including other grant funding opportunities with the inclusion of Dubbo LGA under the Disaster Declaration, State Government involvement, solar and wind farm contributions.

OUTCOME

1. That the standing agenda item “Key infrastructure project updates” be added to future meetings.
2. That a copy of the presentation be provided to the Committee members.

WTC22/9 KEY WELLINGTON TOWARDS 2040 ACTIONS (ID22/1873)

The committee was addressed by the Director Strategy, Partnerships and Engagement regarding this item, speaking to the broader suite of reporting and documents.

1.1.3.1	Review planning controls to ensure residential development is promoted in the Dubbo CBD and the Wellington Town Centre	1: Housing
1.2.2.2	Prepare a Rural Land Strategy for land in the former Wellington Local Government Area	1: Housing
1.3.1.2	Prepare a Short-Term Accommodation Position Paper for Dubbo and Wellington to identify short-term accommodation needs as a result of the Central-West Orana Renewable Energy Zone, major projects and other industries	1: Housing
2.1.5.5	Advocate to the State Government for additional overtaking lanes on the Mitchell Highway between Dubbo and Wellington	2: Infrastructure
2.2.2.3	Undertake a weekly organic waste service for Dubbo, Wellington, Wongarbron and Geurie	2: Infrastructure
2.3.4.2	Seek grant funding to develop a masterplan for the Wellington Aerodrome and Recreation Park	2: Infrastructure
2.3.4.3	Maintain leases, licenses, fees and charges at the Dubbo Regional Airport and Wellington Aerodrome and Recreation Park in line with facility maintenance and long term development opportunities	2: Infrastructure

3.1.1.5	Prepare and implement Strategic Plans and Internal Business Strategies for the Wellington Caves	3: Economy
3.1.2.3	Develop and implement strategic plans for the Dubbo and Wellington showgrounds	3: Economy
3.1.3.2	Maintain and operate the Wellington Caves Holiday Complex	3: Economy
3.2.4.1	Encourage and support businesses within the Dubbo Central Business District and Wellington Town Centre to invest in infrastructure improvements to their properties	3: Economy
3.3.2.2	Implement and monitor the Wellington Town Centre Plan	3: Economy
3.3.2.3	Implement the Dubbo and Wellington CBD investment plan	3: Economy
4.2.4.4	Undertake a review of the Wellington Aerodrome and Recreation Park to support its long term planning and multiuse	4: Leadership
5.1.1.1	Advocate to the State Government and private sector to attract general and specialist medical practitioners, and expand medical and allied health services in Dubbo and Wellington	5: Liveability
5.1.3.2	Advocate to the State Government to provide 24-hour police services in Wellington	5: Liveability
5.2.1.3	Maintain positive working relationships with representative bodies such as the Aboriginal Working Party, Wellington Leaders Groups, traditional owners and Aboriginal Land Councils	5: Liveability
5.3.1.2	Provide support for the operations of the Dubbo and Wellington Neighbourhood centres and associated service providers	5: Liveability
5.3.3.1	Provide and maintain cemetery services in Dubbo, Wellington, village and rural locations	5: Liveability
5.3.3.2	Prepare and implement master plans for cemetery facilities in Dubbo and Wellington	5: Liveability
5.3.4.1	Provide animal shelter and impounding services in Dubbo and Wellington	5: Liveability
5.3.4.2	Conduct an annual audit of the Dubbo Animal Shelter and Wellington Pound	5: Liveability
5.4.2.1	Provide and maintain Family Day Care services in Dubbo and Wellington	5: Liveability
5.6.1.8	Undertake a strategic review of cultural and museum services in Wellington	5: Liveability
6.4.2.1	Regularly maintain drainage networks in Dubbo, Wellington and the Villages	6: Environmental Sustainability

The webpage link provided below is for Council’s Community Strategic Plan, the actions above can be found in the document 2022/2023 Delivery Program and Operational Plan.

<https://www.dubbo.nsw.gov.au/About-Council/Our-Responsibilities/community-strategic-plan>

The Wellington Town Centre Plan can found on Council’s website, under A-Z Plans and Strategies. A link is provided below.

<https://www.dubbo.nsw.gov.au/ArticleDocuments/242/Final%20Wellington%20Town%20Centre%20Plan.pdf.aspx?Embed=Y>

OUTCOME

- 1. That the standing agenda item “Key Wellington Towards 2040 actions” be added to future meetings.**
- 2. That a copy of the presentation be provided to the Committee members via email, with links to the documents and the link to the Wellington Town Centre Plan.**
- 3. That Committee members review the documents and advise prior to the next**

meeting any Operational Plan actions of particular interest, for consideration as Wellington Town Committee priorities and inclusion as standing reporting items, nothing the progress of all Operational Plan items are reported to Council and community six monthly.

WTC22/10 CORRESPONDENCE AND QUESTIONS ON NOTICE RECEIVED AND RESPONSES (ID22/1874)

The committee was addressed by the Director Strategy, Partnerships and Engagement regarding this item.

Discussion was held regarding the process and that at times staff may advise if a matter or items; has been referred to another committee or directorate, is operational in nature and may be addressed through Council’s Customer Experience channels or to be included as an item in the agenda for the following meeting.

Summary - Topic	Discussion/Outcome
Wellington Eisteddfod	referred to another committee or directorate
Advertising on fence at Warne St	Advice from Senior Traffic Engineer; there sufficient sight distance to approaching traffic. No further action required, committee members advised to use lodge concerns such as this via the DRC&ME portal.
Street lights in Swift Street	Designs are underway for suitable and Essential Energy standard lights.
DRC&ME CRM – Disabled Parking Warne Street 7 Arthur Street	Senior Traffic Engineer contacted customer.

Being the first meeting, discussion was held around topics that may be of interest for future meetings, and have been summarised below.

Summary - Topic	Discussion/Outcome
Referencing Council’s recent resolution on Market Square.	Confirmation that the motion was to ‘consider’. Further investigations are being undertaken.
Emergency housing, availability and support. Domestic Violence and support.	Executive team have met with industry, are continuing discussions in this area and may share updates as they arise.
(Health) Provisions for GP Services in town, Mental health professionals and peer support	Executive team have met with industry, are continuing discussions in this area and may share updates as they arise.
DRC&ME CRM – Disabled Parking Warne Street 7 Arthur Street	Senior Traffic Engineer contacted customer.
Police services	Continued advocacy role, shared advice on status and hours of police presence, direct to car number 131 444 and promoting use as this builds data.
Laneways adjacent to Park Street when raining are very muddy, washed	Advice to lodge via DRC&ME

away.	
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OUTCOME

1. That the standing agenda item “Correspondence and Questions on Notice” be added to future meetings.
2. That a copy of the presentation be provided to the Committee members.
3. That links and helpful tips about lodging requests via DRC&ME be emailed to the Committee members.
4. That the designs for the Swift Street lighting be brought to a future meeting for feedback and consultation.
5. That the Chief Executive Officer provide information regarding ongoing discussions with health services stakeholders in the region to the next committee meeting to be held 5 December 2022.

The meeting closed at 7.13pm.

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CHAIRPERSON



**DUBBO REGIONAL
COUNCIL**

Report of the Dubbo Regional Livestock Markets Advisory Committee - meeting 13 September 2022

AUTHOR: Governance Team Leader
REPORT DATE: 26 September 2022

The Council had before it the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held 13 September 2022.

RECOMMENDATION

That the report of the Dubbo Regional Livestock Markets Advisory Committee meeting held on 13 September 2022, be noted.



REPORT
DUBBO REGIONAL LIVESTOCK MARKETS
ADVISORY COMMITTEE
13 SEPTEMBER 2022

PRESENT: Councillors V Etheridge, D Mahon, the Director Organisational Performance, and the Manager Dubbo Regional Livestock Market, Mr R Andrew (Independent), Mr J Morris (Independent), Mr K Parker (Independent), Mr P Baldwin (Supply Chain), Mr R Fletcher (Supply Chain), Mr M Simmons (DSSA President) and R Plasto (DSSA Representative).

ALSO IN ATTENDANCE:

The Executive Officer Organisational Performance, the Executive Officer Strategy Partnerships.

Councillor V Etheridge assumed the Chair of the meeting.

The proceedings of the meeting commenced at 4.09 pm.

LMAC22/1 ACKNOWLEDGEMENT OF COUNTRY (ID22/1680)

The Director Organisational Performance delivered an acknowledgement of country.

LMAC22/2 APOLOGIES (ID22/1682)

Apologies were received from Councillors M Dickerson, the Chief Executive Officer, Mr R Shanks, Mr P Devenish, Mr A Maclean, and Ms B Agar, who were absent from this meeting due to personal reasons.

Councillor D Mahon and Mr P Baldwin (Supply Chain) attended the meeting via audio link.

LMAC22/3 CONFLICTS OF INTEREST (ID22/1684)

There were no conflicts of interest declared.

LMAC22/4 ELECTION OF CHAIRPERSON (ID22/1686)

At this juncture, the Director Organisational Performance called for nominations for Chairperson of the Dubbo Regional Livestock Markets Advisory Committee.

Councillor V Etheridge was nominated by Councillor D Mahon

Councillor V Etheridge accepted their nomination and was elected Chairperson of the Dubbo Regional Livestock Markets Advisory for the Mayoral term.

LMAC22/5 WELCOME AND INTRODUCTION (ID22/1688)

Councillor V Etheridge invited all attendees to introduce themselves to the committee and for the committee members to introduce the area that they are representing.

LMAC22/6 TERMS OF REFERENCE AND CODE OF MEETING PRACTICE (ID22/1690)

The Committee had before it the report dated 12 August 2022 from the Administration Officer - Governance and Internal Control regarding Terms of Reference and Code of Meeting Practice.

The Director Organisational Performance spoke to the report, acknowledging the broad cross-section of skills and views that the membership will bring to the committee and the strategic focus that the committee will have regarding short term and long term investments for the Dubbo Regional Livestock Markets.

RECOMMENDATION

That the Terms of Reference (Appendix 1) and Code of Meeting Practice for Community Committees and Working Parties (Appendix 2) be noted.

LMAC22/7 LOCAL LAND SERVICES BIOSECURITY PRESENTATION AND DEBRIEF (ID22/1900)

Dr A Warriar presented to the committee on "Exercise Standing Still". Local Land Services (LLS) hosted a workshop style meeting on 13 September 2022 with a mock simulation biosecurity exercise caused by Foot and Mouth Disease with DRLM Stakeholders, with approximately 40 people in attendance.

The Committee discussed the topic of biosecurity risks, namely Foot and Mouth Disease, and the possible impact on the industry broadly and locally. Education, documentation (traceability) and preparation are the primary focus areas for the industry and state organisations at this point in time. Following a question from a Committee Member regarding action plans, the Director Organisational Performance advised that the Dubbo Regional Livestock Markets Biosecurity Management Plan 2022 is in place which would set clear roles in the event of a national standstill in with other agencies i.e. LLS would be the lead agency.

OUTCOME

That the committee note the presentation of Dr A Warriar.

**LMAC22/8 DUBBO REGIONAL LIVESTOCK MARKET BUSINESS REVIEW UPDATE
(ID22/1899)**

The Committee was addressed by the Director Organisational Performance regarding this item. The Director Organisational Performance provided a brief background on the matter to date including legal advice that was sought and the desire of the newly elected Council to seek effective and efficient operations throughout all services of Council.

In March 2022, Council adopted a schedule of service reviews that will be rolled out over the next 2 years. Council has obligations under Section 428A of the Local Government Act 1993 to undertake service reviews under the auspice of an Audit, Risk and Improvement Committee. The Director Organisation Performance spoke on Council's approach to services reviews, generally describing Level one, Level two and Level three type reviews, with service reviews to be undertaken across all of areas of Council over a 4 year cycle. The DRLM Review is a Level three review, given the scale, commercial risk, legal risk and financial outcomes, external consultants will be engaged to assist. Internal project management of this review is proposed to be undertaken by a newly appointed Manager Commercial Strategy (proposed recruitment by mid-October) who will coordinate the investigation of three avenues, as determined by Council.

The review is to explore three models for the ongoing operation of the DRLM. These are;

- Dubbo Regional Council owned and operated facility (improved status quo). This may include the establishment of a Special Purpose Vehicle (SPV);
- Selling the leasehold of the facility (DRC retain ownership of the site as landlord); and
- Selling both the freehold and leasehold of the facility.

It is proposed that the following Phases be applied as part of a project plan;

- Phase one - Stakeholder engagement
- Phase two – Analysis models/avenues, addressing issues and opportunities
- Phase three – Final report (Council report) and recommendation/s
- Implementation Phase

Matters to be considered as part of the review are;

1. Financial outcomes
 - 1.1. Ongoing operational revenues and costs
 - 1.2. Capital expenditures
 - 1.3. Net Present value analysis
2. Risk mitigation
3. Contractual arrangements
4. Social outcomes
5. Industrial relations
6. Broad industry impacts
7. Legal considerations

Questions raised by Committee members and the responses have been summarised as below.

1. Timeframe
It is anticipated that reports would be developed in quarter 3 (January 2023 – March 2023) following the exploration of avenues. Final report to Council in quarter 4 (April 2023 – June 2023).
2. KPA/KPIs set by Council
 - No KPIs have been set by Council in relation to the delivery review. As stated earlier, the review will examine a broad range of elements of the operation. Council will need each of these aspects in determining the most appropriate outcome. Clearly financial outcomes will be an important consideration, as will social outcomes, opportunities for the sector and the broader community /ratepayer.
3. Council is selling the DRLM.
 - Council has not determined to sell the DRLM. Council is undertaking a comprehensive review that examines a spectrum of options – with status quo at one end of the spectrum, leasing the facility in the “middle” and sale at the other end of the spectrum. This is an appropriate approach in examining Councils options. It should be noted this is part of a program of service reviews, and is not isolated to the DRLM

A Committee Member raised a question regarding project completion times (reopening of both lanes) of the Boothenba Road Upgrade Project, noting that harvest is to commence in approximately seven weeks. The Manager Dubbo Regional Livestock Markets provided a brief update to works, including the laying of asphalt and boom gate installation.

OUTCOME

That the Dubbo Regional Livestock Market Business Review Update be a standing agenda item.

LMAC22/9 OPERATION STOCK CHECK (ID22/1901)

This item has been deferred to the next meeting, as the presenter Mr A Maclean was an apology.

LMAC22/10 FUTURE MEETING DATES (ID22/1692)

The committee discussed future meeting dates.

The Manager Dubbo Regional Livestock Markets advised the Committee of an Expression of Interest that had been received after the close of EOI period and formation of the committee.

OUTCOME

1. **That meetings be held quarterly, on a Tuesday commencing at 4.00pm.**
2. **That meetings dates for the following 12 months be distributed to committee members.**
3. **That a report be put to Council regarding the Expression of Interest received for determination.**

The meeting closed at 5.25pm.

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CHAIRPERSON



**DUBBO REGIONAL
COUNCIL**

Report of the Financial Performance Committee - meeting 20 September 2022

AUTHOR: Governance Team Leader
REPORT DATE: 27 September 2022

The Council had before it the report of the Financial Performance Committee meeting held 20 September 2022.

RECOMMENDATION

That the report of the Financial Performance Committee meeting held on 20 September 2022, be noted.



**REPORT
FINANCIAL PERFORMANCE COMMITTEE
20 SEPTEMBER 2022**

PRESENT: Councillors M Dickerson, M Wright, R Ivey, the Chief Executive Officer, the Director Organisational Performance and the Chief Financial Officer.

ALSO IN ATTENDANCE:

The Executive Officer Organisational Performance, the Administration Officer Governance, the Management Accountant, the Director Strategy, Partnerships and Engagement, and the Director Community, Culture and Places.

Councillor M Wright assumed the Chair of the meeting.

The proceedings of the meeting commenced at 8.00 am.

FP22/9 ACKNOWLEDGEMENT OF COUNTRY (ID22/1644)

Councillor M Wright delivered an acknowledgement of country.

FP22/10 APOLOGIES (ID22/1645)

An apology was received by Councillor S Chowdhury who was absent from the meeting due to personal reasons.

Councillor R Ivey attended via audio visual link.

FP22/11 CONFLICTS OF INTEREST (ID22/1646)

There were no conflicts of interest declared.

FP22/12 REPORT OF THE FINANCIAL PERFORMANCE COMMITTEE - MEETING 19 JULY 2022 (ID22/1971)

The Committee had before it the report of the Financial Performance Committee meeting held 19 July 2022.

RECOMMENDATION

That the report of the Financial Performance Committee meeting held on 19 July 2022, be

adopted.

FP22/13 CAB PROPERTY ASSETS (ID22/1647)

The Committee was address by the Manager Property and Land Development regarding this item.

FP22/14 2022/2023 FINANCIAL STRATEGY OVERVIEW (ID22/1707)

The Committee had before it the report dated 16 August 2022 from the Chief Financial Officer regarding 2022/2023 Financial Strategy Overview.

RECOMMENDATION

That the information contained within the report be noted.

FP22/15 ALTERNATE QUARTERLY BUDGET REVIEW STATEMENT PRESENTATION (ID22/1920)

The Committee had before it the report dated 12 September 2022 from the Chief Financial Officer regarding Alternate Quarterly Budget Review Statement Presentation.

RECOMMENDATION

That the revised documentation for the Quarterly Budget Review Statements be used for future Quarterly Budget Review Statements presented to Council.

FP22/16 CAPITAL PROJECT AND FINANCE DASHBOARD UPATE (ID22/1924)

The Committee deferred this item.

OUTCOMES

- 1. That the dashboard location to be sent to all councillors.**
- 2. That the Councillors provide feedback as community members.**

FP22/17 UPDATE ON SERVICE REVIEW PROGRAM (ID22/1925)

The Committee was address by the Director Strategy Partnerships and Engagement regarding this item.

OUTCOMES

- 1. That the Councillors be requested to digest Wellington Caves idea presented.**
- 2. That the Councillors return feedback to the committee.**

The meeting closed at 9.54am.

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CHAIRPERSON



REPORT: Investment Under Section 625 of the Local Government Act - September 2022

DIVISION: Organisational Performance
REPORT DATE: 4 October 2022
TRIM REFERENCE: ID22/1974

EXECUTIVE SUMMARY

Purpose	Provide review or update	Fulfil legislative requirement/compliance
Issue	<ul style="list-style-type: none"> Investment Under Section 625 of the Local Government Act 1993 	
Reasoning	<ul style="list-style-type: none"> Section 212 of the Local Government (General) Regulation 2021 Section 625 of the Local Government Act 1993 Council's Investment Policy and Strategy 	
Financial Implications	Budget Area	Organisational Performance
	Funding Source	Interest Earned on Investment
Policy Implications	Policy Title	Investment Policy 2022
	Impact on Policy	There are no policy implications arising from this report

STRATEGIC DIRECTION

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

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

RECOMMENDATION

That the information contained within the Investment under Section 625 of the Local Government Act Report, dated 4 October 2022, be noted.

Dean Frost
Director Organisational Performance

MH
Chief Financial Officer

BACKGROUND

As required by Section 212 of the Local Government (General) Regulation 2021, set out below, are the details of all monies that Council has invested under Section 625 of the Local Government Act as at 30 September 2022.

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

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

Investments, when placed, have been done so in accordance with the Local Government Act, Local Government (General) Regulations 2021 and Council's Investment Policy and Strategy. Interest on investments for the month of September 2022 has been accounted for on an accrual basis. This report details investments and annualised returns for the month of September 2022.

Interest earned on investments has been included within Council's 2022/2023 Operational Plan, with total income generated from the Investment Portfolio forecast to be in excess of \$1,620,552.00

REPORT

Consultation

- Laminar Capital Pty Ltd appointed on 11 January 2021 provides advisory services to Council on any investment related decision.

Resourcing Implications

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

Portfolio Overview

The below table details Council's current investment portfolio:

Issuer	Market Value	% Total Value
AMP Bank Ltd	25,299,736.96	10.66%
Australian Unity Bank	15,138,909.60	6.38%
Auswide Bank Limited	12,021,730.82	5.06%
Bank of China (Australia) Limited	4,509,045.00	1.90%
Bank of China Limited, Sydney Branch	2,992,200.00	1.26%
Bank of Communications Co. Ltd. Sydney Branch	3,745,387.50	1.58%
Bank of Queensland Ltd	17,948,785.06	7.56%
Bendigo & Adelaide Bank Ltd	3,062,671.23	1.29%
Illawarra Credit Union Ltd	3,016,684.92	1.27%
Judo Bank	17,102,256.45	7.21%
Macquarie Bank	7,424,720.00	3.13%
Macquarie Credit Union Limited	2,011,046.58	0.85%
Members Equity Bank Ltd	21,192,172.64	8.93%
MyState Bank Ltd	7,950,640.00	3.35%
National Australia Bank Ltd	38,683,315.42	16.30%
Northern Territory Treasury Corporation	13,033,450.00	5.49%
Rabobank Nederland Australia Branch	4,964,000.00	2.09%
Suncorp-Metway Ltd	4,726,950.00	1.99%
UBS Australia Ltd	4,428,945.00	1.87%
Westpac Banking Corporation Ltd	28,102,519.18	11.84%
Portfolio Total	237,355,166.36	100.00%

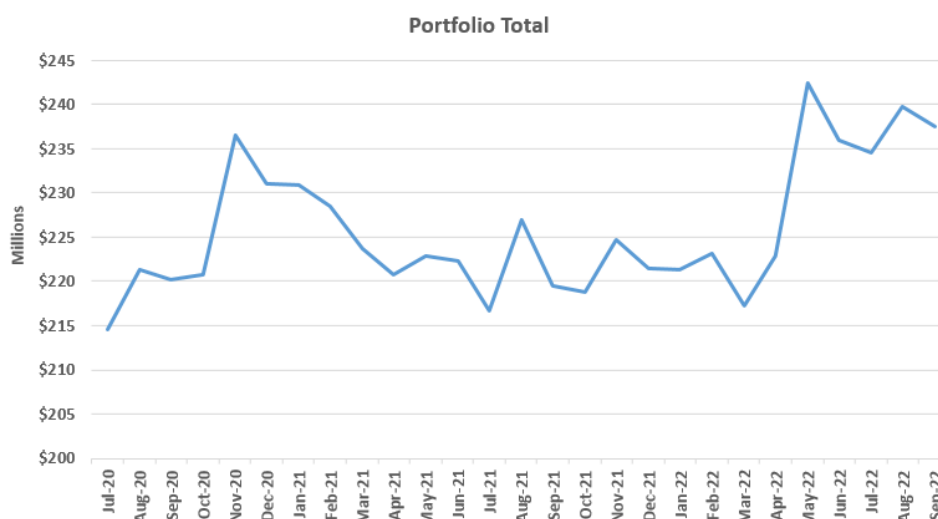
[^]Portfolio overview represents total market value. Investment face value is \$237,555,038.63

[^]NAB is inclusive of Councils cash account.

[^]AMP is inclusive of Councils 31 day notice saver account.

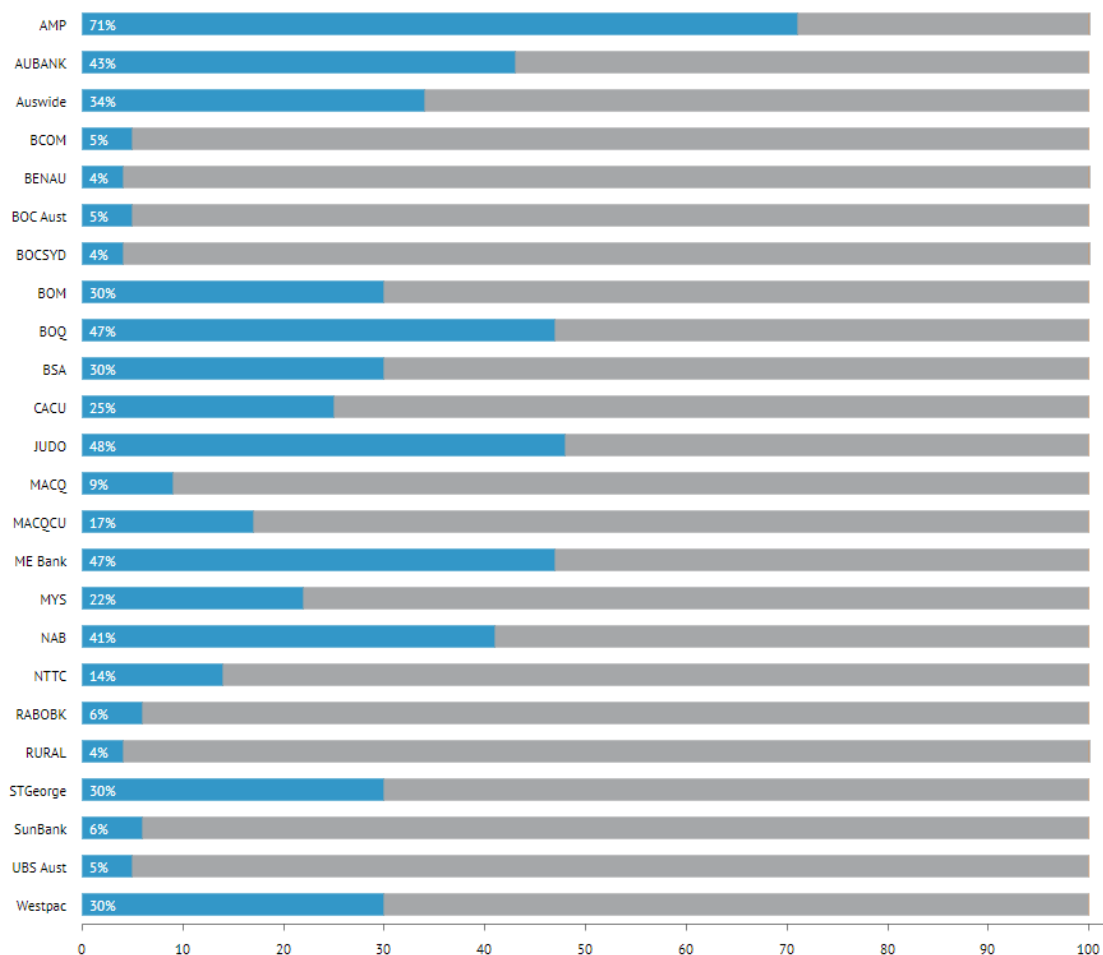
Council's Investment Portfolio as at 30 September 2022 had a current market value of \$237,355,166.36. This is lower than the Investment Portfolio's face value of \$237,555,038.63.

Over the month of September the financial market continued to see a high level of volatility in global interest rates driven mainly by the ongoing persistent high inflation issues. The market is now pricing in interest rates to move even higher to further assist with trying to contain inflation. This added to a further increase in the AUD swap rates in September which impacted valuations on fixed rate bond holdings.



Investment Compliance

The following table shows that Councils investments are compliant with the revised Investment Policy that was adopted at the Ordinary Council meeting held 24 March 2022.



Interest Income

The below table details payments of interest paid to Council between 1 September 2022 to 30 September 2022.

Security ISIN	Security	Issuer	Expense Code	Settlement Date	Face Value (Basis of Interest Calculation)	Consideration Notional
AU3FN0069555	Auswide 1.3 10 Jun 2025 FRN	Auswide Bank Limited	IEI245119	12 Sep 2022	5,000,000.00	36,134.63
	AMP 0.75 15 Sep 2023 730DAY TD	AMP Bank Ltd	IEI247309	15 Sep 2022	2,000,000.00	15,000.00
	JUDO 1.7 16 Sep 2026 1826DAY TD	Judo Bank	IEI247631	16 Sep 2022	3,000,000.00	51,000.00
AU3FN0061024	MYS 0.65 16 Jun 2025 FRN	MyState Bank Ltd	IEI247630	16 Sep 2022	8,000,000.00	48,245.30
AU3FN0067393	Auswide 0.9 17 Mar 2025 FRN	Auswide Bank Limited	IEI248316	19 Sep 2022	5,000,000.00	34,752.96
	BOQ 3.35 20 Sep 2023 1826DAY TD	Bank of Queensland Ltd	IEI248702	20 Sep 2022	2,000,000.00	67,000.00
	Westpac 3.15 20 Sep 2022 1461DAY TD	Westpac Banking Corporation Ltd	IEI248700	20 Sep 2022	5,000,000.00	39,698.63
	Westpac 3.3 20 Dec 2022 1826DAY TD	Westpac Banking Corporation Ltd	IEI248701	20 Sep 2022	3,000,000.00	24,953.42
	BOQ 1.8 27 Sep 2022 1096DAY TD	Bank of Queensland Ltd	IEI250394	27 Sep 2022	8,000,000.00	144,000.00
AU3FN0056529	BCOM 0.83 29 Sep 2023 FloatTCD	Bank of Communications Co. Ltd. Sydney Branch	IEE250718	29 Sep 2022		(0.12)
AU3FN0056529	BCOM 0.83 29 Sep 2023 FloatTCD	Bank of Communications Co. Ltd. Sydney Branch	IEI250690	29 Sep 2022	3,750,000.00	24,900.49
	NAB At Call In	National Australia Bank Ltd	IEI250798	30 Sep 2022		71,492.25
						557,177.56

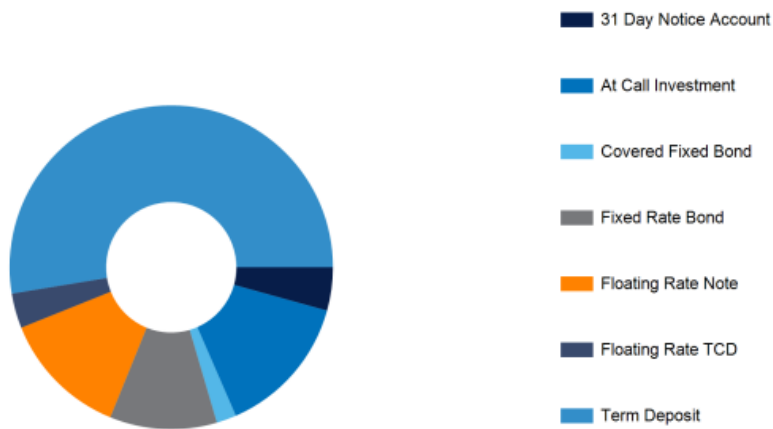
^ Interest received consists of payments made to Council's allocated bank account and are exclusive of accruing interest.

Investment by Asset Class

The following table details Councils investment holdings by investment type:

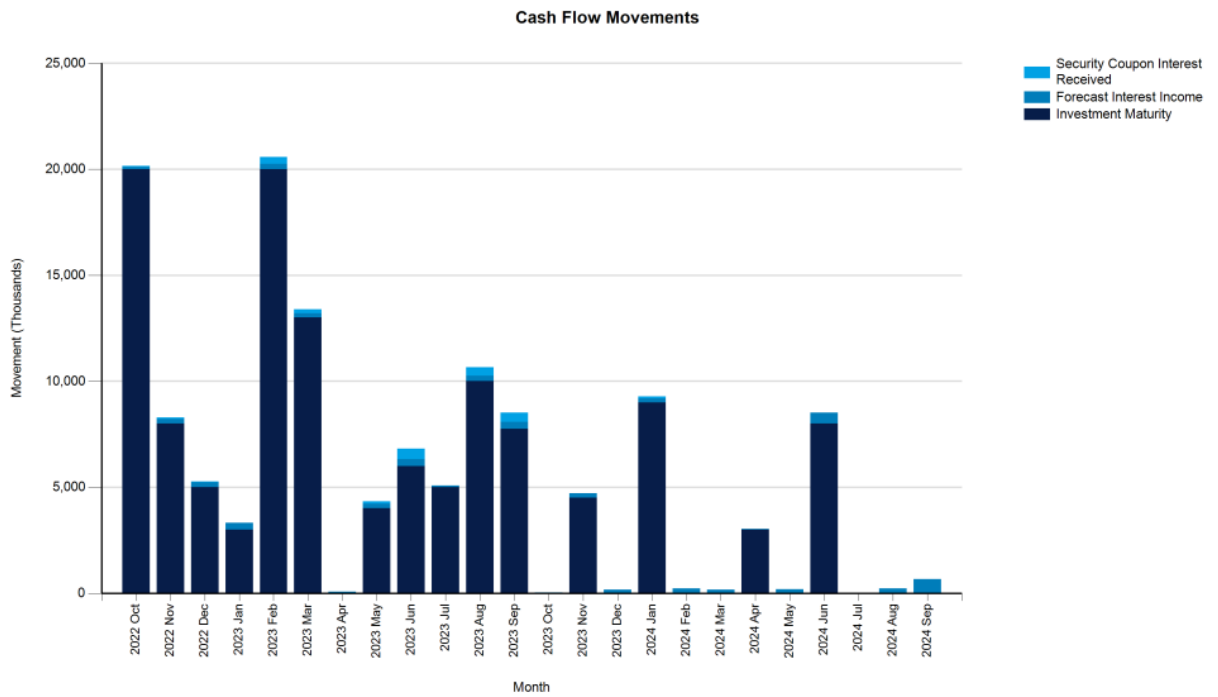
Security Type	Market Value	% Total Value
31 Day Notice Account	10,227,887.61	4.31%
At Call Investment	33,577,151.02	14.15%
Covered Fixed Bond	4,726,950.00	1.99%
Fixed Rate Bond	25,422,170.00	10.71%
Floating Rate Note	30,296,485.00	12.76%
Floating Rate TCD	8,254,432.50	3.48%
Term Deposit	124,850,090.23	52.60%
Portfolio Total	237,355,166.36	100.00%

Market Value by Security Type

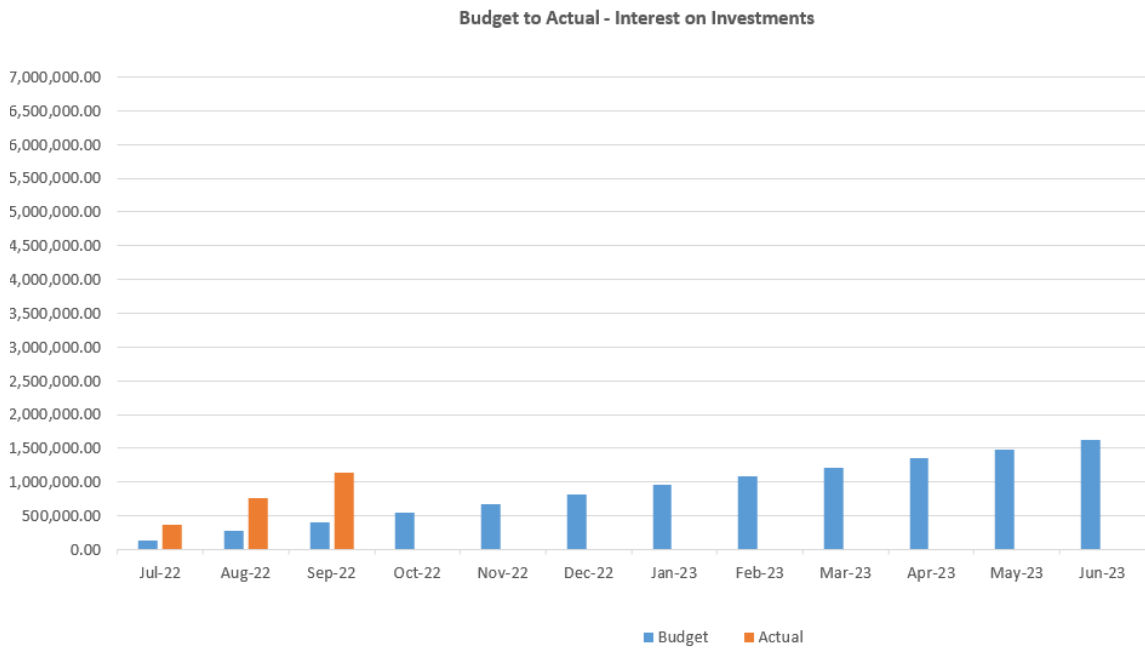


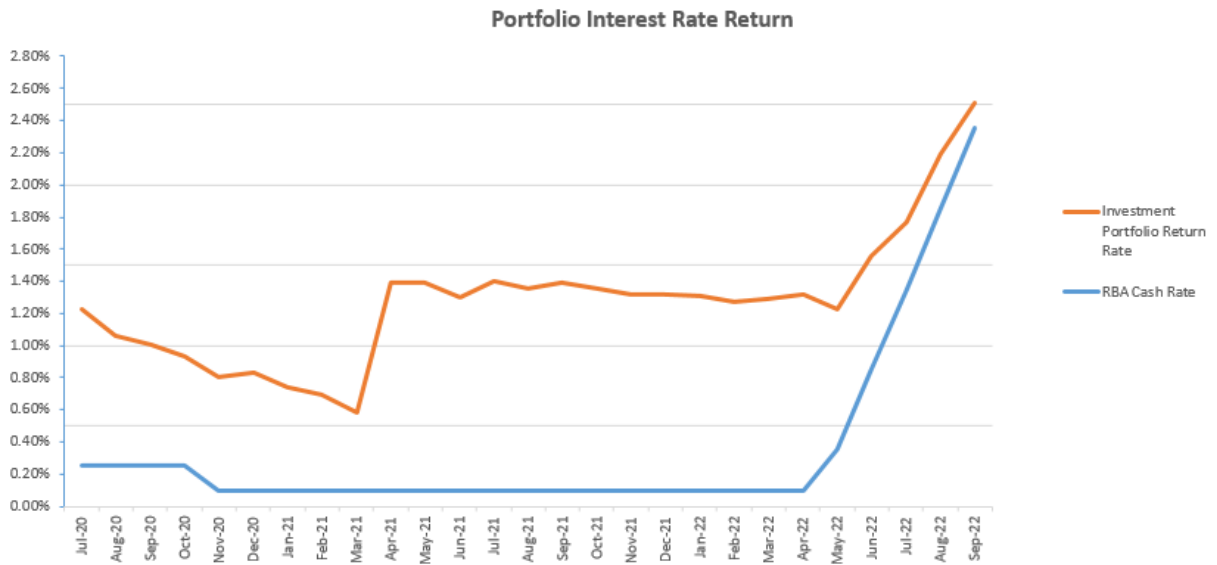
Future Maturity Cash flow

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



Budget to Actual – Total Accumulated Interest on Investments – Year to Date





The investment limit parameters prior to March 2021 were aligned to Tcorp’s investment guidelines, which are very restrictive and therefore reduced the opportunity to maximise investment returns for Council.

Summary

Cash Account

Council outperformed the 11.00am Official Cash Rate market benchmark for one month return of 2.35%, achieving a return of 2.75% for its At Call investments for the month of September 2022.

Investment Portfolio

Council outperformed the one month Bloomberg AusBond Bank Bill Index of 0.15%, with an average return of 2.55% for its overall portfolio return.



REPORT: Update on Service Review Program and business improvement initiatives

DIVISION: Strategy, Partnerships and Engagement
REPORT DATE: 21 September 2022
TRIM REFERENCE: ID22/1987

EXECUTIVE SUMMARY

Purpose	Addressing Council resolution Fulfil legislated requirement/Compliance	Addressing operating deficit proactively requires ongoing reviews of service provision.
Issue	<ul style="list-style-type: none"> To provide Corporate Services Committee with an update on the endorsed Service Review program for consideration and endorsement. To provide Corporate Services Committee with an update on organisational change and investment to build capability in line with desired business improvement, financial sustainability and community engagement outcomes. 	
Reasoning	<ul style="list-style-type: none"> Council identified business improvement, aligned with more informed decision making process and community engagement a strategic priority to the organisations Council has obligations under Section 428A of the Local Government Act 1993 to undertake service reviews under the auspice of an Audit, Risk and Improvement Committee. Council endorsement of project scopes of proposed level three reviews to support community engagement and transparency. 	
Financial Implications	Budget Area	Relevant service area of Council
	Funding Source	General Fund
	Program costs FY to date	\$19,436. Review programs are funded from existing operational budgets of relevant functions.
	Ongoing Costs	Outcomes of service review program are intended to deliver operational efficiencies.
Policy Implications	Policy Title	Charter for the Audit and Risk Management Committee.
	Impact on Policy	Ensures alignment with Section 428A of Local Government Act.

STRATEGIC DIRECTION

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

Theme:	4 Leadership
CSP Objective:	4.2 The resources of Council are sustainably managed
Delivery Program Strategy:	4.2.5 Service reviews are conducted to improve Council's performance

RECOMMENDATION

1. That Council notes the presentation of the Director Strategy, Partnerships and Engagement.
2. That Council note the service review program update as listed in this report, including proposed scope for Dubbo Regional Livestock Market service review and Wellington Caves and Caravan Park service review.
3. That Council notes the organisational change and investment to build capacity to implement an effective service review program.
4. That Council note the business improvement initiatives undertaken to support improved reporting to the community and community engagement.

Murray Wood
Chief Executive Officer

NC
Director Strategy,
Partnerships and
Engagement

BACKGROUND

In setting the Objectives for the CEO and therefore the organisation, Council specified:
Ensure there is continuous Divisional Development through promoting Service, Quality, Learning and Best Practice.

The key performance measure being:

- *Outcomes of service review program are implemented, and modelled efficiencies and benefits are realised.*

The performance standard to be met being:

- *The Mayor and Councillors appraised annually of progress on the change management agenda.*

The Office of Local Government released a proposed risk management and internal audit framework in late 2021. Having a program of service reviews undertaken with oversight provided by Council's Audit and Risk Management is consistent with the proposed framework. (Circular to Councils 19-20 - 10 September 2019 - A627669)

This report provides update of work undertaken in line with strategic direction set by Council and the legislated service review framework in three key sections:

- 1) Update on service review program
- 2) Scope of two upcoming reviews on Dubbo Regional Livestock Markets and Wellington Caves and Caravan Park
- 3) Initiatives to support business improvement including building organisational capability and culture.

Previous Resolutions of Council

24 March 2022	<ol style="list-style-type: none">1. <i>That Council adopt the proposed Service Review program</i>2. <i>That the Service Review program be put to Council's Audit and Risk Management Committee for consideration, endorsement and subsequent oversight of the adopted program.</i>3. <i>That it be noted that performance improvement activities will still be delivered by functional areas of Council at an operational scale that is lesser in scope than service reviews.</i>
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REPORT

A common objective of service reviews is to ensure 'value for money' for ratepayers, aligned with the intent of the legislation of service reviews to be undertaken. Whilst undertaking a program is legislated, there is no prescribed approach in how a service review program is undertaken. In consideration of increasing financial constraints facing the local government sector as a whole and Council's current operational deficit it is expected that many of the reviews undertaken will centre of exploring avenues to inform potential rationalisation, explore increased efficiency, find cost savings and identify income generation.

However in determining value for money for ratepayers, reviews can also inform decision making on improved service delivery, designing customer centric processes or needed service investment to ensure services are being delivered to best meet community's needs.

1) Update on service review program

In structuring the service review program at Dubbo Regional Council reviews are classified across three levels, being:

Level 1: the WHAT we are doing - a processes, a specific/defined service delivery area.

Level 2: the HOW we are achieving - service delivery structures/resourcing, post project learnings or key function reviews.

Level 3: the WHY we are doing - examining full functions/service areas in the context of challenges and opportunities, consideration of why we are operating that way, defining what is the expected performance level, and/or considering the role Council needs to perform service area and /or alternate service delivery models.

These definitions assist in initial framing of reviews and whilst the likelihood is that a review at level 3 may take longer, require considered investment and utilise an external contractor, there is no set rule. The importance of agreed scope definition, stakeholder engagement and efficient input and analysis of data is just as important at each level to gain value from the process.

Council adopted a proposed service review program in March 2022. A summary update on the endorsed program with progress and adjusted timetable is provided below.

Comm. Date	Service of Council	Level	Reviewer	Update
December 2021	Media and Communications	2	External	Review completed. Outcomes being implemented. Service delivery model for the new Strategy, Partnership and Engagement service delivery model endorsed by CEO. New divisional and branch structure design responds to numerous opportunities for improvement identified in eth review, and will support delivery of many more. This includes Increase focus on holistic stakeholder engagement with this accountability moving to the customer experience function whilst still retaining synergies with communications function. Recruitment underway for several roles in the new Strategic Partnerships and Investment Branch is underway which will include a communications service team. The new Manager and Communications Services Team Leader will implement further operational and process improvements identified in the review.
March 2022	Subdivision Planning Approvals Process	1	Internal	Review completed, awaiting internal consideration. Report has been provided to CEO for consideration. Update provided to the September meeting of the Audit and Risk Management Committee.

TBC	Major Infrastructure Delivery Boundary Road Extension	2	External	Not commenced. Project still awaiting consultant availability.
March 2022	Aquatic Facilities	3	Internal and External	Initial review completed, future review committed to. Report to June Ordinary Meeting. Workshop held 6/7/22.
March 2022	Regional Livestock Markets	3	Internal and External	Review underway. Project scope completed and endorsed by Project Control Group. DRLM Community Committee briefed on project. Recruitment for Manager Commercial Strategy underway with the position to proceed with the review project when commenced.
TBC 2022	Rural Road Maintenance Grading Program	2	External	Not commenced. Project still awaiting consultant availability.
March 2022	Financial Partner Model	2	Internal	Review completed. Internal training documents in development. Accountability matrix in development.
June 2023	Wellington Caves / Caravan Park	3	Internal and External	Review underway. Project scope in development.
June 2022	Robotic Process Automation	2	Internal and External	Review underway. Process Discovery Assessment completed by external consultant. 18 process candidates were identified within Accounts Receivables, Rates, IT and Customer Experience. Report being internally reviewed to consider ROI.
June 2022	Cemetery services incl. maintenance and grave digging	2	Internal	Review complete. Analysis was undertaken of three service models. The models were centred on grounds maintenance and grave digging at all 18 cemeteries within the LGA. The three models were, all in house service, all out sourced service and a hybrid between in house ground maintenance and out sourced grave digging. The agreed model for the next 6 months is to continue with the hybrid model with a view to transition to all in house in due course.
Sept 2022	Library Services Regional and Local	3	Internal and External	Review underway. Project Sponsor and Project Manager have commenced project scope.

2) Upcoming service reviews

As identified above there are a number of level 3 reviews proposed to be undertaken. A summary of two reviews is provided below. It is critical that there is shared understanding across Councillors, staff, community and stakeholders, on the scope of any review to ensure engagement is maximised, unnecessary angst minimised and that delivery against an intent of a review can be measured.

Dubbo Regional Livestock Market service review

The review is to explore three models for the ongoing operation of the DRLM. These are;

1. Dubbo Regional Council owned and operated facility (improved status quo). This may include the establishment of a Special Purpose Vehicle (SPV);
2. Selling the leasehold of the facility (DRC retain ownership of the site as landlord; and
3. Selling both the freehold and leaseholder of the facility.

The review will examine these three options across four key positions:

- Financial terms (potential community benefit of increased revenue)
- Efficiency terms (potential redirection of Council direct and indirect resources)
- Effective terms (alternate business structure provide a better operating environment to benefit stakeholders and broader industry)
- Governance terms (can identified corporate risk to organisation be reduced)

The review will inform a report to Council for a decision regarding future DRLM business structure.

Wellington Caves and Caravan Park service review

This service review will examine the current service structure, community cost and benefit and explore alternative service delivery models including strategic partnership opportunities and potential future investment.

This examination will occur via:

- Establishing insight to current service delivery, expense and income of both Caves and Caravan Park as separate functions.
- Considering alternative service delivery mechanisms of both or either services
- Explore the provision of services in partnership with other public agencies or private organisations
- Identifying the potential community benefits and impacts of alternative service delivery
- Identifying level of potential future capital and operational investment required if the service is to be delivered in current or similar model, on a (to be agreed) community proposition and capacity to finance.

The review objective is not to necessarily find an alternative service model, rather it is centred on understanding the current community investment and value return of the current model, and exploring if alternative models or service levels could provide increased value. As outlined earlier, community value is not just measured in financial terms, however due to the need to ensure Council's long term financial sustainability of levels of service across the organisation, and community investment required to provide those levels of service will be a key metric provided in any review report to inform Council decision making.

The review will inform a report to Council for a decision regarding future Wellington Caves and Caravan Park service delivery model.

3) Investing in building organisational capability

Structure and resources to support strategic direction and priorities

Development of the Strategy, Partnership and Engagement (SPE) Division as part of the organisation's reset in June 2022, was centered on leading and supporting a number of service areas in alignment with Council and Executive strategic direction. These areas include:

- increased focus on holistic engagement with community and building effective and trusting relationships with stakeholders,
- more positive, partnered and proactive communication and business improvement practices and culture, and
- Capacity to identify future opportunities and create greater alignment with regional and organisational strategic plans and operational prioritisation and execution.

As the broader organisational review was underway from late 2021, a number of roles that became vacant were not replaced with permanent staff. This provided flexibility to design service structure with capability and capacity to deliver desired focus in the above identified areas, in addition to meeting integrated planning legislative requirements.

Redesign of the Strategy and Partnerships division include,

- creation of a corporate strategy and performance function
- enhancement of customer experience function to support needed focus in stakeholder engagement
- establishing an integrated communications, marketing and economic development services branch

The organisation will be recruiting two roles that will strengthen current organisational capabilities in regards to service review coordination and stakeholder engagement which is a critical component of a successful service review program.

These roles include a Corporate Strategy and Performance Coordinator who will be responsible for coordinating the organisation's annual service review program, integrated planning and reporting requirements, and framing of service delivery program with distinct outcomes to ensure reviews are relevant and informed.

The role will also provide central registration service to business improvement acknowledging that team members do not need to wait for a service review to consider better ways to provide value to community, and that it is important that these initiatives, and resulting impacts are recorded and shared with stakeholders.

In addition, service review program and specific reviews will be support by an Engagement & Service Optimisation Coordinator who will lead or support stakeholder engagement activities for major project and issues and provide a corporate lens to satisfaction measurements and outcomes based engagement, which will help identify and inform service reviews.

Business improvement initiatives

The below table identifies a number of initiatives undertaken to support the strategic intent of financial sustainability, business improvement and community engagement. The initiatives outlined, are provided to recognise only a small proportion of amelioration, which reflects an existing business improvement culture that will continue to strengthen in coming years. Importantly it highlights that the organisation does not need to wait for targeted service reviews to examine and improve the day to day services being providing to community.

Strategic priority alignment	Initiative
Financial sustainability	<ul style="list-style-type: none"> - Reviewed budget preparation framework to support more timely and informed drafting of fees and charges and financial scenarios - Internal cross functional review of fees and charges to identify inequities between similar services, and industry comparison
Business improvement	<ul style="list-style-type: none"> - Centralised receipting proving \$26,000 savings in banking deposit costs and security. Improved banking accuracy, timeliness and increased compliance across all council facilities and businesses. A centralised holistic approach across council. - Creation of service review templates to ensure consistent and transparent approach to all reviews, including resource allocation and outcome measurement - Introduced centralised system of capital work project management to support future prioritisation processes for internal funding and grant applications, organisation wide oversight on project performance, capacity management and alignment to community strategic plan and asset strategies - In-house implementation of Rates Summary and Transaction history available via DRC&ME online transaction portal Ratepayers can now track their rates and service charges online in real time 24/7, improving accessibility and ease of interacting with council - Refined back of house processing to assist with timely lodgements of subdivision certificates, reducing protracted timelines for assessment and improving customer/stakeholder satisfaction
Business Improvement - Technology	<ul style="list-style-type: none"> - In-house development of app based checklist and meter read register/database for the DRLM. Substantial reduction in data entry requirements and move to digital (zero paper) - Design and development of business intelligence (BI) dashboards including; <ul style="list-style-type: none"> o Capital projects o Financial performance

	<ul style="list-style-type: none"> ○ Development applications - Implementation of mobile computing initiatives including; <ul style="list-style-type: none"> ○ Authority Actus – Capability for outdoor staff to retrieve/complete customer requests on mobile devices without the need to return to the office. ○ Plant start up app – Development of an application that allows plant start-up checks to be completed on a mobile device, removing the need for manual scanning of hundreds of paper forms per week ○ Plant defect reporting – Development of an application to allow plant defects to be captured and reported electronically - Upgrade Council’s line of business application (CIVCIA Authority) to next major release (v7.1), improving functionality - Call Contact centre upgrades- Implementation of call recording and customer request management (CRM) integration within the contact centre - PC rollout – Replacement of over 300 desktop and laptop computers. Increasing Council’s laptop fleet from 20% to 50%, enabling further mobility, supporting remote working and resilience
Community engagement	<ul style="list-style-type: none"> - Public capital works dashboard identifying progression and budget of major capital works across the region - Improving accessibility of community plan performance reports - Commitment and public communication of key funding programs timelines to support community planning - My Dubbo Region Gift Cards accessible for purchase at the Dubbo Customer Experience Centre, promoting community uptake and corporate sponsorship of the program. Council now encourages community spend of the My Dubbo Region Gift Cards on council services including payment of rates through acceptance of cards - Outcome rather than output focus in drafting of annual report - Budget timetable requiring earlier engagement with stakeholder prior to drafting of fees and charges, and operational budgets to engage community on the challenges, prioritisation and potential options. - Increased customer/community interaction touch points with the implementation of a web chat function on council’s corporate website, including the ability to leave council a message 24/7 with increased service outputs. - Development and implementation of the My DRC Water portal. Improving accessibility for residents to receive daily water consumption information including notifications of water leaks and high consumption within days of occurring.

Consultation

- Senior staff have been consulted as to areas of their service provision that are included in service review.
- Identified project Sponsors consult with Project Managers and related staff during project scope and throughout project.
- Specialists with experience in delivering Service Reviews are consulted in regards to assisting in a service review.
- Specialist branches of Council have been consulted in regards to providing an in-house independent service review capability.
- Council’s Audit and Risk Management Committee are provided with updates on the implementation of the service review program.
- The Dubbo Regional Livestock Market (DRLM) Community Committee have been informed of the proposed scope for the service review of the DRLM business unit.
- The proposed scope for the DRLM business unit and Wellington Caves and Caravan Park were discussed at Council’s Financial Performance Committee

Resourcing Implications

- Externally assessed service reviews must be funded from existing budgets.
- Internally assessed service reviews require the allocation of staff time within existing budgets.
- Staff within service review areas will be required to provide data and other information, this will require the allocation of staff time within existing budgets.

Total Financial Implications of service review program	Previous year spent (\$)	Current year spent (\$)	Current year committed (\$)
External consultant expenses	89,399	5,214	14,222

Does the proposal require ongoing funding? Yes – Services reviews are annual program

What is the source of this funding? Funding sourced from existing operational budgets of the related function

Table 1. Financial Implications



REPORT: Draft Council Policy - Councillor and Staff Interaction

DIVISION: Organisational Performance
REPORT DATE: 8 August 2022
TRIM REFERENCE: ID22/1626

EXECUTIVE SUMMARY

Purpose	Adopt a policy Addressing Council resolution	Provide review or update
Issue	<ul style="list-style-type: none"> Revision of Council Policy to bring it in line with recent recommendations of an ICAC Report. 	
Reasoning	<ul style="list-style-type: none"> The main areas for revision of the policy stem from the findings and subsequent recommendations by ICAC under the integrity of Council decision-making. Ensuring that Council has resilient systems to protect the integrity of decision making. Office of Local Government and NSW Department of Planning and Environment guidelines issued pursuant to s 23A of the LGA 1993. 	
Financial Implications	Budget Area	Governance
	Funding Source	Councillor Training and Governance
	Ongoing Costs	Overall Councillor training average of over four budget is \$78,826
Policy Implications	Policy Title	Councillor and Staff Interaction Policy
	Impact on Policy	Revision as required

STRATEGIC DIRECTION

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

Theme: 4 Leadership

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

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

RECOMMENDATION

- 1. That the revised Draft Council Policy – Councillor and Staff Interaction be adopted.**
- 2. That any changes issued by Office of Local Government that impact this policy will be amended immediately.**

Dean Frost
Director Organisational Performance

SW
Governance Team Leader

BACKGROUND

Previous Resolutions of Council

25/08/2022	In part 3. <i>That it be noted that the Chief Executive Officer is undertaking a review of the existing Councillor and Staff Interaction Policy in regards to the recommendations and findings of ICAC's Operation Whitney.</i> 4. <i>That any related and proposed improvements to the Councillor and Staff Interaction Policy be considered in a subsequent report to Council in October 2022.</i>
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Council considered a report at its August Council meeting on Recommendations of ICAC's Operation Witney that are relevant to Council.

There were findings and subsequent recommendations regarding the integrity of council decision making that needed to be considered by Dubbo Regional Council. Council needs to ensure that it has resilient systems to protect the integrity of decision making.

This has required a review of Council's current Councillor and Staff Interaction Policy, which is the subject of this report.

REPORT

Consultation

- This policy was approved under Council's Performance Improvement Order by the Office of Local Government in 2021.
- Current revision of this policy has included the below and is indicated in red text in the draft policy attached as **Appendix 1**.

Changes

Administrative Changes to Names and Division names

Amendments to take on ICAC Recommendations per the Operation Witney report

Recommendation 9 - Lobbying of Councillors

Ensure a tighter structure for meetings held on Development matters;

Part 8 – Appropriate and Inappropriate Interactions

- f) Councillor Workshops that are held regularly to allow Councillors to provide high-level strategic direction. Councillors are able to express their opinions at workshops as they work through the issue at hand. These workshops will be set in advance and agendas distributed to all councillors in a timely manner. Attendance, Conflicts of Interest and Minutes will be taken at these workshops to manage any probity concerns.

- g) When Councillors meet with Council staff and interested parties or proponents, especially in Development matters, a formal meeting structure will need to be adhered to, this will include a formal meeting space, minuting attendance, conflicts of interests and minutes of the meeting occur.
- h) If there is a need for staff and councillors to make a site visits for controversial zoning or developments all councillors are to be invited.

Resourcing Implications

- Training of Councillors is an existing budget item.
- The revision and production of Council policies is undertaken within existing budgeted resources.

Preferred Option

- Changes to the policy are noted in red in **Appendix 1**.
- That the list of approved people contain positions only, so that changes to staffing can be updated without the need to adopt the policy.
- Specific staff members will be listed by name and contact detail in a separate document which will be made available to Councillors, and updated as changes are made within the organisation.
- Additional position within the Governance branch to allow for administrative matters to be dealt with in an efficient manner. This position may only be contacted for routine administrative matters.
-

APPENDICES:

- [1](#)  Draft Council Policy - Councillor and Staff Interaction



COUNCIL POLICY

COUNCILLOR AND STAFF INTERACTION

Date July 2021

Council Resolution Date

Clause Number

Responsible Position Chief Executive Officer
Manager Corporate Governance
Branch Corporate Governance
Division Organisational Performance
Version 4.0
TRIM Reference Number
Review Period 2 years
Next Review Date October 2024
Consultation Not applicable

Document Revision History	
Description	Date
Adopted by Council	23 October 2017
Revised to include a new section 'Dual Role of Councillors'. Some formatting and terminology updated.	August 2020
Adopted by Council	9 November 2020
Adopted by Council for Public Exhibition	26 July 2021
Adopted by Council	27 September 2021
Updates made to staff names – not significant	24 November 2021
Revised and amended to take on ICAC Recommendations per Operation Witney	13 October 2022

POLICY

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Councillor and Staff Interaction Policy

Part 1 – Introduction

- 1.1 *The Councillor and Staff Interaction Policy* (the Policy) provides a framework for Councillors when exercising their civic functions by specifically addressing their ability to interact with, and receive advice from, authorised staff.
- 1.2 The Policy complements and should be read in conjunction with Dubbo Regional Council's *Code of Conduct* (the Code of Conduct).
- 1.3 The aim of the Policy is to facilitate a positive working relationship between Councillors, as the community's elected representatives, and staff, who are employed to administer the operations of the Council. The Policy provides direction on interactions between Councillors and staff to assist both parties in carrying out their day-to-day duties professionally, ethically and respectfully.
- 1.4 It is important to have an effective working relationship that recognises the important but differing contribution both parties bring to their complementary roles.

Part 2 – Application

- 2.1 This Policy applies to all Councillors and Council staff.
- 2.2 This Policy applies to all interactions between Councillors and staff, whether face-to-face, online (including social media and virtual meeting platforms), by phone, text message or in writing.
- 2.3 This Policy applies whenever interactions between Councillors and staff occur, including inside or outside of work hours, and at both Council and non-Council venues and events.
- 2.4 This Policy does not confer any delegated authority upon any person. All delegations to staff are made by the Chief Executive Officer.
- 2.5 Clause 3.1(b) of the Code of Conduct provides Council officials must not conduct themselves in a manner that is contrary to a Council's policies. A breach of this Policy will be a breach of the Code.

Part 3 – Policy Objectives

3.1 The objectives of the Policy are to:

- a) Establish positive, effective and professional working relationships between Councillors and staff defined by mutual respect and courtesy.
- b) Enable Councillors and staff to work together appropriately and effectively to support each other in their respective roles.
- c) Ensure that Councillors receive advice in an orderly, courteous and appropriate manner to assist them in the performance of their civic duties.
- d) Ensure Councillors have adequate access to information to exercise their statutory roles.
- e) Provide direction on, and guide Councillor Interaction with, staff for both obtaining information and in general situations.
- f) Maintain transparent decision making and good governance arrangements.
- g) Ensure the reputation of Council is enhanced by Councillors and staff interacting consistently, professionally and positively in their day-to-day duties.
- h) Provide a clear and consistent framework through which breaches of the Policy will be managed in accordance with the Code of Conduct.

Part 4 – Principles, Roles and Responsibilities

4.1 Several factors contribute to a good relationship between Councillors and staff. These include goodwill, understanding of roles, communication, protocols, and a good understanding of legislative requirements.

4.2 The Council's governing body and its administration (being staff within the Organisation) must have a clear and sophisticated understanding of their different roles, and the fact that these operate within a hierarchy. The administration is accountable to the Chief Executive Officer, who in turn, is accountable to the Council's governing body.

4.3 Section 232 of the *Local Government Act 1993* (the LGA) states that the role of a Councillor is as follows:

- a) To be an active and contributing member of the governing body.

- b) To make considered and well-informed decisions as a member of the governing body.
 - c) To participate in the development of the integrated planning and reporting framework.
 - d) To represent the collective interests of residents, ratepayers and the local community.
 - e) To facilitate communication between the local community and the governing body.
 - f) To uphold and represent accurately the policies and decisions of the governing body.
 - g) To make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.
- 4.4 The administration’s role is to advise the governing body, implement Council’s decisions and to oversee service delivery.
- 4.5 It is beneficial if the administration recognises the complex political environments in which elected members operate and acknowledge that they work within a system that is based on democratic governance. Councillors similarly need to understand that it is a highly complex task to prepare information and provide quality advice on the very wide range of issues that Council operations cover.
- 4.6 Council commits to the following principles to guide interactions between Councillors and staff:

<u>Principle</u>	<u>Achieved by</u>
Equitable and consistent	Ensuring appropriate, consistent and equitable access to information for all Councillors within established service levels.
Considerate and respectful	Councillors and staff working supportively together in the interests of the whole community, based on mutual respect and consideration of their respective positions.
Ethical, open and transparent	Ensuring that interactions between Councillors and staff are ethical, open, transparent, honest and display the highest standards of professional conduct.
Fit for purpose	Ensuring that the provision of equipment and information to Councillors is done in a way that is suitable, practical and of an appropriate size, scale and cost for a client group of nine people.
Accountable and measurable	Providing support to Councillors in the performance of their role in a way that can be measured, reviewed and improved based on qualitative and quantitative data.

4.7 Councillors are members of the Council's governing body, which is responsible for directing and controlling the affairs of the Council in accordance with the LGA. Councillors need to accept that:

- a) Responses to requests for information from Councillors may take time and consultation to prepare and be approved prior to responding.
- b) Staff are not accountable to them individually.
- c) They must not direct staff except by giving appropriate direction to the Chief Executive Officer by way of a Council or Committee resolution, or by the mayor exercising their functions under section 226 of the LGA.
- d) They must not, in any public or private forum, direct or influence, or attempt to direct or influence, a member of staff in the exercise of their functions.
- e) They must not contact a member of staff on Council-related business unless in accordance with this Policy.
- f) They must not use their position to attempt to receive favourable treatment for themselves or others.

4.8 The Chief Executive Officer is responsible for the efficient and effective day-to-day operation of the Council and for ensuring that the lawful decisions of the Council are implemented without undue delay. Council staff need to understand:

- a) They are not accountable to individual Councillors and do not take direction from them. They are accountable to the Chief Executive Officer, who in turn is accountable to the Council's governing body.
- b) They should not provide advice to Councillors unless it has been approved by the Chief Executive Officer.
- c) They must carry out reasonable and lawful directions given by any person having the authority to give such directions in an efficient and effective manner.
- d) They must ensure that participation in political activities outside the service of the Council does not interfere with the performance of their official duties.
- e) They must provide full and timely information to Councillors sufficient to enable them to exercise their civic functions in accordance with this Policy.

Part 5 – The Councillor Requests System

- 5.1 Councillors have a right to request information provided it is relevant to Councillors' exercise of their civic functions. This right does not extend to matters about which a Councillor is merely curious.
- 5.2 Councillors do not have a right to request information about matters that they are prevented from participating in decision-making on because of a conflict of interest, unless the information is otherwise publicly available.
- 5.3 The Chief Executive Officer may identify Council support staff (the Councillor Support Officer) under this Policy for the management of requests from Councillors.
- 5.4 Councillors can use the Councillor requests system to:
- a) Request information or ask questions that relate to the strategic position, performance or operation of the Council.
 - b) Bring concerns that have been raised by members of the public to the attention of staff.
 - c) Request ICT or other support from the Council administration.
- 5.5 Councillors must, to the best of their knowledge, be specific about what information they are requesting, and make their requests respectfully. Where a Councillor's request lacks specificity, the Chief Executive Officer or staff member authorised to manage the matter is entitled to ask the Councillor to clarify their request and the reason(s) why they are seeking the information.
- 5.6 Staff must make every reasonable effort to assist Councillors with their requests and do so in a respectful manner.
- 5.7 The Chief Executive Officer or the staff member authorised to manage a Councillor request will provide a response within five working days. Where a response cannot be provided within that timeframe, the Councillor will be advised, and the information will be provided as soon as practicable.
- 5.8 Councillors are required to treat all information provided by staff appropriately and to observe any confidentiality requirements.
- 5.9 Staff will inform Councillors of any confidentiality requirements for information they provide so Councillors can handle the information appropriately.
- 5.10 Where a Councillor is unsure of confidentiality requirements, they should contact the Chief Executive Officer, or the staff member authorised to manage their request.
- 5.11 Staff will send the written response to the Councillor. To ensure fair and equal provision of information, responses should be copied to all Councillors.

- 5.12 The Chief Executive Officer may refuse access to information requested by a Councillor if:
- a) The information is not necessary for the performance of the Councillor's civic functions; or
 - b) The Councillor has previously declared a conflict of interest in the matter and removed themselves from decision-making on it; or
 - c) The Chief Executive Officer is prevented by law from disclosing the information; or
 - d) If responding to the request would, in the Chief Executive Officer's opinion, result in an unreasonable diversion of staff time and resources.
- 5.13 Where the Chief Executive Officer refuses to provide information requested by a Councillor, they must act reasonably. The Chief Executive Officer must advise a Councillor in writing of their reasons for refusing access to the information requested.
- 5.14 Where a Councillor's request for information is refused by the Chief Executive Officer on the grounds referred to under paragraph c) of clause 5.12, the Councillor may instead request the information through a resolution of the Council by way of a notice of motion.
- 5.15 Council recognises as part of the Minister for Local Government's Performance Improvement Order (PIO) served on 29 June 2021, the Minister required Council to develop a Councillor request system to manage email requests from Councillors that incorporates rules about the use of the system with a focus on ensuring communications are respectful, the number of requests are reasonable and include provisions permitting the Chief Executive Officer to impose limitations where disrespectful or excessive use of the system occurs.
- 5.16 Where there are issues regarding respect, the volume, duplication and reasonableness of request for information by individual Councillors, the Chief Executive Officer shall have responsibility for determining if the information can be supplied after assessing the impact the request will have on staff resources and other Council work. If the requests are deemed by the Chief Executive Officer to breach the requirements of the PIO, the principles of reasonableness or impact significantly on staff resources then the Chief Executive Officer may exercise the delegation granted 26 July 2021 to impose limitations on a Councillor where disrespectful or excessive use of the councillor request system occurs.
- 5.17 Prior to the imposition of such limitation the Chief Executive Officer will advise the Councillor of the intention to impose the limitation and seek a response from the Councillor.
- 5.18 A report will be provided to Councillors quarterly regarding the performance and efficiency of the Councillor requests system against established key performance indicators.
- 5.19 Types of requests are defined in the Councillor Requests Procedure (ED21/145057).

Part 6 – Access to Council Staff

- 6.1 Councillors may directly contact members of staff that are listed at Schedule 1 of this Policy. The Chief Executive Officer may amend this list at any time and will advise Councillors promptly of any changes.
- 6.2 Councillors can contact staff listed at Schedule 1 about matters that relate to the staff member's area of responsibility.
- 6.3 Councillors should, as far as practicable, only contact staff during normal business hours.
- 6.4 If Councillors would like to contact a member of staff not listed on Schedule 1, they must receive permission from the Chief Executive Officer.
- 6.5 If a Councillor is unsure which authorised staff member can help with their enquiry, they can contact the Chief Executive Officer or the Councillor Support Officer (as identified in Schedule 1) who will provide advice about which authorised staff member to contact.
- 6.6 In some instances, the Chief Executive Officer or a member of the Council's executive leadership team will direct a Council staff member to contact Councillors to provide specific information or clarification relating to a specific matter.
- 6.7 A Councillor or member of staff must not take advantage of their official position to improperly influence other Councillors or members of staff in the performance of their civic or professional duties for the purposes of securing a private benefit for themselves or for another person.

Part 7 – Councillor Access to Council Buildings

- 7.1 Councillors are entitled to have access to the Council chamber, committee room, mayor's office (subject to availability), Councillor's rooms, and public areas of Council's buildings during normal business hours for meetings. Councillors needing access to these facilities at other times must obtain approval from the Chief Executive Officer.
- 7.2 Councillors must not enter staff-only areas of Council buildings without the approval of the Chief Executive Officer.

Part 8 – Appropriate and Inappropriate Interactions

8.1 Examples of appropriate interactions between Councillors and staff include, but are not limited to, the following:

- a) Councillors and Council staff are courteous and display a positive and professional attitude towards one another.
- b) Council staff ensure that information necessary for Councillors to exercise their civic functions is made equally available to all Councillors, in accordance with this Policy and any other relevant Council policies.
- c) Council staff record the advice they give to Councillors in the same way they would if it was provided to members of the public.
- d) Council staff, including Council's executive team members, document Councillor Requests via the Councillor Requests system.
- e) Council meetings and Councillor briefings are used to establish positive working relationships and help Councillors to gain an understanding of the complex issues related to their civic duties.
- f) Councillor Workshops that are held regularly to allow Councillors to provide high-level strategic direction. Councillors are able to express their opinions at workshops as they work through the issue at hand. These workshops will be set in advance and agendas distributed to all councillors in a timely manner. Attendance, Conflicts of Interest and Minutes will be taken at these workshops to manage any probity concerns.
- g) When Councillors meet with Council staff and interested parties or proponents, especially in Development matters, a formal meeting structure will need to be adhered to, this will include a formal meeting space, minuting attendance, conflicts of interests and minutes of the meeting occur.
- h) If there is a need for staff and councillors to make a site visits for controversial zoning or developments all councillors are to be invited.
- i) Councillors and Council staff feel supported when seeking and providing clarification about Council related business.
- j) Councillors forward requests through the Councillor requests system and staff respond in accordance with the timeframes stipulated in this Policy.

8.2 Examples of inappropriate interactions between Councillors and staff include, but are not limited to, the following:

- a) Councillors and Council staff conducting themselves in a manner which:

- i) Is contrary to their duties under the *Work Health and Safety Act 2011* and their responsibilities under any policies or procedures adopted by the Council to ensure workplace health and safety.
 - ii) Constitutes harassment and/or bullying within the meaning of clauses 3.7 and 3.9 of the Code of Conduct, or is unlawfully discriminatory.
- b) Councillors approaching staff and staff organisations to discuss individual or operational staff matters (other than matters relating to broader workforce policy such as, but not limited to, organisational restructures or outsourcing decisions), grievances, workplace investigations and disciplinary matters.
- c) Staff approaching Councillors to discuss individual or operational staff matters (other than matters relating to broader workforce policy such as, but not limited to, organisational restructures or outsourcing decisions), grievances, workplace investigations and disciplinary matters.
- d) Subject to paragraph b) of clause 5.12, staff refusing to give information that is available to other Councillors to a particular Councillor.
- e) Councillors who have lodged an application with the Council, discussing the matter with staff in staff-only areas of the Council.
- f) Councillors being overbearing or threatening to staff.
- g) Staff being overbearing or threatening to Councillors.
- h) Councillors making personal attacks on staff or engaging in conduct towards staff that would be contrary to the general conduct provisions in Part 3 of the Code of Conduct in public forums including social media.
- i) Councillors directing or pressuring staff in the performance of their work, or recommendations they should make.
- j) Staff providing ad hoc advice to Councillors without recording or documenting the interaction as they would if the advice was provided to a member of the community.
- 8.3 Where a Councillor engages in conduct that, in the opinion of the Chief Executive Officer, puts the health, safety or welfare of staff at risk, the Chief Executive Officer may restrict the Councillor's access to staff.
- 8.4 Any concerns relating to the conduct of staff under this Policy should be raised with the Chief Executive Officer.

Schedule 1 – Authorised Staff Contacts for Councillors

1. Clause 6.1 of this Policy provides that Councillors may directly contact members of staff that are listed below. The Chief Executive Officer may amend this list at any time.
2. Councillors can contact staff listed below about matters that relate to the staff member's area of responsibility.
3. Councillors should, as far as practicable, only contact staff during normal business hours.
 - a) An individual Councillor may only be able to send emails outside of normal business hours if they are in full or part-time employment. Staff responses and provision of information, unless during extraordinary circumstances, will be provided during normal business hours.
4. If Councillors would like to contact a member of staff not listed below, they must receive permission from the Chief Executive Officer.
5. If a Councillor is unsure which authorised staff member can help with their enquiry, they can contact the Chief Executive Officer or the Councillor Support Officer who will provide advice about which authorised staff member to contact.
6. In some instances, the Chief Executive Officer or a member of the Council's executive leadership team will direct a Council staff member to contact Councillors to provide specific information or clarification relating to a specific matter.

Authorised Positions

Chief Executive Officer

Director Strategy Partnerships and Engagement

Manager Strategic Partnerships and Investment

Communications Services Team Leader

Director Infrastructure

Director Community Culture and Places

Director Organisational Performance

Director Development and Environment

Manager Corporate Governance

Governance Team Leader



REPORT: Draft Council Policy - Petitions

DIVISION: Organisational Performance
REPORT DATE: 4 October 2022
TRIM REFERENCE: ID22/2069

EXECUTIVE SUMMARY

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

STRATEGIC DIRECTION

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

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

RECOMMENDATION

- 1. That the Draft Council Policy – Petitions, which have been based on NSW Parliament procedures and attached as appendix 1 to this report be adopted.**
- 2. That the ability to host online e-petitions in accordance with practices of the NSW parliament be undertaken with a subsequent report brought to Council for its consideration.**

Dean Frost
Director Organisational Performance

SW
Governance Team Leader

BACKGROUND

Previous Resolutions of Council

11 June 2019	<i>That the Draft Petitions Policy as attached to the report of the Executive Manager Governance and Internal Control dated 9 May 2019 be adopted.</i>
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Council receives a relatively small number of petitions in various formats on a number of subjects. Council adopted a petitions policy to ensure that there was a consistent approach to the receiving and consideration of petitions ranging over all of Council's responsibilities.

The draft Petitions Policy as attached to this report as **Appendix 1** has been reviewed and updated primarily for administrative purposes. The original policy was based on the petitions procedures followed by the NSW Parliament and modified for the use of Dubbo Regional Council.

REPORT

Council still receives a relatively small number of petitions in various formats on a number of subjects. The current Council Policy – Petitions was due for review since it was adopted in 2019.

The review has included researching options to allow electronic petitions along with manual petitions that are the current format accepted by council.

NSW Parliament currently has the ability to host online e-petitions. Council are now investigating the requirements to implement e-petitions moving forward.

The changes to the policy as attached as Appendix 1 to the report are primarily administrative in nature, changing titling and inserting the link to Council's Code of Meeting practice on page 3 of the policy in relation to if a petition is ruled as a matter of urgency.

The draft Petitions Policy as attached to this report as **Appendix 1** for consideration for adoption.

Planned Communications

- Once adopted the Policy will be placed onto Council's Website where the Petition Template will also be made available for members of the community to use.

Timeframe

Key Date	Explanation
13 October 2022	Review by Corporate Services Committee
27 October 2022	Adoption by Council
28 October 2022	Adopted Policy to be placed onto Council's Website.

APPENDICES:

- [1](#) Draft Council Policy - Petitions - reviewed September 2022



DUBBO
REGIONAL
COUNCIL

COUNCIL POLICY

Petitions

Date 26 September 2022

Council Resolution Date

Clause Number

Responsible Position Manager Corporate Governance

Branch Corporate Governance

Division Organisational Performance

Version 2

TRIM Reference Number

Review Period 3 years

Review Date October 2024

Consultation Nil

Document Revision History	
Description	Date
Draft – adopted by Council	11/06/2019
Revised	26/09/2022
Notes	

POLICY

PURPOSE

The purpose of this policy is to determine a consistent approach to the accepting and consideration of petitions received by Council from members of the public.

BACKGROUND AND RELATED LEGISLATION

This policy is based on the procedures and practices of the NSW Parliament in dealing with petitions.

SCOPE

This policy relates to the management of petitions when received by Council.

POLICY

A petition is a request made to Council seeking a particular action. Any person with a direct interest in Dubbo Regional Council such as residents, land owners, business people or in some other capacity may ask Council to change an existing Policy, a decision of Council or take action for a certain purpose or for the benefit of particular persons.

The subject of a petition must be a matter on which the Council has the power to act.

Care is to be taken in the wording of petitions as Council imposes certain requirements on their form and content. The petition should follow the guidelines detailed below.

- Be enclosed in a sealed envelope and addressed to "the Chief Executive Officer" of Dubbo Regional Council.
- Contain the names and addresses of the petitioners and their own original signatures. Any additional requests for information, such as telephone numbers or e-mails, should be clearly listed as optional.
- State the facts which the petitioners wish to bring to the notice of the Council (this is the 'grievance').
- Conclude with a request that the Council do, or do not do, something or take some course of action. Each page of a petition seeking signatures must be headed with the words of the request.
- Be clearly written, typed or printed and not have anything attached to it
- Be respectful, decorous and temperate in its language.
- Be in English, or be accompanied by a translation certified to be correct.

- Be in an original document format, not a postcard, leaflet or the like.

A petition must not:

- Contain irrelevant statements or information, including logos, photos, slogans etc
- Include headings that refer to an individual Councillor or staff member, or which contain photographs of a Councillor or staff member or similar information judged as 'additional' to the subject of the petition
- Contain material of a political campaigning nature.
- Be altered in any way from the petition as signed by the petitioners.

Signatures

- A petition must contain at least one signature
- Every signature must be original hand-writing, and signatures must not be pasted on, photocopied or transferred in any way.
- Every person signing a petition must write their full address after their signature.

Lodgement

- Petitions must be lodged in the format as specified in **Appendix 1** of the Petitions Policy
- **Petitions may be lodged at a Council meeting, as per clause 8.4 of the Code of Meeting Practice (link below). However they are not to be considered or debated unless a resolution of Council is passed to transact the business of the meeting and the chairperson rules it as a matter of urgency in accordance with clause 9.3 of the Code of Meeting Practice.**

<https://www.dubbo.nsw.gov.au/ArticleDocuments/241/Council%20Policy%20-%20Code%20of%20Meeting%20Practice.pdf.aspx?Embed=Y>

- Petitions lodged with Council, either personally through a Councillor or staff member, will be presented to Council for consideration at the next available Ordinary meeting of Council where the agenda has not already been determined.
- Once a petition has been received and registered by Council, an acknowledgement letter will be sent to the person who initiated the petition.

What will happen next?

- Petitions lodged with Council, **containing 25 signatures or more**, will be included on the agenda of the next available Ordinary meeting of Council where the agenda has not already been determined with a recommendation for notation.
- Petitions lodged with Council, **with less than 25 signatures**, will not be placed on a Council meeting agenda and will be managed internally by staff. Councillors will be provided with a copy of these petitions informally for their information.

- Council shall consider the petition and a Councillor will need to move a motion, which will be required to be seconded, to either note the petition as recommended or to act on the petition in some way.
- Only the person who has lodged the petition and has included their contact details on the lodgement form will be advised of the outcome of Council's deliberations.

RESPONSIBILITIES

Manager Corporate Governance

APPENDICES

Template for Petition lodgement

PETITION

To the Councillors of Dubbo Regional Council

The Petition of the residents of the Dubbo Regional Council

Brings to the attention of the Council.....

.....
[Briefly state the circumstances of the issue that the petitioners wish to bring to the notice of the Council.]

The undersigned petitioners therefore ask the Council to.....

.....
[Outline the action that the Council should, or should not, take.]

Lodged by: Contact Phone

Address:

Email:

Name	Address	Signature

[Subsequent pages of a petition must repeat the request from the first page of the petition.]

The undersigned petitioners ask the Council to

[Outline the action that the Council should, or should not, take.]

Name	Address	Signature



REPORT: Local Government NSW - 2022 Annual Conference

DIVISION: Organisational Performance
REPORT DATE: 4 October 2022
TRIM REFERENCE: ID22/2072

EXECUTIVE SUMMARY

Purpose	Seek direction or decision	
Issue	<ul style="list-style-type: none"> • Council selected four voting delegates as representatives to the Local Government NSW (LGNSW) Special Conference to be held from 23 October 2022 to 25 October 2022. • The nominated voting delegates will attend the conference on behalf of Dubbo Regional Council. • Non-voting delegates/attendees also need to be determined for the purpose of registration. 	
Reasoning	<ul style="list-style-type: none"> • The number of voting delegates that each member Council is entitled to is determined according to a formula based on the population of the region. • Dubbo Regional Council must nominate four voting delegates. • At its meeting held 14 July 2022 council voted on their delegates to attend the conference. • Since then one of the voting delegates can no longer attend so a replacement voting delegate needs to be arranged. 	
Financial Implications	Budget Area	Governance and Internal Control
	Funding Source	Members' Expenses - Delegates
Policy Implications	Policy Title	Payment of Expenses and Provision of Facilities for the Mayor and Councillors
	Impact on Policy	In line with policy

STRATEGIC DIRECTION

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

Theme: 4 Leadership

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

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

RECOMMENDATION

- 1. That Councillor Jessica Gough be endorsed to act as voting delegates at the Local Government NSW Annual Conference 2022.**
- 2. That there will be no non-voting councillor attendees at the Local Government NSW Annual Conference 2022.**

Dean Frost
Director Organisational Performance

SW
Governance Team Leader

BACKGROUND

The Local Government NSW Annual Conference 2022 will be held at the Crowne Plaza Hunter Valley from 23 to 25 October 2022. Following the adoption of the Council Policy, Payment of Expenses and Provision of Facilities for the Mayor and Councillors in May this year, the Mayor, or their nominee, as well as three Councillors will attend the conference as Council's delegates. Other Councillors, as determined by the Council, can attend the conference as observers.

REPORT

Consultation

After it was determined at the July 2022 council meeting that there would be three Councillors attending along with the Mayor as Voting Delegates, one of the Voting Delegates has advised that they can no longer attend the conference.

Council had also determined that Councillor J Gough be the non-voting councillor delegate to attend.

As Council had until 10 October to determine the voting delegate, contact was made with Cllr Gough to see if she was happy to become a voting delegate, to which she agreed. Communication was sent around to all councillors to see if anyone was able to attend or had objections to Councillor Gough becoming the 4th voting delegate. No other councillor was able to attend and agreed for Councillor Gough to be the replacement voting delegate.

This report is for administrative purposes to have a formal Council resolution for this change.

Planned Communications

- Local Government NSW have been notified of Council's voting delegates

Timeframe

Key Date	Explanation
23 to 25 October 2022	LGNSW Annual Conference 2022