



AGENDA

ORDINARY COUNCIL MEETING

24 SEPTEMBER 2018

MEMBERSHIP: Councillors J Diffey, V Etheridge, D Grant, D Gumley, A Jones, S Lawrence, G Mohr, K Parker, J Ryan and B Shields.

The meeting is scheduled to commence at 5.30pm.

PRAYER:

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

ACKNOWLEDGEMENT OF COUNTRY:

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

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CCL18/167 CONFIRMATION OF MINUTES (ID18/1422) 5
Confirmation of the minutes of the proceedings of the Council of the City of Dubbo at the Dubbo Regional Council meeting held on 27 August 2018.

CCL18/168 LEAVE OF ABSENCE (ID18/1423)

CCL18/169 PUBLIC FORUM (ID18/1424)

INFORMATION ONLY MATTERS:

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The Council had before it the report dated 10 September 2018 from the Director Corporate Services regarding Investments Under Section 625 of the Local Government Act - August 2018.

- CCL18/171 QUARTERLY REPORT ON DOCUMENTS EXECUTED UNDER THE POWER OF ATTORNEY (ID18/1333) 24**

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- CCL18/172 REPORT OF THE PLANNING DEVELOPMENT AND ENVIRONMENT COMMITTEE - MEETING 10 SEPTEMBER 2018 (ID18/1425) 28**

The Council had before it the report of the Planning, Development and Environment Committee meeting held 10 September 2018.

- CCL18/173 REPORT OF THE INFRASTRUCTURE COMMUNITY AND RECREATION COMMITTEE - MEETING 10 SEPTEMBER 2018 (ID18/1426) 33**

The Council had before it the report of the Infrastructure, Community and Recreation Committee meeting held 10 September 2018.

- CCL18/174 REPORT OF THE ECONOMIC DEVELOPMENT BUSINESS AND CORPORATE COMMITTEE - MEETING 10 SEPTEMBER 2018 (ID18/1429) 39**

The Council had before it the report of the Economic Development, Business and Corporate Committee meeting held 10 September 2018.

NOTICES OF MOTION:

- CCL18/175 DRAFT MAJOR SPORTING EVENT ATTRACTION PACKAGE (ID18/1430) 43**

Council had before it a Notice of Motion dated 10 September 2018 from Councillor K Parker regarding the Draft Major Sporting Event Attraction Package.

- CCL18/176 ASSISTANCE FOR FARMLAND RATE PAYERS (ID18/1431) 46**

Council had before it a Notice of Motion dated 11 September 2018 from Councillor D Gumley regarding the Assistance for farmland rate payers.

- CCL18/177 COMMUNITY SOLAR REVOLVING FUND (ID18/1473)** 48
Council had before it a Notice of Motion dated 17 September 2018 from Councillor J Diffey regarding the Community Solar Revolving Fund.
- REPORTS FROM STAFF:**
- CCL18/178 FINANCIAL ASSISTANCE POLICY (ID18/1418)** 50
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- CCL18/179 DISCLOSURE OF INTEREST RETURNS (ID18/1332)** 63
The Council had before it the report dated 10 September 2018 from the Executive Manager Governance and Internal Control regarding Disclosure of Interest Returns.
- CCL18/180 UUNGULA WIND FARM PROJECT - COMMUNITY CONSULTATIVE COMMITTEE - COUNCIL REPRESENTATIVE (ID18/1397)** 65
The Council had before it the report dated 31 August 2018 from the Governance Team Leader regarding Uungula Wind Farm Project - Community Consultative Committee - Council Representative.
- CCL18/181 AUDIT AND RISK MANAGEMENT COMMITTEE - INDEPENDENT REPRESENTATIVES NOMINATIONS (ID18/1420)** 68
The Council had before it the report dated 10 September 2018 from the Governance Team Leader regarding Audit and Risk Management Committee - Independent Representatives Nominations.
- CCL18/182 DUBBO REGIONAL COUNCIL REPRESENTATION TO THE TARONGA CONSERVATION SOCIETY AUSTRALIA BOARD (ID18/1411)** 85
The Council had before it the report dated 5 September 2018 from the Governance Team Leader regarding Dubbo Regional Council Representation to the Taronga Conservation Society Australia Board.
- CCL18/183 DRAFT EMPLOYMENT LAND STRATEGY (ID18/1266)** 87
The Council had before it the report dated 11 September 2018 from the Senior Strategic Planner regarding Draft Employment Land Strategy.

- CCL18/184 PLANNING AGREEMENT POLICY (NO VALUE CAPTURE) - RESULTS OF PUBLIC EXHIBITION (ID18/1414)** 190
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- CCL18/185 COUNCIL ASSISTED CLEAN-UP AT NANIMA VILLAGE WELLINGTON (ID18/1329)** 201
The Council had before it the report dated 21 August 2018 from the Manager Social Services regarding Council Assisted Clean-up at Nanima Village Wellington.
- CCL18/186 INCREASE TO BANK GUARANTEE FACILITY LIMIT (ID18/1410)** 204
The Council had before it the report dated 5 September 2018 from the Audit/Statutory Reporting Accountant regarding Increase to Bank Guarantee Facility Limit.
- CCL18/187 SALE OF COUNCIL LAND - LOT 24 DP 715331 (ID18/1402)** 207
The Council had before it the report dated 3 September 2018 from the Manager Property Assets regarding Sale of Council land - Lot 24 DP 715331.
- CCL18/188 PROPOSED ROAD CLOSURE - WALKWAY CONNECTING DAVIDSON DRIVE AND STURT CIRCLE - DISPOSAL TO ADJOINING OWNERS (ID18/1419)** 212
The Council had before it the report dated 10 September 2018 from the Property Development Officer regarding Proposed Road Closure - Walkway connecting Davidson Drive and Sturt Circle - Disposal to adjoining owners.
- CCL18/189 COMMENTS AND MATTERS OF URGENCY (ID18/1428)**
- CCL18/190 COMMITTEE OF THE WHOLE (ID18/1475)**



DUBBO REGIONAL
COUNCIL

Confirmation of Minutes

The Committee had before it the report of the Ordinary Council meeting held on 27 August 2018.

RECOMMENDATION

That the minutes of the proceedings of the Dubbo Regional Council at the Ordinary Council meeting held on 27 August 2018 comprising pages 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18 and 19 of the series be taken as read, confirmed as correct minutes and signed by the Mayor and the Chief Executive Officer.

Appendices:

1 [↓](#) Minutes - Ordinary Council Meeting - 27/08/2018



REPORT

ORDINARY COUNCIL MEETING

27 AUGUST 2018

PRESENT: Councillors J Diffey, V Etheridge, D Grant, D Gumley, A Jones, S Lawrence, G Mohr, K Parker, J Ryan and B Shields.

ALSO IN ATTENDANCE:

The Chief Executive Officer (C Giffin), the Executive Manager Governance and Internal Control, the Governance Team Leader, the Community Support Officer, the Director Economic Development and Business, the Communications Coordinator, the Director Infrastructure and Operations (R Mills), the Director Planning and Environment, the Manager Strategic Planning Services, the Manager Environmental Control, the Trainee Planner and the Director Community and Recreation.

Councillor B Shields assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 5.31pm at the Dubbo Civic Administration Building, Council Chamber, with a prayer for Divine Guidance to the Council in its deliberations and activities. The acknowledgement of country was also read by Councillor V Etheridge.

CCL18/140 CONFIRMATION OF MINUTES (ID18/1290)

Confirmation of the minutes of the proceedings of the Ordinary Council meeting held on 23 July 2018 and Extraordinary Council meeting held on 30 July 2018.

Moved by Councillor D Grant and seconded by Councillor G Mohr

MOTION

That the minutes of the proceedings of the Dubbo Regional Council at the Ordinary Council meeting held on 23 July 2018 comprising pages 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20 and 21 of the series, Extraordinary Council meeting held on 30 July 2018 comprising pages 22, 23 and 24 of the series be taken as read, confirmed as correct minutes and signed by the Mayor and the Chief Executive Officer.

CARRIED

CCL18/141 LEAVE OF ABSENCE (ID18/1292)

There were no applications for leave of absence.

CCL18/142 PUBLIC FORUM (ID18/1293)

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

- Ms Helen Swan regarding Wellington Information and Neighbourhood Centre.
- Mr Jack Ayoub regarding item CCL/157 Coal Seam Gas Exploration and Development
- Ms Sally Forsstrom regarding item CCL/157 Coal Seam Gas Exploration and Development

MAYORAL MINUTES:**CCL18/143 TONY MCGRANE MEMORIAL SCHOLARSHIP FUND DINNER (ID18/1278)**

The Council had before it the Mayoral Minute regarding Tony McGrane Memorial Scholarship Fund Dinner.

Moved by Councillor B Shields

MOTION

That Council purchase 10 tickets for the Tony McGrane Memorial Scholarship Fund Dinner for the attendance of available Councillors and Senior Staff to this event.

CARRIED

CCL18/144 NSW FUNDING FOR PUBLIC LIBRARIES (ID18/1257)

The Council had before it the Mayoral Minute regarding NSW Funding for Public Libraries.

This item lapsed due to the lack of a mover.

CCL18/145 OUTCOME OF COUNCIL'S APPROACH TO FISCAL RESPONSIBILITY (ID18/1191)

The Council had before it the Mayoral Minute regarding Outcome of Council's Approach to Fiscal Responsibility.

Moved by Councillor B Shields

MOTION

That the current Council's approach to fiscal responsibility be noted.

CARRIED

CCL18/146 SUPPORT FOR INSTALLATION OF AUTOMATED EXTERNAL DEFIBRILLATORS AROUND DUBBO (ID18/1302)

The Council had before it the Mayoral Minute regarding Support for Installation of Automated External Defibrillators around Dubbo.

Moved by Councillor B Shields

MOTION

1. That the CEO be requested to plan and budget for consideration during the preparation of the 2019/2020 draft budget further rollout for AED technology across all appropriate and secure Council sites.
2. That Mr George Chapman and the Australian Red Cross be formally thanked by Council for their tremendous efforts in making Dubbo a safer region with their rollout of AED machines.

CARRIED

INFORMATION ONLY MATTERS:**CCL18/147 INVESTMENTS UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT - JULY 2018 (ID18/1279)**

The Council had before it the report dated 10 August 2018 from the Director Corporate Services regarding Investments Under Section 625 of the Local Government Act - July 2018.

Moved by Councillor G Mohr and seconded by Councillor J Ryan

MOTION

That the information provided within the report of the Director Corporate Services, dated 10 August 2018 be noted.

CARRIED

Councillor K Parker declared a pecuniary, significant interest in the matter now before the Council and left the room and was out of sight during the Council's consideration of this matter. The reason for such interest is that Councillor K Parker an employee of the Dubbo Branch of the Bank of Queensland, a bank that Council has funds invested with.

MATTERS CONSIDERED BY COMMITTEES:**CCL18/148 REPORT OF THE PLANNING, DEVELOPMENT AND ENVIRONMENT COMMITTEE
- MEETING 13 AUGUST 2018 (ID18/1294)**

The Council had before it the report of the Planning, Development and Environment Committee meeting held 13 August 2018.

Moved by Councillor S Lawrence and seconded by Councillor A Jones

MOTION

That the report of the Planning, Development and Environment Committee meeting held on 13 August 2018, be noted.

CARRIED

**CCL18/149 REPORT OF THE INFRASTRUCTURE, COMMUNITY AND RECREATION
COMMITTEE - MEETING 13 AUGUST 2018 (ID18/1295)**

The Council had before it the report of the Infrastructure, Community and Recreation Committee meeting held 13 August 2018.

Moved by Councillor S Lawrence and seconded by Councillor J Diffey

MOTION

That the report of the Infrastructure, Community and Recreation Committee meeting held on 13 August 2018, be noted.

CARRIED

**CCL18/150 REPORT OF THE ECONOMIC DEVELOPMENT, BUSINESS AND CORPORATE
COMMITTEE - MEETING 13 AUGUST 2018 (ID18/1296)**

The Council had before it the report of the Economic Development, Business and Corporate Committee meeting held 13 August 2018.

Moved by Councillor G Mohr and seconded by Councillor J Diffey

MOTION

That the report of the Economic Development, Business and Corporate Committee meeting held on 13 August 2018, be noted.

CARRIED

CCL18/151 REPORT OF THE STREET TREE ADVISORY COMMITTEE - MEETING 7 AUGUST 2018 (ID18/1297)

The Council had before it the report of the Street Tree Advisory Committee meeting held 7 August 2018.

Moved by Councillor J Ryan and seconded by Councillor V Etheridge

MOTION

That the report of the Street Tree Advisory Committee meeting held on 7 August 2018, be noted.

CARRIED

NOTICES OF MOTION:**CCL18/152 CCTV CAMERAS IN NOMINATED NEIGHBOURHOOD SHOPPING AREAS (ID18/1300)**

Council had before it a Notice of Motion dated 13 August 2018 from Councillor V Etheridge regarding the CCTV Cameras in Nominated Neighbourhood Shopping Areas as follows:

"That the Chief Executive Officer be requested to prepare a report for the September 2018 Ordinary meeting of Council with regard to the suitability of CCTV cameras in the following shopping precincts:

1. Victoria Street, Dubbo
2. Tamworth Street, Dubbo
3. Boundary Road, Dubbo"

Moved by Councillor V Etheridge and seconded by Councillor S Lawrence

MOTION

That the Chief Executive Officer be requested to prepare a report for the October 2018 Ordinary meeting of Council with regard to the suitability of CCTV cameras in all recognised neighbourhood shopping precincts.

CARRIED

CCL18/153 DUBBO REGIONAL COUNCIL - WEED SPRAYING (ID18/1320)

Council had before it a Notice of Motion dated 15 August 2018 from Councillor J Ryan regarding the Dubbo Regional Council - Weed Spraying as follows:

"That the Chief Executive Officer be requested to prepare a report to the October 2018 Ordinary meeting of Council that investigates alternatives to the use of Glyphosate (especially in urban areas) including new technologies such as using machines which emit steam for controlling weeds."

Moved by Councillor J Ryan and seconded by Councillor A Jones

MOTION

That the Chief Executive Officer be requested to prepare a report to the October 2018 Ordinary meeting of Council that investigates alternatives to the use of Glyphosate (especially in urban areas) including new technologies such as using machines which emit steam for controlling weeds.

CARRIED

CCL18/154 LIGHTING AUDIT OF DUBBO CBD CARPARKS (ID18/1321)

Council had before it a Notice of Motion dated 15 August 2018 from Councillor D Gumley regarding the Lighting Audit of Dubbo CBD Carparks as follows:

"That the Chief Executive Officer be requested to undertake an audit of the lighting of Dubbo CBD Carparks with a report to be prepared for the Ordinary meeting of Council in October 2018."

Moved by Councillor D Gumley and seconded by Councillor G Mohr

MOTION

That the Chief Executive Officer be requested to undertake an audit of the lighting of Dubbo CBD Carparks with a report to be prepared for the Ordinary meeting of Council in October 2018.

CARRIED

REPORTS FROM STAFF:**CCL18/155 ANNUAL AWARDS CEREMONY AND EVENTS (ID18/1272)**

The Council had before it the report dated 8 August 2018 from the Chief Executive Officer regarding Annual Awards Ceremony and Events.

Moved by Councillor V Etheridge and seconded by Councillor G Mohr

MOTION

1. That the Dubbo Day awards ceremony remain in its current format and be conducted on 23 November.
2. That the annual Australia Day ceremony be conducted in Dubbo and Wellington each year in the same format as previous years and be facilitated by Council staff.
3. That applications be called from the Dubbo and Wellington communities to establish an award selection panel in each location for the selection of Australia Day award recipients.

CARRIED

CCL18/156 COUNCIL AND COMMITTEE MEETING DATES 2018/2019 (ID18/1260)

The Council had before it the report dated 1 August 2018 from the Executive Manager Governance and Internal Control regarding Council and Committee Meeting Dates 2018/2019.

Moved by Councillor V Etheridge and seconded by Councillor G Mohr

MOTION

1. That the dates and locations of Ordinary Council meetings and Standing Committee meetings as detailed in the report of the Executive Manager Governance and Internal Control dated 1 August 2018 be adopted.
2. That the Wellington Town Assembly be tasked with organising a Community Forum with Councillors and Senior Staff to be held in Wellington three times per year in March, July and November where the public will be invited to meet with Councillors and Senior Staff to raise matters to be addressed by Council.

Moved by Councillor D Grant and seconded by Councillor A Jones

AMENDMENT

1. That the dates and locations of Ordinary Council meetings and Standing Committee meetings as detailed in the report of the Executive Manager Governance and Internal Control dated 1 August 2018 be adopted, noting that two Ordinary Council meetings be held in Wellington in March and July each year.
2. That the Wellington Town Assembly be tasked with organising a Community Forum with Councillors and Senior Staff to be held in Wellington three times per year in March, July and November where the public will be invited to meet with Councillors and Senior Staff to raise matters to be addressed by Council.

The amendment on being put to the meeting was lost.

LOST

The motion on being put to the meeting was carried.

CARRIED

As one or more Councillors voted against the motion, in accordance with Clause (b)(iv)(2) of Council's Code of Meeting Practice, the following votes were recorded:

FOR	AGAINST
Councillor Etheridge	Councillor Diffey
Councillor Mohr	Councillor Grant
Councillor Parker	Councillor Gumley
Councillor Ryan	Councillor Jones
Councillor Shields	Councillor Lawrence
Total (5)	Total (5)

CCL18/157 COAL SEAM GAS EXPLORATION AND DEVELOPMENT (ID18/1029)

The Council had before it the report dated 14 August 2018 from the Manager Strategic Planning Services regarding Coal Seam Gas Exploration and Development.

Moved by Councillor S Lawrence and seconded by Councillor J Ryan

MOTION

1. That the report of the Manager Strategic Planning Services dated 14 August 2018 be noted.
2. That Dubbo Regional Council does not support the exploration and/or development of Coal Seam Gas production in the Dubbo Local Environmental Area on the following basis:
 - i. Coal Seam Gas production and development including 'fracking' has shown to have negative impacts on water supply to agriculture and the production capacity of rural lands.
 - ii. The exploration and production of Coal Seam Gas has not shown to provide any lasting positive economic impacts.
 - iii. The NSW Planning System does not provide satisfactory consideration of the environmental and economic costs to the community from Coal Seam Gas exploration and development.
 - iv. That further research and scientific analysis to be undertaken in respect to the Coal Seam Gas industry.
3. That the State Government Department of Planning and Environment and the State Government (Resources and Geoscience) be notified of Council's resolution.
4. That the people who made submissions be advised of the outcome of Council's considerations and thanked for their submission.

CARRIED

CCL18/158 DRAFT EDUCATION FOR SUSTAINABILITY STRATEGY AND ACTION PLAN 2018/2019 (ID18/1270)

The Council had before it the report dated 13 August 2018 from the Sustainability and Education Officer regarding Draft Education for Sustainability Strategy and Action Plan 2018/2019.

Moved by Councillor D Grant and seconded by Councillor G Mohr

MOTION

That the draft Education for Sustainability Strategy and Action Plan as attached as Appendix 1 of the report of the Sustainability Education Officer dated 13 August 2018 be adopted by Council.

CARRIED

CCL18/159 RESIDENT PARKING PERMIT ZONES - CARRINGTON AVENUE, DUBBO (ID18/1281)

The Council had before it the report dated 13 August 2018 from the Senior Traffic Engineer regarding Resident Parking Permit Zones - Carrington Avenue, Dubbo.

Moved by Councillor G Mohr and seconded by Councillor S Lawrence

MOTION

That a Resident Parking Permit Zone be implemented on the western side of Carrington Avenue, immediately south of the Talbragar Street intersection for a distance of 87 m.

CARRIED

CCL18/160 NO PARKING ZONE AT ST MARYS PRIMARY SCHOOL - MYALL STREET DUBBO (ID18/1282)

The Council had before it the report dated 13 August 2018 from the Senior Traffic Engineer regarding No Parking Zone at St Marys Primary School - Myall Street Dubbo.

Moved by Councillor A Jones and seconded by Councillor J Diffey

MOTION

That Council approval be granted for the implementation of a 'School Drop-off/Pick-up Zone' adjacent St Marys Primary School in Myall Street in accordance with Council's Plan TM 7217.

CARRIED

CCL18/161 2018 WELLINGTON SPRINGFEST PARADE (ID18/1283)

The Council had before it the report dated 13 August 2018 from the Senior Traffic Engineer regarding 2018 Wellington SpringFest Parade.

Moved by Councillor V Etheridge and seconded by Councillor J Ryan

MOTION

- 1. That Council approval be granted to the Rotary Club Of Wellington SpringFest Committee to undertake the annual street parade on Saturday 22 September 2018, and implement temporary road closures of the Mitchell Highway between Maughan Street and Gisborne Street and Gisborne Street between the Mitchell Highway to Market Square, Market Square between Gisborne Street and Soldier Lane, Percy Street between Maughan Street and Maxwell Street Wellington, from 8.00 am to approximately 11.30 am and the Mitchell Highway between Percy Street and Maughan Street Wellington from 8.00 am to 3.00 pm on the same day subject to Roads and Maritime Services approval and conditions set down by Dubbo Regional Council and NSW Police as considered necessary:**
 - a. The parade will be marshalled in Gisborne Street on the western side of Lee Street at 9.00 am. The parade will commence at 10.00 am and enter Lee Street,**

then south through the Wellington CBD adjacent to Cameron Park to the Maughan Street roundabout and return. The event is to be undertaken under police escort, in accordance with the requirements of NSW Police and approval documentation forwarded to Council for notation.

- b. The submission of Traffic Management and Traffic Control Plans to Council and NSW Police and Roads and Maritime Services prior to the event date. All traffic control measures contained in the plan are to be in accordance with the Australian Standard AS 1742.3, and the Roads and Maritime Service's 'Guide to Traffic Control at Worksites' and approved by an accredited person. Council's Traffic Control Plan TM 7218 will be implemented.
- c. The organiser is to provide Council's relevant appointed officer with a copy of the Public Liability Insurance Policy for the amount of at least \$20 million. Such policy is to note that Council, Roads and Maritime Services and NSW Police is indemnified against any possible action as a result of the parade.
- d. Dubbo Regional Council staff, Marshalls and SES personnel are to be provided at the nominated road closure points, and shall be specifically authorised for the event. Traffic controllers as required will have current Roads and Maritime Service certification.
- e. The applicant is responsible for all traffic control required for the event in accordance with the approved Traffic Control Plan.
- f. The applicant is to provide Council with a formal letter of acceptance of the conditions prior to final approval.
- g. The applicant is to ensure that the roadway is clear of any residue that might be deposited by the participants along the parade route.
- h. The applicant is to gain consent from the Roads and Maritime Service for the closure and detour of Showground Road and the Mitchell Highway and a Road Occupancy Licence with evidence provided to Council of such conditions as warranted.
- i. All costs associated with implementing the event are to be met by the event organiser.

CARRIED

Councillor D Grant declared a non-pecuniary, significant interest in the matter now before the Council and remained in the room during the Council's consideration of this matter. The reason for such interest is that Councillor D Grant is a voluntary member of Rotary Club of Wellington who are the organisers of the Springfest Parade but has no financial gain to himself and as such this will not affect his decision making in the matter.

CCL18/162 RIDE AGAINST CANCER - MUDGEES LIONS CLUB (ID18/1284)

The Council had before it the report dated 13 August 2018 from the Senior Traffic Engineer regarding Ride Against Cancer - Mudgees Lions Club.

Moved by Councillor G Mohr and seconded by Councillor D Gumley

MOTION

1. That approval be granted to the Mudgees Lions Club to conduct the Ride Against Cancer Charity Horse Ride along Council roads, as detailed in Event and Traffic Management and Risk Management Plan from 6 to 21 October 2018 subject to Council's standard consent conditions that apply to events of this type, and those of the NSW Police Force and Roads and Maritime Services.
2. That the Event and Traffic Management and Risk Management plans be updated to include up to 10 horses and to clarify how the extra riders join the convey and how those extra riders return to their starting point.

CARRIED

Councillor A Jones declared a non-pecuniary, significant interest in the matter now before the Council and left the room and was out of sight during the Council's consideration of this matter. The reason for such interest is that Councillor A Jones is the treasurer of Geurie Lions Club who is catering for this event for the Mudgees Lions Club.

CCL18/163 ACQUISITION OF LAND FOR ROAD WIDENING - PORTION (V) ANNEXED FROM LOT 185 DP 756920 - 8149 BURRENDONG WAY, DRIPSTONE (ID18/1275)

The Council had before it the report dated 9 August 2018 from the Property Development Officer regarding Acquisition of Land for Road Widening - Portion (V) annexed from Lot 185 DP 756920 - 8149 Burrendong Way, Dripstone.

Moved by Councillor D Grant and seconded by Councillor J Diffey

MOTION

1. That Council pay compensation of \$10,615.00 to Mr James M Murray and Ms Dallas E Hyde, owners of Lot 185 DP 756920, for the acquisition of portion (V) of 878.2m² for road widening of Burrendong Way.
2. That the compensation be paid to Mr Murray and Ms Hyde on exchange of contracts for the land, noting that portion (V) has already been fenced into the road reserve.
3. That the Chief Executive Officer be authorised to complete any documentation under delegated "Power of Attorney".

CARRIED

CCL18/164 RELEASE OF NO BUILDING RESTRICTIONS FROM LOT 15 DP 1031922 MERRILEA ROAD, DUBBO (ID18/1288)

The Council had before it the report dated 13 August 2018 from the Property Development Officer regarding Release of No Building Restrictions from Lot 15 DP 1031922 Merrilea Road, Dubbo.

Moved by Councillor J Diffey and seconded by Councillor D Grant

MOTION

1. That Council resolve to release the restriction thirdly referred to in Deposited Plan 1031922 which specifies that 'no building of any description shall be erected on the lot burdened'.
2. That Council resolve to release the restriction fourthly referred to in Deposited Plan 849193 which specifies that 'no building of any description shall be erected within the land marked "M"'.
3. That the Chief Executive Officer be authorised to complete any documentation under delegated "Power of Attorney."

CARRIED

CCL18/165 QUESTION ON NOTICE - CHARGING STATIONS FOR ELECTRIC CARS (ID18/1334)

The Council had before it the report dated 20 August 2018 from the Councillor regarding Question on Notice - Charging Stations for Electric Cars.

Council has received the following Question on Notice from Councillor D Gumley. The questions and associated replies are submitted below for the information of Councillors.

Councillor D Gumley:

"It is my understanding that at least one development application for an electric car charging station has recently been approved by Council. Could you please provide further details about this facility including the capacity, location and if a date is known when it will be in operation?"

Response:

The DA number D18-215 Victoria Park Charging Station (Tesla) was approved 13 June 2018.

The electric vehicle charging station includes 4 Tesla Superchargers. This will allow Tesla users to achieve a 50% battery charge in just 30 minutes. This Supercharger station is part of the regional Tesla rollout (they are also located in Bathurst and Gundagai). There are currently 20 Supercharger stations in Australia (mostly concentrated around the east coast) and another 18 proposed. The existing 20 allow Tesla vehicles to travel from Brisbane to Melbourne and Adelaide.

The 4 approved spaces are located in the carpark next the WPCC, parallel to and facing Wingewarra Street.

Economic development staff have been working with representatives from Tesla for an extended period to identify a suitable location for the charging station. The Development Approval brings this exciting project one step closer.

While Development Approval has been granted the Tesla Supercharger Station, its understood that the project is still subject to approval from Essential Energy for an upgrade of the electrical transformer and finalisation.

There was no cost to Council for this development. A licence agreement between Dubbo Regional Council and Tesla has been signed. Meeting these requirements and planning for installation and operation of the charging station will be done in accordance with Tesla's business and operational plans. Tesla's indications to Council is that the site would be operational in 2019

Council staff are meeting with another supplier in the City this week, supporting a review of potential locations for another charging station. This supplier is looking to provided dual plug Fast chargers which are compatible with most makes and models of electric vehicles other than Telsa. This supplier has also indicated they are looking to be operational in 2019.

CCL18/166 COMMENTS AND MATTERS OF URGENCY (ID18/1298)

There were no matters recorded under this clause.

The meeting closed at 7.10pm.

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CHAIRMAN



REPORT: Investments Under Section 625 of the Local Government Act - August 2018

AUTHOR: Director Corporate Services
REPORT DATE: 10 September 2018
TRIM REFERENCE: ID18/1421

EXECUTIVE SUMMARY

As required by Clause 212 of the Local Government (General) Regulation 2005, set out below are the details of all monies that Council has invested under Section 625 of the Local Government Act as at 31 August 2018.

Investments when placed have been done so in accordance with the Local Government Act, Local Government Regulations and Council's Investment Policy and Strategy. Interest on investments for the month of August 2018 has been accounted for on an accrual basis. This report details investments and annualised returns for the month of August 2018.

ORGANISATIONAL VALUES

Customer Focused: The investment of Council funds is undertaken in accordance with Council's adopted Investment Policy and Strategy which seeks to maximise returns for the community based on a conservative approach to investing.

Integrity: All Council investments are placed and managed in accordance with the adopted Investment Policy and Strategy.

One Team: Council's investments are managed under one portfolio.

FINANCIAL IMPLICATIONS

Interest earned on investments has been included within Council's 2018/2019 Operational Plan, with total income generated from the Investment Portfolio forecast to be in excess of \$5,000,000.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

That the information provided within the report of the Director Corporate Services, dated 10 September 2018 be noted.

Craig Giffin
Director Corporate Services

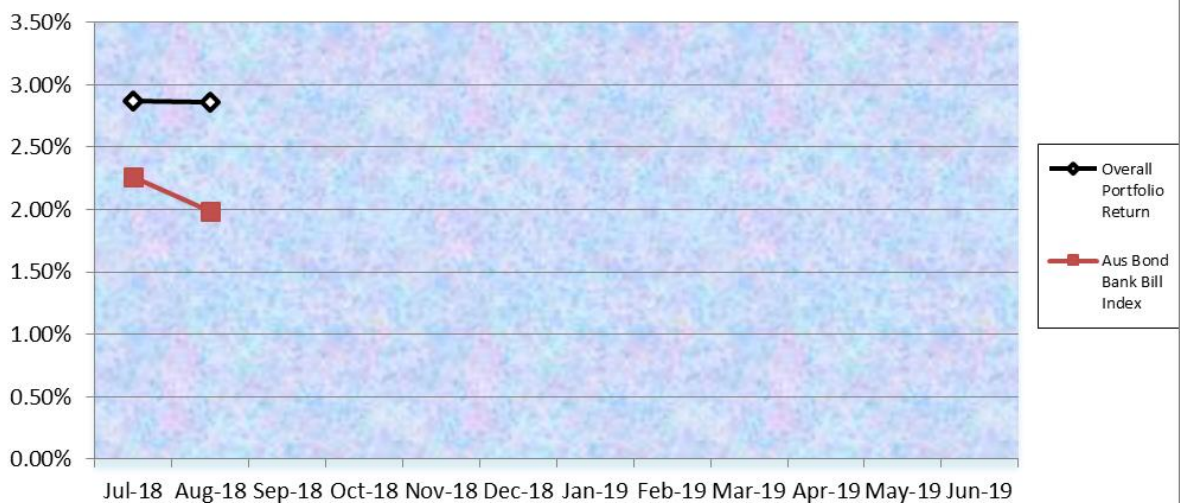
Dubbo Regional Council

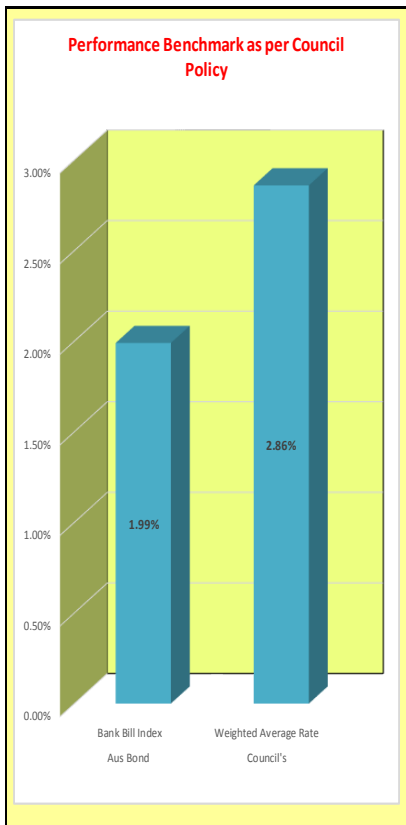
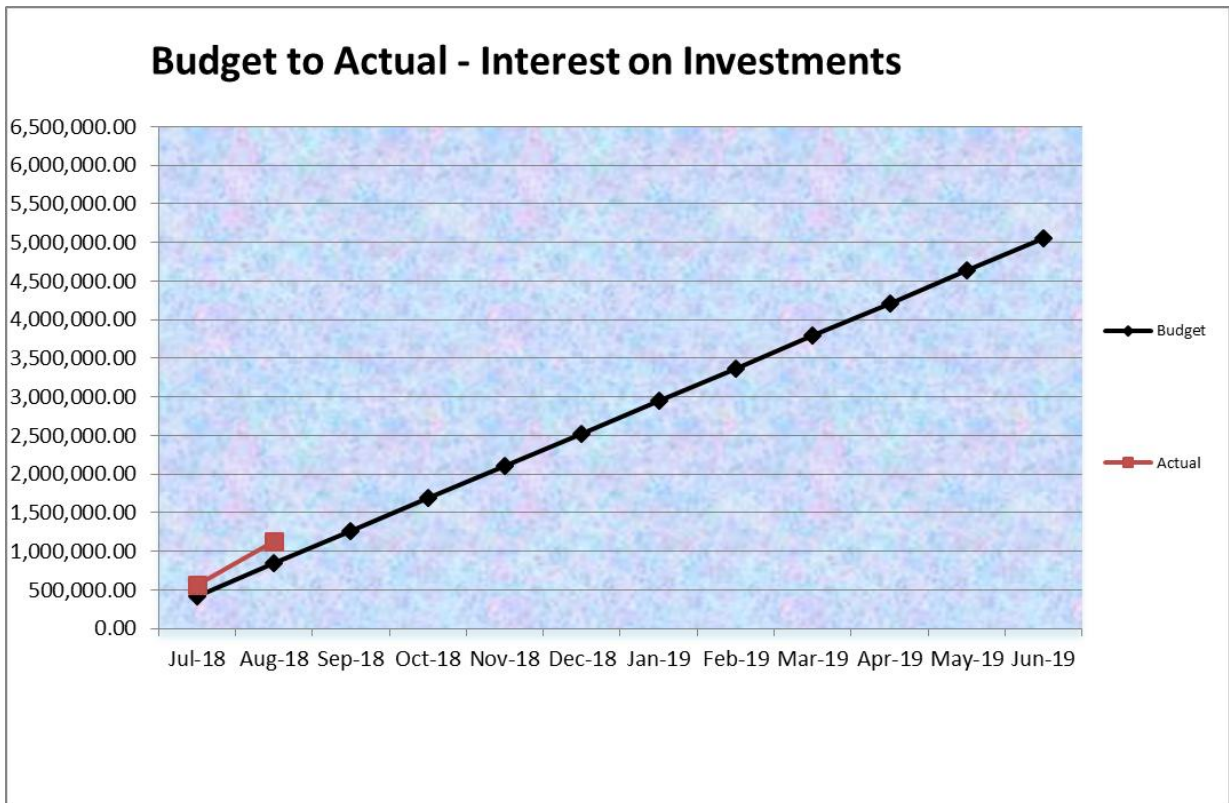
AUGUST 2018 REPORT

Investments	Notes	2018 Total	2019 Current Maturity By 30/06/2020	2019 Non-Current Maturity After 30/06/2020	2019 Total As at 30/06/2019
Cash & Cash Equivalents (Note 6a)					
Cash on Hand and at Bank		\$28,200.00	\$28,400.00	\$0.00	\$28,400.00
Cash-Equivalent Assets (1)					
- Deposits At Call		\$38,318,097.55	\$45,401,310.33	\$0.00	\$45,401,310.33
Total Cash & Cash Equivalents	6(a)	\$38,346,297.55	\$45,429,710.33	\$0.00	\$45,429,710.33
Investments (Note 6b)					
- Long Term Deposits > 3 Months		\$176,480,916.74	\$78,318,416.74	\$94,662,500.00	\$172,980,916.74
- NCD's and FRN's > 3 Months		\$17,251,017.79	\$3,250,000.00	\$14,000,978.93	\$17,250,978.93
- CDO's		\$0.00	\$0.00	\$0.00	\$0.00
Total Investments	6(b)	\$193,731,934.53	\$81,568,416.74	\$108,663,478.93	\$190,231,895.67
TOTAL CASH ASSETS, CASH EQUIVALENTS & INVESTMENTS		\$232,078,232.08	\$126,998,127.07	\$108,663,478.93	\$235,661,606.00

(1) Those Investments where time to maturity (from date of purchase) is < 3 months

FYTD Overall Portfolio Return





Investment % Held as per Council Policy

Institution	\$ Invested	% Invested	% Allowable	\$ Allowable
<u>Cash on Hand and at Bank</u>				
CASH ON HAND AND AT BANK	28,400.00	0.01%		
<u>Direct Investments</u>				
AMP BANK	5,750,000.00	2.44%	20%	47,132,321
BANK OF QUEENSLAND	28,480,916.74	12.09%	10%	23,566,161
BENDIGO ADELAIDE BANK LIMITED	4,500,000.00	1.91%	10%	23,566,161
COMMONWEALTH BANK	13,000,000.00	5.52%	30%	70,698,482
MACQUARIE CREDIT UNION	1,000,000.00	0.42%	1%	2,356,616
NATIONAL AUSTRALIA BANK	63,901,310.33	27.12%	30%	70,698,482
ST GEORGE BANK	48,500,000.00	20.58%	30%	70,698,482
SUNCORP METWAY	5,000,978.93	2.12%	20%	47,132,321
WESTPAC BANK	62,500,000.00	26.52%	30%	70,698,482
TOTAL DIRECT INVESTMENTS	232,633,206.00	98.71%		
<u>Grandfathered Investments</u>				
NEWCASTLE PERMANENT BUILDING SOCIETY	3,000,000.00	1.27%		BBB
TOTAL GRANDFATHERED INVESTMENTS	3,000,000.00	1.27%		
TOTAL CASH ASSETS, CASH EQUIVALENTS & INVESTMENTS	235,661,606.00	100.00%		

SUMMARY

Dubbo Regional Council outperformed the 11am Official Cash Rate market benchmark of 1.50%, with an average annualised return of 1.90% for its At Call investments for the month of August 2018. Council also outperformed the Bloomberg AusBond Bank Bill Index of 1.99% for the month, with an average annualised return of 2.86% for its overall portfolio return, including an average annualised return on Term Deposits and Floating Rate Notes of 3.09%.



DUBBO REGIONAL
COUNCIL

REPORT: Quarterly Report on Documents Executed Under the Power of Attorney

AUTHOR: Executive Manager Governance and
Internal Control
REPORT DATE: 10 September 2018
TRIM REFERENCE: ID18/1333

EXECUTIVE SUMMARY

At the February 2018 Ordinary meeting of Council held 26 February 2018, Council resolved:

1. *That Council delegate to Michael Gerard McMahon, General Manager, a prescribed power of attorney in accordance with the General Power of Attorney attached to the report as Appendix 1.*
2. *That Council authorise the Mayor and Deputy Mayor to execute the General Power of Attorney under the Common Seal of the Council.*
3. *That the General Manager report to Council every three (3) months on all documents signed under the prescribed Power of Attorney.*

In accordance with point 3 of this resolution, this report provides a listing of documents signed under the Power of Attorney delegated to the Chief Executive Officer to 1 September 2018.

ORGANISATIONAL VALUES

Customer Focused: Granting of this power of attorney assists in facilitating the timely implementation of decisions of Council.

Integrity: The Chief Executive Officer is required to report to Council every three (3) months on those instances where documents have been signed under the power of attorney.

One Team: Not applicable.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

That the information contained within the report of the Executive Manager Governance and Internal Control dated 10 September 2018 be noted.

Michael Ferguson

Executive Manager Governance and Internal Control

REPORT

In accordance with point 3 of the resolution, provided below is a listing of documents signed under the Power of Attorney delegated to the Chief Executive Officer for your information to 1 September 2018.

Date Sealed	Details of Document
18/06/2018	Sale contract - Lot 317 Keswick Estate Stage 4 Release 3B to Brian Cooper and Yi Shyan Goh DP1241303
18/06/2018	Transfer Annexure - Lot 327 Keswick Estate Stage 4 Release 3B to Sharon Gaye Ah See - DP1241303
18/06/2018	Transfer Annexure - Lot 326 Keswick Estate Stage 4 Release 3B to Ayrton John Holland and Candace Jane Hannelly DP1241303
21/06/2018	Transfer Annexure - Lot 328 Keswick Estate Stage 4 Release 3B to Jaden Anthony Maurice Wright and Caitlyn Louise Ah-See DP1241303
27/06/2018	Sale of Lot 26 DP 1131385 3 McGuinn Crescent, Moffatt Estate to Sebastian Maxwell Ian O'Connor and Samuel Tom Wheelhouse
5/07/2018	Transfer Annexure - Part Lot 118 DP 1241586 (formerly part of lot 27 DP837818) - to George Wellesley Philipson and Susan Frances Philipson
5/07/2018	Client Authorisation - PEXA Electronic Settlement - Sale of Lot 327 Keswick Estate Stage 4 Release 3B to Ah See
11/07/2018	Transfer Annexure - Part Lot 117 DP 1241586 (formerly part of lot 27 DP837818) to Richard Sherrin Holdorf
11/07/2018	Transfer Annexure - Part Lot 116 DP1241586 (formerly part of lot 27 DP837818) to George Willesley Philipson and Susan Frances Philipson - Macquarie Anglican Schools Corporation.
11/07/2018	Lease Agreement with Health Administration Corporation (HAC) - NSW Ambulance Communication Tower at 43L Bunglegumbie Road - Lot 801 DP 5860825.
17/07/2018	Transfer Annexure of Lot Lot 26 DP 1131385 3 McGuinn Crescent, Moffatt Estate to Sebastian Maxwell Ian O'Connor and Samuel Tom Wheelhouse
25/07/2018	Transfer Annexure of Lot 317 Keswick Estate Stage 4 Release 3B to Brian Cyril Cooper and Goh - DP1241303
25/07/2018	Sale contract - Lot 329 Keswick Estate Stage 4 Release 3B to John Fogle and Kerri Daniels - DP1241303
9/08/2018	Sale contract - Lot 141 - 11R Cooreena Road Dubbo - DP1218690 - Purchase of property from Fletcher Property - Charles Daly and Colleen Joan Fletcher.
14/08/2018	Lease - Dubbo City Regional Airport - Royal Flying Doctors Service of Australia (South Eastern Section) - Lot 151 DP 1235260
20/08/2018	Deposit Plan Administration Sheet - Plan of Carriage Way for Lot 114 DP 1032596 for Creation of easement for Playmates Childcare Centre.
22/08/2018	Registration of Easement for Lot 339 Keswick Stage 4 Release 3B - DP 1241303 - Execution of Annexure B

30/08/2018	Sale contract - Lot 312 Keswick Estate Stage 4 Release 3B to Kade Darren Hourn and Shania Lee McGaw - DP1241303
30/08/2018	Sale contract - Lot 325 Keswick Estate Stage 4 Release 3B to Josh Michael O'Hara - DP1241303
4/09/2018	Contract - Council acquisition - Land for road widening at Dripstone. Purchase of 878.9 m2 Lot 185 DP 756920, 8149 Burrendong Way from James M Murray & Ms Dallas E Hyde and Lot 118 DP 756920, 8089 Burrendong Way from Roberta C Playford.



**DUBBO REGIONAL
COUNCIL**

Report of the Planning Development and Environment Committee - meeting 10 September 2018

AUTHOR: Administration Officer - Governance
REPORT DATE: 11 September 2018

The Committee had before it the report of the Planning, Development and Environment Committee meeting held 10 September 2018.

RECOMMENDATION

That the report of the Planning, Development and Environment Committee meeting held on 10 September 2018, be noted.



**REPORT
PLANNING, DEVELOPMENT AND
ENVIRONMENT COMMITTEE
10 SEPTEMBER 2018**

PRESENT: Councillors J Diffey, V Etheridge, D Grant, A Jones, G Mohr, K Parker, J Ryan and B Shields.

ALSO IN ATTENDANCE:

The Chief Executive Officer, the Executive Manager Governance and Internal Control (S Wade), the Administrative Officer Governance, the Community Support Officer, the Director Corporate Services, the Director Economic Development and Business, the Communications Coordinator, the Director Infrastructure and Operations (S Carter), the Director Planning and Environment, the Strategic Planner, the Trainee Planner, the Director Community and Recreation, the Manager Social Services and the Social Justice Coordinator.

Councillor G Mohr assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 5.30pm.

**PDEC18/36 REPORT OF THE PLANNING DEVELOPMENT AND ENVIRONMENT COMMITTEE
- MEETING 13 AUGUST 2018 (ID18/1343)**

The Committee had before it the report of the Planning, Development and Environment Committee meeting held 13 August 2018.

Moved by Councillor K Parker and seconded by Councillor D Grant

MOTION

That the report of the Planning, Development and Environment Committee meeting held on 13 August 2018, be noted.

CARRIED

PDEC18/37 BUILDING SUMMARY - AUGUST 2018 (ID18/1324)

The Committee had before it the report dated 31 August 2018 from the Director Planning and Environment regarding Building Summary - August 2018.

Moved by Councillor J Ryan and seconded by Councillor B Shields

MOTION

That the information contained in this report of the Director Planning and Environment dated 31 August 2018 be noted.

CARRIED

PDEC18/38 ANALYSIS OF PLANNING AND ENVIRONMENT DIVISION 'USER SATISFACTION SURVEY' - 2017 (ID18/1192)

The Committee had before it the report dated 24 August 2018 from the Manager Building and Development regarding Analysis of Planning and Environment Division 'User Satisfaction Survey' - 2017.

Moved by Councillor J Diffey and seconded by Councillor K Parker

MOTION

- 1. That the information contained within the report of the Manager Building and Development dated 24 August 2018 be noted.**
- 2. That a report be provided to Council at the March 2019 meeting benchmarking Dubbo Regional Council against other Evo-Cities Councils.**
- 3. That the staff of the Planning and Environment Division continue to seek improvement to the provision of customer service, particularly in respect of application processing times and forms.**

CARRIED

PDEC18/39 PLANNING PROPOSAL (R2018-2) - REZONING SP3 TOURIST TO B6 ENTERPRISE CORRIDOR
PROPERTY: LOT 442 DP 708021, 74 WINDSOR PARADE, DUBBO
APPLICANT: PETER BASHA PLANNING AND DEVELOPMENT
OWNER: AKDOV PTY LTD (ID18/1023)

The Committee had before it the report dated 24 August 2018 from the Manager Strategic Planning Services regarding Planning Proposal (R2018-2) - Rezoning SP3 Tourist to B6 Enterprise Corridor.

Moved by Councillor D Grant and seconded by Councillor V Etheridge

MOTION

- 1. That Council supports the Planning Proposal to rezone Lot 442 DP 708021, 74 Windsor Parade, Dubbo from SP3 Tourist to B6 Enterprise Corridor under the provisions of the Dubbo Local Environmental Plan 2011.**
- 2. That Council supports a minimum 28 days public exhibition period for the Planning Proposal.**
- 3. That Council resolve to use its delegation under Section 3.36 of the Environmental Planning and Assessment Act, 1979 to draft the amendment to the Dubbo Local Environmental Plan 2011.**
- 4. That following completion of the public exhibition period, a further report be provided to Council detailing the results of the public exhibition and for further consideration of the Planning Proposal.**

CARRIED

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

FOR	AGAINST
Councillor Diffey	
Councillor Etheridge	
Councillor Grant	
Councillor Jones	
Councillor Mohr	
Councillor Parker	
Councillor Ryan	
Councillor Shields	
Total (8)	Total (0)

PDEC18/40 LEAVE OF ABSENCE

Requests for leave of absence were received from Councillors D Gumley and S Lawrence who were absent from the meeting for personal reasons.

Moved by Councillor A Jones and seconded by Councillor V Etheridge

MOTION

That such requests for leave of absence be accepted and Councillors D Gumley and S Lawrence be granted leave of absence from this meeting.

CARRIED

The meeting closed at 5.34pm.

.....
CHAIRMAN



**DUBBO REGIONAL
COUNCIL**

Report of the Infrastructure Community and Recreation Committee - meeting 10 September 2018

AUTHOR: Administration Officer - Governance
REPORT DATE: 11 September 2018

The Committee had before it the report of the Infrastructure, Community and Recreation Committee meeting held 10 September 2018.

RECOMMENDATION

That the report of the Infrastructure, Community and Recreation Committee meeting held on 10 September 2018, be noted.



**REPORT
INFRASTRUCTURE, COMMUNITY AND
RECREATION COMMITTEE
10 SEPTEMBER 2018**

PRESENT: Councillors J Diffey, V Etheridge, D Grant, A Jones, G Mohr, K Parker, J Ryan and B Shields.

ALSO IN ATTENDANCE:

The Chief Executive Officer, the Executive Manager Governance and Internal Control (S Wade), the Administrative Officer Governance, the Community Support Officer, the Director Corporate Services, the Director Economic Development and Business, the Communications Coordinator, the Director Infrastructure and Operations (S Carter), the Director Planning and Environment, the Strategic Planner, the Trainee Planner, the Director Community and Recreation, the Manager Social Services and the Social Justice Coordinator.

Councillor G Mohr assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 5.35pm.

**ICRC18/75 REPORT OF THE INFRASTRUCTURE COMMUNITY AND RECREATION
COMMITTEE - MEETING 13 AUGUST 2018 (ID18/1345)**

The Committee had before it the report of the Infrastructure, Community and Recreation Committee meeting held 13 August 2018.

Moved by Councillor D Grant and seconded by Councillor J Diffey

MOTION

That the report of the Infrastructure, Community and Recreation Committee meeting held on 13 August 2018, be noted.

CARRIED

**ICRC18/76 COMMUNITY SERVICES FUND 2018/2019 - COMMUNITY BENEFIT FUNDING
IN ACCORDANCE WITH SECTION 356 LOCAL GOVERNMENT ACT 1993
(ID18/1268)**

The Committee had before it the report dated 7 August 2018 from the Director Community and Recreation regarding Community Services Fund 2018/2019 - community benefit funding in accordance with Section 356 Local Government Act 1993.

Moved by Councillor A Jones and seconded by Councillor B Shields

MOTION

1. That the information contained within the report of the Director Community and Recreation dated 7 August 2018 be noted.
2. That Council allocate to the community based organisations the following funds in accordance with Section 356 of The Local Government Act 1993:

a) Central West Leadership Academy	\$5,300.00
b) Dubbo & District Pipe Band	\$1,500.00
c) University of the Third Age, Dubbo Chapter Inc	\$3,197.00
d) Orana Support Service Inc	\$2,654.00
e) Oriscon Inc	\$700.00
f) Life Education NSW	\$7,400.00
g) Wellington Information & Neighbourhood Services Inc	\$20,000.00
h) Orana K9 Training Club Inc	\$3,536.00
i) Dubbo Neighbourhood Centre	\$160,000.00
j) Western Region Academy of Sport	\$2,847.00
k) Dubbo and District Preschool Kindergarten Inc	\$4,000.00
l) City of Dubbo Eisteddfod Society Inc	\$10,000.00
m) Walan Wirringah Women's Group - Community Garden	\$10,000.00
n) Orana Early Childhood Intervention and Education Project Inc	\$2,500.00
o) Victims and Witnesses of Crime Court Support (VWCCS)	\$6,000.00
p) Lifeline	\$15,000
3. That all applicants be advised of the outcomes of their funding application and unsuccessful applicants be advised as to other opportunities to obtain funding from either other Council funding streams or external opportunities. Other Council funding streams include:
 - a) Event Development Fund,
 - b) Major Event Sponsor Program
 - c) Chief Executive Officer's Sponsorship Fund
 - d) Financial Assistance Grant
4. That Council continue the Financial Assistance Grants totalling \$30,000 to be released in two separate tranches of \$15,000.

CARRIED

Councillor J Diffey declared a pecuniary, significant interest in the matter now before the Committee and left the room and was out of sight during the Committee's consideration of this matter. The reason for such interest is that Councillor J Diffey is the President of the Board of Orana Early Childhood Intervention and her daughter attends Dubbo and District Preschool.

**ICRC18/77 DUBBO NEIGHBOURHOOD CENTRE BIENNIAL ACTIVITIES REPORT
(ID18/1325)**

The Committee had before it the report dated 20 August 2018 from the Manager Social Services regarding Dubbo Neighbourhood Centre Biennial Activities Report.

Moved by Councillor K Parker and seconded by Councillor J Ryan

MOTION

That the information contained within the report of the Manager Social Services, dated 20 August 2018 be noted.

CARRIED

ICRC18/78 ALCOHOL FREE ZONES DUBBO (ID18/1179)

The Committee had before it the report dated 16 July 2018 from the Manager Social Services regarding Alcohol Free Zones Dubbo.

Moved by Councillor B Shields and seconded by Councillor V Etheridge

MOTION

- 1. That the proposed alcohol free zones to cover public roadways, footpaths and car parks as detailed in Appendix 1 attached to the report of Manager Social Services dated 16 July 2018 be adopted.**
- 2. That the period of operation of the alcohol free zones in item 1 above be from 1 January 2019 to 31 December 2022, 24 hours per day.**
- 3. That the crime rates in Dubbo, law and order issues and the low incidences of street drinking as a result of the existing alcohol free zones be used as reasons for the requirement of the alcohol free zones.**
- 4. That the necessary actions in accordance with Section 642 to 646 of the Local Government Act 1993 inclusive be undertaken to establish the proposed alcohol free zones in item 1 above.**
- 5. That an agreement by Council to lease a section of public area for use as a restaurant under Section 125 of the Roads Act 1993 overrides the provisions of an alcohol free zone.**

CARRIED

ICRC18/79 DRAFT COLLECTIVE IMPACT FOR SOCIAL CHANGE POLICY (ID18/1344)

The Committee had before it the report dated 28 August 2018 from the Social Justice Project Coordinator regarding Draft Collective Impact for Social Change Policy.

Moved by Councillor J Ryan and seconded by Councillor V Etheridge

MOTION

1. That Council formally adopt the Collective Impact for Social Change Policy.
2. That the Department of Family and Community Services be formally advised of Councils resolution in this matter.

CARRIED

ICRC18/80 REPORT OF THE SOCIAL JUSTICE AND CRIME PREVENTION WORKING PARTY - MEETING 20 AUGUST 2018 (ID18/1404)

The Committee had before it the report of the Social Justice and Crime Prevention Working Party meeting held 20 August 2018.

Moved by Councillor A Jones and seconded by Councillor V Etheridge

MOTION

That the report of the Social Justice and Crime Prevention Working Party meeting held on 20 August 2018, be adopted.

CARRIED

ICRC18/81 WELLINGTON MEMORIAL SWIMMING POOL 2018/2019 SEASON PROPOSAL (GEURIE POOL) (ID18/1353)

The Committee had before it the report dated 28 August 2018 from the Recreation Coordinator regarding Wellington Memorial Swimming Pool 2018/2019 Season Proposal (Geurie Pool).

Moved by Councillor D Grant and seconded by Councillor A Jones

MOTION

1. That Council adopt the finalised Wellington Memorial Swimming Pool Closure 2018/2019 Season Proposal that accommodates the needs of the Wellington swimming community at Geurie.
2. That the usage of the Geurie Swimming Pool be assessed and monitored throughout the season with changes to the proposal made if required.

Moved by Councillor V Etheridge and seconded by Councillor J Diffey

AMENDMENT

1. That Council adopt the finalised Wellington Memorial Swimming Pool Closure 2018/2019 Season Proposal that accommodates the needs of the Wellington swimming community at Geurie.
2. That the usage of the Geurie Swimming Pool be assessed and monitored throughout the season with changes to the proposal made if required.
3. That a progress report be provided to the Infrastructure Community and Recreation Committee in December 2018.

The amendment on being put to the meeting was carried.

CARRIED

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

CARRIED

ICRC18/82 REPORT OF THE STREET TREE ADVISORY COMMITTEE - MEETING 4 SEPTEMBER 2018 (ID18/1412)

The Committee had before it the report of the Street Tree Advisory Committee meeting held 4 September 2018.

Moved by Councillor J Ryan and seconded by Councillor V Etheridge

MOTION

That the report of the Street Tree Advisory Committee meeting held on 4 September 2018, be adopted.

CARRIED

ICRC18/83 LEAVE OF ABSENCE

Requests for leave of absence were received from Councillors D Gumley and S Lawrence who were absent from the meeting for personal reasons.

Moved by Councillor A Jones and seconded by Councillor J Ryan

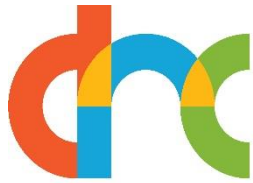
MOTION

That such requests for leave of absence be accepted and Councillors D Gumley and S Lawrence be granted leave of absence from this meeting.

CARRIED

The meeting closed at 5.40pm.

.....
CHAIRMAN



DUBBO REGIONAL
COUNCIL

Report of the Economic Development Business and Corporate Committee - meeting 10 September 2018

AUTHOR: Administration Officer - Governance
REPORT DATE: 11 September 2018

The Committee had before it the report of the Economic Development, Business and Corporate Committee meeting held 10 September 2018.

RECOMMENDATION

That the report of the Economic Development, Business and Corporate Committee meeting held on 10 September 2018, be noted.



**REPORT
ECONOMIC DEVELOPMENT, BUSINESS AND
CORPORATE COMMITTEE
10 SEPTEMBER 2018**

PRESENT: Councillors J Diffey, V Etheridge, D Grant, A Jones, G Mohr, K Parker, J Ryan and B Shields.

ALSO IN ATTENDANCE:

The Chief Executive Officer, the Executive Manager Governance and Internal Control (S Wade), the Administrative Officer Governance, the Community Support Officer, the Director Corporate Services, the Director Economic Development and Business, the Communications Coordinator, the Director Infrastructure and Operations (S Carter), the Director Planning and Environment, the Strategic Planner, the Trainee Planner, the Director Community and Recreation, the Manager Social Services and the Social Justice Coordinator.

Councillor G Mohr assumed chairmanship of the meeting.

The proceedings of the meeting commenced at 5.41pm.

EDBC18/45 REPORT OF THE ECONOMIC DEVELOPMENT BUSINESS AND CORPORATE COMMITTEE - MEETING 13 AUGUST 2018 (ID18/1346)

The Committee had before it the report of the Economic Development, Business and Corporate Committee meeting held 13 August 2018.

Moved by Councillor D Grant and seconded by Councillor V Etheridge

MOTION

That the report of the Economic Development, Business and Corporate Committee meeting held on 13 August 2018, be noted.

CARRIED

EDBC18/46 BOOTHENBA ROAD UPGRADE - APPLICATION TO THE GROWING LOCAL ECONOMIES FUND (ID18/1394)

The Committee had before it the report dated 30 August 2018 from the Economic Project and Grants Officer regarding Bootherba Road Upgrade - Application to the Growing Local Economies Fund.

Moved by Councillor B Shields and seconded by Councillor D Grant

MOTION

That if Council's Expression of Interest to the NSW Government's Growing Local Economies Fund is successful, then Council progresses with a full business case funding application for the Bootherba Road upgrade project.

CARRIED

Councillor J Ryan declared a pecuniary, significant interest in the matter now before the Committee and left the room and was out of sight during the Committee's consideration of this matter. The reason for such interest is that Councillor J Ryan is the owner of another property that could be used as a future truck stop.

EDBC18/47 2017/2018 BUDGET HIGHLIGHTS REPORT (ID18/1347)

The Committee had before it the report dated 28 August 2018 from the Chief Financial Officer regarding 2017/2018 Budget Highlights Report.

Moved by Councillor J Ryan and seconded by Councillor V Etheridge

MOTION

That the information contained within the report of the Chief Financial Officer dated 28 August 2018 be noted.

CARRIED

EDBC18/48 REPORT OF THE AUDIT AND RISK MANAGEMENT COMMITTEE - MEETING 5 SEPTEMBER 2018 (ID18/1405)

The Committee had before it the report of the Audit and Risk Management Committee meeting held 5 September 2018.

Moved by Councillor A Jones and seconded by Councillor V Etheridge

MOTION

That the report of the Audit and Risk Management Committee meeting held on 5 September 2018, be adopted.

CARRIED

EDBC18/49 LEAVE OF ABSENCE

Requests for leave of absence were received from Councillors D Gumley and S Lawrence who were absent from the meeting for personal reasons.

Moved by Councillor A Jones and seconded by Councillor D Grant

MOTION

That such requests for leave of absence be accepted and Councillors D Gumley and S Lawrence be granted leave of absence from this meeting.

CARRIED

The meeting closed at 5.51pm.

.....
CHAIRMAN



DUBBO REGIONAL
COUNCIL

NOTICE OF MOTION: Draft Major Sporting Event Attraction Package

REPORT DATE: 10 September 2018

FILE: ID18/1430

Council had before it a Notice of Motion dated 10 September 2018 from Councillor K Parker regarding the Draft Major Sporting Event Attraction Package as follows:

"That the Chief Executive Officer develop a draft major sporting event attraction package that:

1. *Includes commercial and promotional partnerships that limit Council's financial investment.*
2. *Includes potential events to be targeted shall include:*
 - a. *competition rounds of national competitions such as W League, A league, NRL, AFLW, WBBL, women's NRL State of Origin, Super Rugby.*
 - b. *games involving national teams such as the Australian Womens Football Team (Matildas), Australian Women's Cricket Team, Australian Rugby team when versing smaller nations.*
 - c. *Championships that shall enable Council to take advantage of infrastructure that shall be completed by December 2020.*
 - d. *Competitions that take advantage of existing infrastructure such as Barden Park, Apex Oval, Lady Cutler Ovals precinct and Victoria Park Ovals precinct.*
 - e. *Competitions previously held in Dubbo such as the Athletics NSW Country Championships, Little Athletics NSW State Multi-event carnival, NSW under 13/14 Cricket State Cricket Championships.*
3. *Is available for review by Councillors in December 2018."*

RECOMMENDATION

That the Chief Executive Officer develop a draft major sporting event attraction package that:

- 1. Includes commercial and promotional partnerships that limit Council's financial investment.**
- 2. Includes potential events to be targeted shall include:**
 - a. competition rounds of national competitions such as W League, A league, NRL, AFLW, WBBL, women's NRL State of Origin, Super Rugby.**
 - b. games involving national teams such as the Australian Womens Football Team (Matildas), Australian Women's Cricket Team, Australian Rugby team when versing smaller nations.**
 - c. Championships that shall enable Council to take advantage of infrastructure that shall be completed by December 2020.**
 - d. Competitions that take advantage of existing infrastructure such as Barden Park, Apex Oval, Lady Cutler Ovals precinct and Victoria Park Ovals precinct.**
 - e. Competitions previously held in Dubbo such as the Athletics NSW Country Championships, Little Athletics NSW State Multi-event carnival, NSW under 13/14 Cricket State Cricket Championships.**
- 3. Is available for review by Councillors in December 2018.**

Councillor Kevin Parker
Councillor

Appendices:

- 1↓** Notice of Motion - Draft Major Sporting Event Attraction Package

Councillor Kevin Parker
PO Box 81
DUBBO NSW 2830

10 September 2018

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

Dear Michael

NOTICE OF MOTION – DRAFT MAJOR SPORTING EVENT ATTRACTION PACKAGE

I would like to place the following notice of motion on the agenda for the September 2018 Ordinary meeting of Council.

" That the Chief Executive Officer develop a draft major sporting event attraction package that:

1. Includes commercial and promotional partnerships that limit Council's financial investment
2. Includes potential events to be targeted shall include
 - a. competition rounds of national competitions such as W League, A league, NRL, AFLW, WBBL, women's NRL State of Origin, Super Rugby
 - b. games involving national teams such as the Australian Womens Football Team (Matildas), Australian Women's Cricket Team, Australian Rugby team when versing smaller nations
 - c. Championships that shall enable Council to take advantage of infrastructure that shall be completed by December 2020
 - d. Competitions that take advantage of existing infrastructure such as Barden Park, Apex Oval, Lady Cutler Ovals precinct and Victoria Park Ovals precinct
 - e. Competitions previously held in Dubbo such as the Athletics NSW Country Championships, Little Athletics NSW State Multi-event carnival, NSW under 13/14 Cricket State Cricket Championships
3. Is available for review by Councillors in December 2018"

Yours faithfully



Kevin Parker
Councillor



DUBBO REGIONAL
COUNCIL

NOTICE OF MOTION: Assistance for farmland rate payers

REPORT DATE: 11 September 2018

FILE: ID18/1431

Council had before it a Notice of Motion dated 11 September 2018 from Councillor D Gumley regarding the Assistance for farmland rate payers as follows:

“That the Chief Executive Officer be requested to seek advice from both the Office of Local Government and Local Government NSW in relation to options available for Council to assist farmland categorised rate payers, for inclusion in a report to the October 2018 Ordinary meeting of Council.”

RECOMMENDATION

That the Chief Executive Officer be requested to seek advice from both the Office of Local Government and Local Government NSW in relation to options available for Council to assist farmland categorised rate payers, for inclusion in a report to the October 2018 Ordinary meeting of Council.

Councillor D Gumley
Councillor

Appendices:

[1↓](#) Notice of Motion - Assistance for farmland rate payers - Councillor D Gumley

Councillor Dayne Gumley
PO Box 81
DUBBO NSW 2830

10 September 2018

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

Dear Michael

NOTICE OF MOTION – ASSISTANCE FOR FARMLAND RATE PAYERS

I would like to place the following notice of motion on the agenda for the September 2018 Ordinary meeting of Council.

“That the Chief Executive Officer be requested to seek advice from both the Office of Local Government and Local Government NSW in relation to options available for Council to assist farmland categorised rate payers, for inclusion in a report to the October 2018 Ordinary meeting of Council”

Yours faithfully


Dayne Gumley
Councillor



DUBBO REGIONAL
COUNCIL

NOTICE OF MOTION: Community Solar Revolving Fund

REPORT DATE: 17 September 2018

FILE: ID18/1473

Council had before it a Notice of Motion dated 17 September 2018 from Councillor J Diffey regarding the Community Solar Revolving Fund as follows:

“That the Chief Executive Officer undertake an investigation into a community focused Solar Revolving Fund similar in framework to the City of Darebin and Adelaide City Councils with a report prepared for Council to consider as part of the development process for the draft 2019/2020 Operational Plan and Budget.”

RECOMMENDATION

That the Chief Executive Officer undertake an investigation into a community focused Solar Revolving Fund similar in framework to the City of Darebin and Adelaide City Councils with a report prepared for Council to consider as part of the development process for the draft 2019/2020 Operational Plan and Budget.

Councillor J Diffey
Councillor

Appendices:

- 1 [↓](#) Notice of Motion - Community Solar Revolving Fund - Councillor J Diffey

Councillor Jane Diffey

PO Box 81
DUBBO NSW 2830

12 September 2018

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

Dear Michael

NOTICE OF MOTION – COMMUNITY SOLAR REVOLVING FUND

I would like to place the following notice of motion on the agenda for the September 2018 Ordinary meeting of Council.

“That the Chief Executive Officer undertake an investigation into a community focused Solar Revolving Fund similar in framework to the City of Darebin and Adelaide City Councils with a report prepared for Council to consider as part of the development process for the draft 2019/2020 Operational Plan and Budget.”

Yours faithfully



Jane Diffey
Councillor



REPORT: Financial Assistance Policy

AUTHOR: Chief Executive Officer
REPORT DATE: 7 September 2018
TRIM REFERENCE: ID18/1418

EXECUTIVE SUMMARY

Dubbo Regional Council provides assistance to community groups, organisations and events via a number of channels each designed to achieve distinct outcomes.

A review of Council's current Financial and Inkind Assistance Policy has been undertaken to ensure that Council is adhering to ICAC and the Department of Local Government probity requirements including:

- Transparency of process
- Accountability and monitoring, and
- Obtaining value for money

This report recommends that a draft of the revised Financial Assistance Policy be placed on public exhibition.

This report will also provide information in regard to the six channels of funding available via application to Dubbo Regional Council.

ORGANISATIONAL VALUES

Customer Focused: The review ensures there is transparency of channels available; it provides clarity around timing and eligibility; and it outlines areas of responsibility in regard to processes relating to management of each channel and the assessment and determination of applications.

Integrity: The Policy adheres to ICAC and Department of Local Government requirements and Section 377 of the Local Government Act 1993.

One Team: Funding is provided via multiple directorates. This Policy frames each channel to ensure streamlined, effective and accountable processes across the Organisation.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

That the draft Financial Assistance Policy be placed on exhibition and following conclusion of the exhibition period that the matter be returned to Council for further consideration.

Michael McMahon
Chief Executive Officer

BACKGROUND

Prior to the date of this report, Council provided inkind assistance (for example hire of Council facilities and Council services such as traffic management) under its Financial and Inkind Assistance Policy through the following channels:

- Event Development Fund
- Major Event Sponsor Program
- Sponsorship

Under the delegations specified in Section 377 of the Local Government Act 1993, Council cannot delegate to the Chief Executive Officer, any other person or Committee, the power to make a charge or negotiate a fee.

On this basis, inkind support by way of waiving of hire fees and charges (eg hire costs of venues) has been removed from the Policy.

Further, since adoption of the previous Policy, Dubbo Regional Council has created an additional two channels of funding:

- Community Well-Being Fund
- Chief Executive Officer's Sponsor Fund

This report will take into account requirements of the Organisation to ensure all support is provided via a financial transaction as well as bring in under the Policy the additional channels created in Quarter 4 of last financial year.

REPORT

Council's Financial Assistance Policy guides the processes and procedures to support the disbursement of financial assistance in adherence to ICAC and Department of Local Government requirements.

The Policy sets out the six channels of funding offered by Dubbo Regional Council; the aims of each channel; information regarding eligibility and timing; as well as areas of responsibility across the Organisation in regard to each channel.

The following is an outline of the channels:

<i>Event Development Fund</i>	To assist build and grow local events and aid in creating a robust and sustainable events industry
<i>Major Event Sponsor Program</i>	To help drive economic benefits for the region
<i>Community Service Fund (implemented July 2018)</i>	Community Service Fund - donations related to the requirements of Section 356 of the Local Government Act 1993 whereby Council may contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions
<i>Financial Assistance Fund</i>	The Financial Assistance Grant aims to ease the financial burden of not-for-profit organisations that contribute to the creation or enhancement of the community's well-being and amenity
<i>Corporate Sponsorship Program</i>	Financial assistance for projects and programs that support Council in the delivery of actions under the Community Strategic Plan
<i>Chief Executive Officer's Sponsorship Fund (implemented July 2018)</i>	Assist not-for-profit events to access fees/charges of Council venues/services

SUMMARY

The draft Financial Assistance Policy dated 7 September 2018 is a result of a review of each channel of funding in regard to probity, transparency and accountability.

The Policy outlines each of the six channels of funding available, the intent of each channel and the framework around timing, eligibility, assessment and determination of applications.

Appendices:

1 [Financial Assistance Policy - 7 September 2018](#)



DUBBO
REGIONAL
COUNCIL

COUNCIL POLICY

<Financial Assistance Policy>

Date 7 September 2018

Council Resolution Date

Clause Number

Responsible Position Chief Executive Officer

Branch

Division

Version 1

TRIM Reference Number

Review Period

Review Date

Consultation Executive Leadership Team

Document Revision History	
	Date
Financial and Inkind Assistance Policy	March 2017
Notes	

POLICY

PURPOSE

Dubbo Regional Council provides assistance to community groups, organisations and events via a number of channels each designed to achieve distinct outcomes.

Each channel is framed under the Financial Assistance Policy to ensure that Council adheres to ICAC and Department of Local Government probity issues including:

- Transparency of process
- Accountability and monitoring, and
- Obtaining value for money.

Adherence to these issues is undertaken via evaluation processes tailored for each channel, each ensuring that are supported by transactional and answerable decision making.

This Policy also ensures applicants are provided optimal opportunity to seek assistance through the most appropriate channels.

BACKGROUND AND RELATED LEGISLATION

Dubbo Regional Council offers six channels of funding to support organisations in the LGA to:

- Deliver projects and programs that help create, enhance and build community well-being and amenity
- Support Council in the delivery of actions under the Community Strategic Plan
- Build and grow sustainable events
- Deliver economic and social benefits to the region

This Policy has been revised in consideration of:

- Section 377 of the Local Government Act 1993
- Implementation of Chief Executive Officer's Sponsorship Fund
- Creation of Community Service Fund

Council has a responsibility to ensure that all assistance provided is managed through a transparent process; that the community is aware of the right channels to make requests through; and that all agreements are managed effectively.

This Policy aims to

- provide a framework for six channels of funding available for application to the Organisation
- maintain transparency around the level of assistance provided
- support the clear communication of a processes for applying for assistance
- deliver a consistent approach in responding to all assistance requests
- ensure that funding provided is supported by return benefits commensurate with level of funding and appropriate to each channel
- provide process and reporting both based on internal and external requirements

This Policy ensures that no assistance is to be provided by Dubbo Regional Council outside the channels and processes outlined in this Policy.

SCOPE

This Policy applies to all financial assistance provided by or on behalf of Dubbo Regional Council. It applies to Councillors, and all Council divisions, businesses and facilities.

Related Policies and documents

- Dubbo Regional Council's procedures, processes, guidelines and forms relating to:
 - Event Development Fund
 - Major Event Sponsor Program
 - Community Service Fund
 - Financial Assistance Fund
 - Corporate Sponsorship
 - Chief Executive Officer's Fund
- Dubbo Regional Council's policies:
 - Event Attraction, Support and Delivery
 - Corporate Image
 - Corporate Media Protocols
 - Tender Management
 - Quotation Management
- Independent Commission Against Corruption (ICAC) Sponsorship in the Public Sector 2006
- Local Government Act (1993)

DEFINITIONS

To assist in interpretation, the following definitions apply:

Term	Definition
Event Development Fund	To assist build and grow local events and aid in creating a robust and sustainable events industry
Major Event Sponsor Program	To help drive economic benefits for the region
Community Service Fund	Donations related to the requirements of Section 356 of the Local Government Act 1993 whereby Council may contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.
Financial Assistance Fund	The Financial Assistance Grant aims to ease the financial burden of not-for-profit organisations that contribute to the creation or enhancement of the community's well-being and amenity
Corporate Sponsorship Program	Financial assistance for projects and programs that support Council in the delivery of actions under the Community Strategic Plan
Chief Executive Officer's Sponsorship Fund	Assist not-for-profit events to access fees/charges of Council venues/services

POLICY

Dubbo Regional Council offers six channels of funding that individuals and organisations can apply for funding.

1 Event Development Fund

The Event Development Fund acts essentially as an 'incubation fund' where not-for-profit organisations conducting events can apply for assistance during the growth stages of local event activity. Program funding is determined by Council annually and allocated as part of the Organisation's annual budget. There are two streams available:

Stream 1

<i>Applications open</i>	July to June each financial year for \$3,000 or less
<i>Events eligible</i>	Not-for-profit events held in the Dubbo LGA during the financial year
<i>Key criteria</i>	Newly created events proposed to be held annually
<i>Application process</i>	Application form and guidelines (available dubbo.nsw.gov.au)
<i>Assessment</i>	Events and Partnerships Officer
<i>Recommendation</i>	Marketing, Events and Partnerships Team Leader
<i>Determination</i>	Manager Economic Development and Marketing
<i>Reporting</i>	Monthly report to Councillors via Informal Report Reported to the community via Annual Statutory Report
<i>Return to Council*</i>	Benefits inline with Outgoing Sponsorship Benefits Matrix Acquittal Report
<i>Program Co-ordinator</i>	Marketing, Events and Partnerships Team Leader

Stream 2	
<i>Applications open</i>	September/October for \$3,001 or more
<i>Events eligible</i>	Not-for-profit events held in the Dubbo LGA during the following calendar year
<i>Key criteria</i>	Newly created events proposed to be held annually Organisers will need to demonstrate capability to arrange and deliver the event Limit of three consecutive years**
<i>Application process</i>	Application form and guidelines (available dubbo.nsw.gov.au)
<i>Assessment</i>	Staff panel (managed by Manager Economic Development and Marketing)
<i>Recommendation</i>	Manager Economic Development and Marketing
<i>Determination</i>	Executive Leadership Team
<i>Reporting</i>	Reported to Council in December Reported to the community via Annual Statutory Report
<i>Return to Council*</i>	Benefits inline with Outgoing Sponsorship Benefits Matrix Acquittal Report
<i>Program Co-ordinator</i>	Marketing, Events and Partnerships Team Leader

** Events can only receive 3 year's of consecutive funding under the Event Development Fund – Stream 2. Events can then apply for funding under the Major Event Sponsorship Program.

2 Major Event Sponsor Program

The Major Event Sponsor Program is an event attraction and retention initiative aimed at securing high-yielding events across target market areas of: conferences; sporting events and festivals. Program funding is determined by Council annually and allocated as part of the Organisation's annual budget. There are two streams available:

Stream 1	
<i>Applications open</i>	July to June each financial year for \$3,000 or less
<i>Events eligible</i>	Events held in the Dubbo LGA during the financial year
<i>Key criteria</i>	Must demonstrate capacity to generate an economic benefit of at least \$30,000 into the LGA
<i>Application process</i>	Application form and guidelines (available dubbo.nsw.gov.au)
<i>Assessment</i>	Events and Partnerships Officer
<i>Recommendation</i>	Marketing, Events and Partnerships Team Leader
<i>Determination</i>	Manager Economic Development and Marketing
<i>Reporting</i>	Monthly report to Councillors via Informal Report Reported to the community via Annual Statutory Report
<i>Return to Council*</i>	Benefits inline with Outgoing Sponsorship Benefits Matrix Acquittal Report
<i>Program Co-ordinator</i>	Marketing, Events and Partnerships Team Leader

Stream 2:

<i>Applications open</i>	September/October for \$3,001 or more
<i>Events eligible</i>	Events held in the Dubbo LGA during the following calendar year
<i>Key criteria</i>	Must demonstrate capacity to generate an economic benefit of at least \$50,000 into the LGA Must evidence capability to arrange and deliver events of a similar scale
<i>Application process</i>	Application form and guidelines (available dubbo.nsw.gov.au)
<i>Assessment</i>	Staff panel (managed by Manager Economic Development and Marketing)
<i>Recommendation</i>	Manager Economic Development and Marketing
<i>Determination</i>	Executive Leadership Team
<i>Reporting</i>	Reported to Council in December Reported to the community via Annual Statutory Report
<i>Return to Council*</i>	Benefits inline with Outgoing Sponsorship Benefits Matrix Acquittal Report
<i>Program Co-ordinator</i>	Marketing, Events and Partnerships Team Leader

3 Community Service Fund

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

<i>Eligibility</i>	Not-for-profit organisations
<i>Key criteria</i>	Deliver social, cultural or environmental benefits to the communities of the Local Government Area;
<i>Application process</i>	Application form and guidelines (available dubbo.nsw.gov.au)
<i>Assessment</i>	Councillor workshop
<i>Determination</i>	Councillors
<i>Reporting</i>	Council meeting or standing committee with delegated authority
<i>Return to Council</i>	Acquittal Report
<i>Program Co-ordinator</i>	Director Community and Recreation (or delegated officer)

4 Financial Assistance Grant

The Financial Assistance Grant aims to ease the financial burden of not-for-profit organisations that contribute to the creation or enhancement of the community's well-being and amenity. Program funding is determined by Council annually and allocated as part of the Organisation's annual budget.

<i>Applications open</i>	March and October (twice per financial year)
<i>Eligibility</i>	Not-for-profit organisations
<i>Key criteria</i>	Deliver social, cultural or environmental benefits to the local communities within the Local Government Area
<i>Application process</i>	Application form (available dubbo.nsw.gov.au)
<i>Assessment</i>	Administration Co-ordinator
<i>Recommendation</i>	Director Community and Recreation
<i>Determination</i>	Council meeting
<i>Reporting</i>	Reported to the community via Annual Statutory Report
<i>Return to Council*</i>	Benefits inline with Outgoing Sponsorship Benefits Matrix Acquittal Report
<i>Program Co-ordinator</i>	Director Community and Recreation (or delegated officer)

5 Corporate Sponsorship

The Organisation provides sponsorship for projects and programs that support Council in the delivery of actions under the Community Strategic Plan. Council officers will consider applications on the basis of their alignment to the Corporation's goals, objectives and responsibilities. Funding may be available within operational budgets or proposed sponsorships highlighted to Council as part of the annual budget approval process. There are two streams:

Stream 1

<i>Key criteria</i>	The program or project aligns to actions under the Community Strategic Plan
<i>Application process</i>	Application form (available dubbo.nsw.gov.au)
<i>Assessment</i>	Recommendation to the Chief Executive Officer
<i>Determination</i>	Executive Leadership Team
<i>Reporting</i>	Reported to Council via monthly informal reports Reported to the community via Statutory Report
<i>Return to Council*</i>	Benefits inline with Outgoing Sponsorship Benefits Matrix Acquittal Report
<i>Program Co-ordinator:</i>	Manager Communications and Stakeholder Engagement

Stream 2	<i>Allocation of tickets/passes across businesses of Council considered and determined by Council as part of the annual budget process.</i>
<i>Key criteria</i>	The program or project aligns to actions under the Community Strategic Plan Provision of tickets/passes considered to return public relations/marketing benefits for the Organisation and/or community
<i>Application process</i>	Application to Chief Executive Officer
<i>Assessment</i>	Chief Executive Officer
<i>Determination</i>	Chief Executive Officer
<i>Reporting</i>	Reported to Council via monthly informal reports Reported to the community via Annual Statutory Report
<i>Program Co-ordinator:</i>	Administration Officer - Chief Executive Officer

6 Chief Executive Officer's Sponsorship Fund

The Chief Executive Officer's Fund aims to assist not-for-profit organisations to access fees/charges of Council venues/services. Funding is determined by Council annually and allocated as part of the Organisation's annual budget. Organisations can only receive funding on one occasion in any one financial year.

<i>Key criteria</i>	The program or project aligns to actions under the Community Strategic Plan
<i>Application process</i>	Application in writing to the Chief Executive Officer
<i>Assessment</i>	Chief Executive Officer
<i>Determination</i>	Chief Executive Officer
<i>Reporting</i>	Reported to Council via monthly informal reports Reported to the community via Annual Statutory Report
<i>Return to Council*</i>	Benefits inline with Outgoing Sponsorship Benefits Matrix Acquittal Report

*Commensurate with level of funding provided

Organisations can only receive funding under one channel in any one financial year for any particular program, project or event.

RESPONSIBILITIES**1 Staff**

The staff member of Council responsible for managing the request for assistance is required to;

- Ensure applications for financial assistance are received via the most appropriate channel
- Assess the application in accordance with internal processes and appropriate delegated authority
- Make recommendations in accordance with guidelines and criteria
- Consider all applications on merit and alignment to Corporation goals, objectives and responsibilities
- Gain appropriate approvals from Manager, Director, Chief Executive Officer
- Advise the Manager Communications and Stakeholder Engagement of any sponsorship agreements involving media
- Ensure robust assessment processes are applied and maintained in Trim
- Co-ordinate return benefits inline with the Outgoing Sponsorship Benefits Matrix
- Oversee return of acquittals, assess and place in Trim
- Create processes to address issues of non-compliance around benefits to be returned and acquittals via guidelines/terms and conditions
- Report financial assistance via Council's Informal Report
- Ensure any materials developed in relation to the sponsorship agreement adhere to the Corporate Image Policy and are created to appropriate destination brand/s.

2 Director Economic Development and Business

The Director Economic Development and Business is responsible for managing the following channels: Event Development Fund; Major Event Sponsorship Program and Corporate Sponsorship framework.

3 Director Recreation and Community

The Director Recreation and Community is responsible for managing the following channels: Community Service Fund and Financial Assistance Fund.

4 Executive Leadership Team

The Executive Leadership Team is responsible for considering applications for: Event Development Fund – Stream 2; Major Event Sponsor Program – Stream 2; Sponsorship

5 Chief Executive Officer

The Chief Executive Officer is responsible the Financial Assistance Policy, the Annual Statutory Report and for final determination of the Chief Executive Officer's Sponsor Fund.



DUBBO REGIONAL
COUNCIL

REPORT: Disclosure of Interest Returns

AUTHOR: Executive Manager Governance and
Internal Control
REPORT DATE: 10 September 2018
TRIM REFERENCE: ID18/1332

EXECUTIVE SUMMARY

The Local Government Act 1993 requires Councillors and designated persons to lodge Disclosure of Interest returns in accordance with Section 449.

Section 450A requires that the Chief Executive Officer not only keep a register of the returns, but is to table the returns at the first meeting after the last date for their lodgement.

The Office of Local Government has requested that it be advised of any failures to lodge by 30 September 2018.

ORGANISATIONAL VALUES

Customer Focused: Although this is a statutory requirement, the filing of interest returns enhances the accountability and the transparency provisions of the Act.

Integrity: The purpose of these Sections of the Act is to enhance the accountability and the transparency provisions of the Act. All disclosure of interest returns have been returned in accordance with the Local Government Act.

One Team: The disclosure of interest returns applies to the Councillors and designated staff across the organisation.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

That the tabling of the Disclosure of Interest Returns as detailed in the report be noted and the Office of Local Government be advised accordingly.

Michael Ferguson

Executive Manager Governance and Internal Control

BACKGROUND

The Local Government Act 1993 requires Councillors and designated persons to lodge disclosure of interest returns in accordance with Section 449. Section 450A requires that the Chief Executive Officer not only keep a register of the returns but is to table the returns at the first meeting after the last date of their lodgement.

REPORT

The purpose of these Sections of the Act is to enhance the accountability and the transparency provisions of the Act. It also ensures that breaches of the Act are brought to notice as soon as they occur. Additionally, it is to assist the Office of Local Government in its investigative role regarding breaches of the Disclosure of Interest provisions.

In respect of the Disclosure of Interest Returns for the 2017/2018 period it is advised that these relate to the Councillors, Chief Executive Officer and designated staff.



REPORT: Uungula Wind Farm Project - Community Consultative Committee - Council Representative

AUTHOR: Governance Team Leader
REPORT DATE: 31 August 2018
TRIM REFERENCE: ID18/1397

EXECUTIVE SUMMARY

Council has recently received correspondence from Lisa Andrews Independent Chairperson for the Uungula Wind Farm Project – Community Consultative Committee requesting a suitable representative from Council to be a member of this committee.

This Community Consultative Committee will be established and operated in accordance with NSW Department of Planning and Environments Community Consultative Committee Guidelines for State Significant Developments, November 2016. The membership will consist of representatives from the company, community, neighbours, environmental groups and stakeholders.

ORGANISATIONAL VALUES

Customer Focused: involvement will allow appropriate representation for the ratepayer and residents of Dubbo Regional Council Local Government Area.

Integrity: Community Consultative Committee will have wide ranging representatives to ensure transparency.

One Team: not applicable.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

That Council nominate the Director Community and Recreation for a position on the Uungula Wind Farm Project Community Consultative Committee.

Susan Wade
Governance Team Leader

BACKGROUND

Uungula Wind Farm is a proposed development of up to 127 wind turbines and associated infrastructure on agricultural land approximately 14 km east of Wellington, NSW. The site is well suited to wind generation due to its reliable wind resource, low density of rural residential dwellings and proximity to existing transmission infrastructure. It will play an important role in increasing competition in the energy sector and reducing the market reliance on fossil fuel generation.

REPORT

Council has recently received correspondence from Lisa Andrews Independent Chairperson for the Uungula Wind Farm Project – Community Consultative Committee requesting a suitable representative from Council to be a member of this committee.

This Community Consultative Committee will be established and operated in accordance with NSW Department of Planning and Environments Community Consultative Committee Guidelines for State Significant Developments, November 2016. The membership will consist of representatives from the company, community, neighbours, environmental groups and stakeholders.

The Community Consultative Committee is a forum for discussion between the company and community representatives and will likely meet on a quarterly basis. They are seeking a delegate from Council to assist in engaging with the community on balancing amenity and environmental issues and associated with the project. The delegate may either be an elected Councillor or member of staff, but in this case it is believed it would be more efficient to have a staff member on this committee as there will typically be operational matters discussed requiring a response from staff and discussions/recommendations –in relation to Voluntary Planning Agreements (VPA). If there was a Councillor Representative they would have to be excluded from VPA discussions due to pecuniary interests.

It is recommended that Council nominate the Director Community and Recreation for this committee.



REPORT: Audit and Risk Management Committee - Independent Representatives Nominations

AUTHOR: Governance Team Leader
REPORT DATE: 10 September 2018
TRIM REFERENCE: ID18/1420

EXECUTIVE SUMMARY

Council recently advertised for two independent representatives for the Audit and Risk Management committee (ARMC). This was due to an extension granted at the Council meeting held on 27 August 2017 for the existing Independent Members and Community representative to remain on the ARMC until 30 September 2018.

At the Council meeting held 28 August 2017 it was resolved that:

- “1. That Mr John Walkom be appointed as an Independent Member to the Audit and Risk Management Committee and Chairman for an initial period of 12 months ending 30 September 2018, pending review during this period.*
- 2. That Mr Andrew Fletcher be appointed as an Independent Member to the Audit and Risk Management Committee for an initial period of 12 months ending 30 September 2018, pending review during this period.*
- 3. That Mr Steve Bassett be appointed as a Community Representative to the Audit and Risk Management Committee for an initial period of 12 months ending 30 September 2018, pending review during this period.”*

Advertisements were placed in the Daily Liberal’s Council Column on 11, 18 and 25 July and 1, 15 and 22 August 2018 and on Council’s Website. Seeking independent members to join Council’s Audit and Risk Management Committee. It was previously resolved by Council that the Community Representative provision no longer exists.

Three Nominations were received and these are the subject of this report.

ORGANISATIONAL VALUES

Customer Focused: The ARMC is an advisory Committee assisting the Council to fulfil its Governance and oversight responsibilities. Good governance assists the community to have confidence in the operations of Council.

Integrity: The ARMC has an oversight role of Council’s internal audit program to assist in ensuring the integrity of Council’s operations.

One Team: All operations of Council are subject to oversight of the Committee.

FINANCIAL IMPLICATIONS

Costs relating to the Audit and Risk Management Committee are covered by existing budgets.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

- 1. That Council determine their two (2) Independent representatives for the Audit and Risk Management Committee.**
- 2. That the outgoing independent representatives and community representative be formally thanked for their contribution to the Audit and Risk Management Committee.**

Susan Wade
Governance Team Leader

BACKGROUND

Due to the amalgamation of the former Dubbo City and Wellington Councils the Audit and Risk Management committee continued to operate to ensure that the review of Council's 2016/2017 Financial Statements could occur during the period October to December 2017. As the Council Elections were held in September 2017, it was considered appropriate that the incumbent independent and community representative remain in place for a further 12 months pending a review.

REPORT

Council adopted the new Audit and Risk Management Charter at its Council meeting held 26 March 2018 where the composition of this committee will consist of two independent external members (not members of Council and one to be Chairperson) the community representative is to be abolished.

Advertisements were placed in the Daily Liberal's Council Column on 11, 18 and 25 July and 1, 15 and 22 August 2018 and on Council's Website.

Three Nominations were received from Mr Ron Gillard, Mr Grahame Marchant and Mr John Walkom and are attached to this report as **Appendix 1** for further consideration.

Appendices:

- 1 [↓](#) DRC Independent Representatives - Audit and Risk Management Committee 2018 Application - Ron Gillard
- 2 [↓](#) DRC Independent Representatives - Audit and Risk Management Committee 2018 Application - Grahame Marchant
- 3 [↓](#) DRC Independent Representatives - Audit and Risk Management Committee 2018 Application - John Walkom

DUBBO REGIONAL COUNCIL

Independent Representatives – Audit and Risk
Management Committee
2018 Application

This form is to be completed if you would like to apply to be considered as an independent representative on Council's Audit and Risk Management Committee. Council's Audit and Risk Management Committee includes two (2) independent representatives who will receive remuneration for their participation in this Committee with one of these representatives to be elected Chairperson. Current remuneration rates are \$1,100 (ex GST) per meeting for the Committee Chair and \$900 (ex GST) per meeting for the remaining independent member. This remuneration is fully inclusive of all costs including (but not limited to) travel, printing, preparation, attendance and follow up time. Nominations close **5pm Friday 3 August 2018**.

Please note that the information contained in this application may be used in a report to Council. Such Council report will be a public document. Details of address, phone and email will remain confidential.

Council's Audit and Risk Management Committee Charter is attached for further information.

Section One Personal Details

Name Ron Gillard

Address _____

Phone _____

Suburb _____

Email Address _____

Section Two Please provide a brief overview of the reasons why you wish to be considered for membership

I have enjoyed being an independent member of the audit and risk committees for both Cowra and Hilltops (pre/post amalgamation). I actively participate and believe I add to the diversity of views and experience in the fields of finance and business. My attention to detail is strong, but practically applied.

Section Three Please provide a resume indicating all relevant experience regarding participation in Audit and Risk Management Committee or audit or risk management experience.

Please use additional sheet if insufficient space.

Post to:
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Internal Control
Dubbo Regional Council
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For further information, please contact Council's Executive Manager Governance and Internal Control: Michael Ferguson 6801 4000 or email: council@dubbo.nsw.gov.au



Ron Gillard

Education

Master of Commerce – Accounting, 1999, University of Western Sydney, Nepean NSW
CPA Program, 1999, Australian Society of CPA's, Sydney NSW
Bachelor of Commerce – Accounting (Law sub-major), 1997, University of Western Sydney, Nepean NSW
Advanced Certificate in Commerce, 1990, TAFE, Wetherill Park NSW

Committee / Board Memberships

Audit & Risk Committees (Independent Member) – Local Government

- **Cowra Shire Council**, October 2015 to present
- **Hilltops Council**, October 2015 to present
 - Includes pre-amalgamated Councils of Young, Boorowa & Harden

Catholic Diocese of Bathurst, 2010 to 2016, Bathurst NSW

- **Diocesan Finance Committee**
 - Deputy Chairperson, August 2013 to September 2016
 - Member, 2012-2013
- **Diocesan Finance Executive Sub-Committee**, Member, August 2013 to September 2016
- **Catholic Development Fund Sub-Committee** (Independent Advisory Board pre-November 2012)
 - Chairperson, August 2013 to September 2016
 - Member, 2010-2013
 - Investment & Risk Sub-Committee Member, 2011-2013
- **Catholic Education Office Taskforce Committee**, Member, 2014 to September 2016

Cowra Show Society, Executive Committee Member, 2011-2015, Cowra NSW

Cowra Wine Show, Committee Member, 2013-2015, Cowra NSW

Global Voyager Holdings Group (9 companies), Non-Executive Director, 2014 to present, Sydney NSW

Aus Offshore Holdco Group (2 companies), Non-Executive Director, 2015 to 2017, Sydney NSW

Professional Membership

Australian Society of CPA's

- Full Member, 2000-2005 (voluntary resignation)
- Associate Member, 1997-2000

Professional Experience

WHYTATAH CONSULTING, Cowra NSW – *Providing business management and accounting services, as well as assistance in website design and maintenance.*

Proprietor / Sole Trader, March 2005 to Present

Established in Engadine NSW in 2005 before relocating to Cowra NSW in December 2005. Client work commenced predominately to meet the residual needs of CVC Capital Partners (previous owners of Amatek Limited) and assist with management and ultimate divestment or liquidation of the remaining entities held in USA and Europe. Building on this, the business has undertaken project CFO roles, business advice and accounting services for local and Australian based international businesses, and more recently the directorships in a number of Australian holding companies.

Ron Gillard

Page 2 ●

AMATEK LIMITED, Chatswood NSW – *Privately owned building materials group with sales of A\$1.5 billion (2002) consisting predominately of major brands such as Laminex, Rocla, Stramit, and Insulation Solutions (aka Pink Batts).*

Group Manager – Financial Planning & Control, February 2002 to March 2005

Reporting directly to CFO, but working closely in strategic partnership with both CEO and CFO in the evaluation and management of the Amatek Group businesses. Primary functions were: to analyse and monitor the performance of the individual businesses and the group as a whole; to provide short and medium term forecasts for entire group; to monitor performance against the financial covenants of the group's loans; to supervise the various strategic and financial planning requirements of the businesses and to prepare consolidated plans for the group; participation in all business performance reviews; and, to attend the various Amatek Group board meetings from time to time.

CHOCTAW, INC., Memphis TN (USA) – *US arm of the Rocla company, and part of the Amatek Group, concentrating on concrete products with sales of US\$90+ million.*

General Accounting Manager, January 2000 to February 2002

Reporting directly to the Treasurer, this position took responsibility for all accounting functions of the company and its 17 production facilities throughout the USA mid-south and southern states. Due to the already 'in-play' sale process of the company (sold May 2002), coupled with the promotion opportunity to return to the Amatek Group office, our original 3-5 year plan for life abroad was cut short.

AMATEK LIMITED, Chatswood NSW – *Per above.*

Group Systems Accountant, October 1998 to January 2000

Reporting directly to the Group Manager – Financial Planning & Control, this position required the development and alignment of various accounting systems throughout the diverse Amatek Group, as well as to develop and establish a user-friendly monthly reporting package to be used by all businesses of the group, then consolidated at a group level.

FASCO AUSTRALIA PTY LTD, Revesby, NSW – *Multimillion-dollar refrigeration and small motors company manufacturing and operating in Australia, New Zealand, and Thailand.*

Financial Controller, August 1997 to October 1998

The company was a division of the BTR Nylex Group which had just expanded into a manufacturing plant in Dandenong VIC, and had already taken significant steps towards implementing a new accounting system ahead of year 2000. Due to BTR's closure of Furniture Australia (below), the internal transfer was predominately taken as a fill measure given the imminent birth of our second child. A lack of senior management support, coupled with operational and resource shortcomings, resulted in my resignation.

References

Available upon request

DUBBO REGIONAL COUNCIL

Independent Representatives – Audit and Risk
Management Committee
2018 Application

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Please note that the information contained in this application may be used in a report to Council. Such Council report will be a public document. Details of address, phone and email will remain confidential.

Council's Audit and Risk Management Committee Charter is attached for further information.

Section One Personal Details

Name GRAHAME A MARCHANT
Address _____
Phone _____
Suburb _____
Email Address _____

Section Two Please provide a brief overview of the reasons why you wish to be considered for membership

SEE ATTACHED EOI

Section Three Please provide a resume indicating all relevant experience regarding participation in Audit and Risk Management Committee or audit or risk management experience.

Please use additional sheet if insufficient space.

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Expression of Interest
For
Appointment as Independent Member
Of
Audit & Risk Committee
At
Dubbo Regional Council
From
Grahame A Marchant

Applicant's Information

Name of Applicant:

Grahame A Marchant

Qualifications and relevant memberships:

Associate Diploma in Local Government Administration
(Charles Sturt University)

Mobile:

Telephone:

Email:

! im

Date:

2nd September 2018

1. Summary

I am currently an Independent Member and Chairman of Audit, Risk & Improvement Committees at Port Macquarie-Hastings, Parkes Shire, Gunnedah Shire, Narrabri Shire and Liverpool Plains Shire Councils. I was also previously an Independent Member of the Audit & Risk Committees at Orange and Bathurst councils.

Membership of these Committees has enhanced my knowledge of current issues and best practice initiatives. During the period that I have been involved with these committees I have been part of the development of the role of these committees to become an important tool for council to utilise in improving assurance around the good governance of council. These committees have made significant recommendations to management and council in order to improve systems and processes, ensure compliance and improve the overall risk management culture within the organisation.

As a result of having worked for over 40 years in local government I have the technical skills and knowledge to fulfil the role envisaged for an Independent Member of the Committee.

I have been directly responsible for the overall preparation of the Statutory Financial Reports for a large multi-purpose local government authority. I am fully conversant with the Financial Reporting requirements and I have prepared Reports to Council on these Financial Reports to ensure that the results are able to be interpreted and understood. I have also participated in the consideration of these Financial Reports by an Audit Committee.

I have considerable experience in the application of external and internal audit functions. This has included negotiating and agreeing Audit Plans, preparation of documentation for audit, reviewing Audit Reports and responding to issues raised. The Internal Audit function established provided a systematic review process of the effectiveness of internal controls that were incorporated in systems and processes applied across the organisation.

I have also been directly responsible for Risk Management policy and corporate standards and controls. This included directing Risk Management Programmes in respect of asset operation and maintenance standards, OH&S

Risk Management corporate standards & systems and an Annual Risk Management Programme which included comprehensive insurance coverage of various identified risks.

I held senior positions in local government for a large part of my career which necessitated the application of strategic and creative skills. These skills were applied to direct the organisation and provide direction and considered advice and options to the elected decision makers.

I am not aligned to any political or other significant organisation and would therefore make decisions independently and without influence from any person or other body. As I have recently retired from full time employment I have the capacity to commit the time required to fully undertake the role.

2. Freedom from any Conflict of Interest

I am not aware of any association that I have with any person or organisation that would affect my ability to act in the best interests of Council.

I am not a member of or aligned to any political organisation. I hold executive positions in the following organisations:

The Westhaven Association - Director

DUBBO CITY BOWLING CLUB LTD. – Director/Treasurer

I would not envisage any conflicts of interest arising from my association with these organisations.

3. Skills and experience relevant to the operation of Dubbo Regional Council

1. Accounting and related financial management skills

I have been directly responsible for the preparation, analysis and reporting on the financial reports of a large multi-purpose local government authority. I am fully conversant with the requirements of accounting and auditing standards as they apply to local government. As a result of this experience I have the skills and knowledge to effectively analyse and interpret financial reports. I have

previously prepared Reports to Council on the Financial Reports providing an analysis of the financial performance and financial position of the organisation.

I have also had many years of experience in reviewing and interpreting audit reports. I have reviewed these reports with the Auditors and responded to the matters raised when necessary. I have been involved in several management reviews and have reviewed reports and developed responses.

I am very confident that I could apply my skills and knowledge to provide valuable input to the Committee's consideration of financial and audit reports.

2. Commitment to the principles of continuous improvement

It is essential that the effectiveness and efficiency in delivering services is continually improved in order to meet economic pressures and changes in demand. The development and implementation of continuous improvement programmes and initiatives is a key role of management with outcomes measured and reported.

I have been involved with many programmes both on an organisation wide basis and at an individual process improvement level.

I believe that the key to maintaining successful ongoing continuous improvement is to have accountability clearly incorporated in management roles.

3. Knowledge of Internal Audit and Governance Framework

An internal audit function has operated at Dubbo City Council for at least 25 years. As a result of this, I have extensive knowledge and experience in not only the development and implementation of an internal audit programme but also being involved in the decision making associated with setting objectives for the programme and aligning the programme to address key risk areas within a strategic framework.

The internal audit function is a key element of the governance framework. It is an essential tool to ensure that the policies, processes and systems that are designed to ensure good governance are being applied.

4. Risk Management

There will always be a multitude of risks that will impact on the capacity of the council to achieve the objectives that it has determined for the provision of services to the community.

The risk management process is the identification, assessment and control of risks. The effectiveness of this process will contribute significantly to the outcomes achieved by council.

An effective enterprise risk management programme will include the following elements:

- A demonstrated commitment to risk management by senior management
- A Risk Management Framework which the organisation has adopted that clearly details the aims, objectives and actions required to deliver a best practice approach to integrating risk management into the leadership, business planning, staff culture and operational delivery of all programs and services, and then to sustain this delivery in an environment of continuous improvement.
- Associated policies, procedures and processes for the effective identification and management of business and financial risks.

I have been directly responsible for risk management policy and corporate standards and controls. This included directing Risk Management Programmes in respect of asset operation and maintenance standards, OH&S Risk Management corporate standards & systems and an Annual Risk Management Programme which included comprehensive insurance coverage of various identified risks.

5. Information systems and emerging technology

The identification of the need for, specification of needs to be met, sourcing appropriate technology solutions, implementation of systems and reviewing performance have been a major part of my responsibilities over many years in senior management roles.

The provision of information technology services to the organisation was a key accountability of my role as Director at Dubbo City Council. This included strategic planning requirements in order to meet the future information

systems needs of the organisation, provision and operation of the central computing facility, user support including 'help desk' facilities and system implementation and support.

As a result of the above I have a high level of experience and knowledge of the information systems and technology requirements specific to local government.

6. Business acumen and management skills

The application of strategic skills has been a key requirement of my responsibilities as a senior Director with Dubbo City Council. These skills were required to be applied in the development of strategic and operational plans for the organisation. This included defining strategic objectives and outcomes for the major activities of Council both for the long and short term. I have also developed Reports to Council on major policy matters such as revenue raising, budgeting, long term financial planning and asset management.

Making sound independent and objective judgements has been required in the management of key functional areas of Council administration including financial management, IT services, human resource services, customer services, legal and administrative services to Council. I have also applied these skills when undertaking roles as a member of various committees and working parties.

7. Capacity to undertake role

I consider that I have the capacity to commit to the workload required and to attend committee meetings. I retired from full time employment in October 2007. Whilst I have other interests, I would be prepared to devote the time required to fulfil the responsibilities of the role.

8. Senior level work experience

In 1993 I was appointed to the position of Director Administrative and Financial Services at Dubbo City Council. I had previously held the position of City Treasurer since 1980.

As Director of the Division I was accountable for the provision of a wide range of services to the organisation and to the corporation in terms of statutory requirements for financial and other reporting.

As a result of fulfilling these accountabilities I have extensive experience in local government, public administration, internal audit, risk management, accounting, law and business at a senior level.

9. Relevant personal attributes

I consider that I meet the personal attributes required for appointment as a member of the committee. My integrity and honesty has never been questioned and I have consistently displayed good professional judgement in my role as Director. I have significant experience in communicating effectively at all levels. I have participated in many Council and committee meetings, provided presentations as well as communicating effectively to small groups and individuals.

4. Referees

Name	Name
Mr Craig Swift-McNair	Mr Kent Boyd
General Manager	General Manager
Port Macquarie-Hastings Council	Parkes Shire Council
Contact Details	Contact Details
Tel: 0265818111	Tel: 0268612303

DUBBO REGIONAL COUNCIL

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Please note that the information contained in this application may be used in a report to Council. Such Council report will be a public document. Details of address, phone and email will remain confidential.

Council's Audit and Risk Management Committee Charter is attached for further information.

Section One Personal Details

Name John Walkom
Address _____
Phone _____
Suburb _____
Email Address jwalkom@_____

Section Two Please provide a brief overview of the reasons why you wish to be considered for membership

Currently I am the chair of the ARMC & have been for the past 2 years. Prior to that I was a council representative. I feel that I have gained the experience required to be a valued independent representative & chair

Section Three Please provide a resume indicating all relevant experience regarding participation in Audit and Risk Management Committee or audit or risk management experience.

Please use additional sheet if insufficient space.

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John Walkom

Friday 3rd August 2018

Resume of Experience, Independent Representative – Audit and Risk Management
Committee Dubbo Regional Council.

Locally born and bred, John Walkom has lived and worked in the Orana region for 54 years. With no formal qualifications and leaving school in year 10, he has been in business for 42 years in partnership with my brother Kevin.

This vast business experience, combined with extensive experience in board procedures and operations and having served as Company Director on various boards within the private sector,

- 1982 – Current, Director Walkom Bros Pty Ltd
- 1994 – Current, Director Techni-Seal Australia
- 1996 – Current, Director Techni-Clean Australia.
- 1978 – Current, Various Community sporting clubs and community groups as Chair, Treasurer or Secretary. St John's JRL, Group 11 JRL, Dubbo & Districts JRL, Dubbo City JRL.
- 2004 - 2009 Chair Regional Development Orana NSW.
- 2009 – Current, Chair Regional Development Australia Orana.
On the RDA-O Audit Risk and Management committee.
- 2014 – 2018 Chair NSW group of Chairs, Regional Development Australia
- 2013 – Current, Board member Taronga Conservation and Zoo Society
Member Taronga Marketing committee
- 2016 – Current, Chair of the DRC ARMC.

My 42 years of business experience and 40 years of involvement in various community and sporting organisations has enabled me to have gained a wide expanse of knowledge, having during this time owned, operated and developed my own businesses. This experience includes retail, manufacturing and the service industry and extends to property investment, both commercial and residential.

This extensive experience in the private, NFP sector along with involvement at a high level with community groups, sporting organisations and as my current role as Chair of DRC ARMC over many, many years has given me the extensive experience required to nominate as the Independent Chair for the Audit and Risk Management Committee.

Yours Sincerely



John Walkom



REPORT: Dubbo Regional Council Representation to the Taronga Conservation Society Australia Board

AUTHOR: Governance Team Leader
REPORT DATE: 5 September 2018
TRIM REFERENCE: ID18/1411

EXECUTIVE SUMMARY

Advice has been received from the Taronga Conservation Society Australia, formally seeking the nomination of two (2) persons by Dubbo Regional Council from which the Minister may consider making an appointment to the Board of the Taronga Conservation Society Australia.

ORGANISATIONAL VALUES

Customer Focused: will allow appropriate representation for Dubbo Regional Council Local Government Area.

Integrity: as a leading regional centre it is appropriate for good governance to continue with representation from Council.

One Team: N/A

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

- 1. That Council proceed to determine one (1) nominee for representation to the Board of the Taronga Conservation Society Australia.**
- 2. That the nominee be the Mayor.**

Susan Wade
Governance Team Leader

REPORT

As Councillors would be aware, J Walkom is currently Dubbo Regional Council's representative to the Board of the Taronga Conservation Society Australia, advice has been received by Taronga Conservation Society Australia that John Walkom will resigning from this position effective 1 September 2018. Taronga Conservation Society Australia has requested that two (2) new nominations be provided for consideration by the Minister.

Taronga Conservation Society Australia has advised that nominations need not be exclusively Councillors and can include prominent members of the local community or citizens who, in the Council's view, would be appropriate for nomination for appointment to the Board. Nominees would need to be suitably qualified to provide sound advice, judgement and contribution to the Board based on experience.

Nominations need to be received by the Taronga office by 26 September 2018 to facilitate legislative and Ministerial approvals in advance of the NSW Government caretaker period scheduled prior to the election and must include a brief resume for each nominee.



REPORT: Draft Employment Land Strategy

AUTHOR: Senior Strategic Planner
REPORT DATE: 11 September 2018
TRIM REFERENCE: ID18/1266

EXECUTIVE SUMMARY

The draft Dubbo Employment Lands Strategy provides a consolidated set of long-term land use strategies and principles that aim to ensure the City of Dubbo has an appropriate level of commercial, industrial, institutional and tourist zoned land in the future which is situated in locations that can best meet the long-term requirements of the City of Dubbo. Collectively, these lands are referred to as 'employment lands'.

Employment lands are critical to the short, medium and long term economic and social viability of communities. It is important to maintain an adequate supply of employment land to ensure a diverse range of jobs is available for residents.

The draft Strategy, once adopted, will replace the existing Commercial Areas Development Strategy, the Institutional Areas Development Strategy and the Industrial Areas Development Strategy, which were adopted by the former Dubbo City Council in 1997 as part of the Dubbo Urban Areas Development Strategy.

The draft Strategy has identified 14 precincts which have been individually reviewed and analysed with respect to land area, vacant area, occupied area and existing floorspace area, assigned relevant planning principles and opportunities identified for future growth. The draft Strategy makes recommendations with respect to how respective precincts can manage changing economic trends and drivers, market forces, meet projected demands, cater for land use conflicts and manage continued growth.

The draft Strategy is exclusively focused on employment land within the former Dubbo Local Government Area (LGA). Employment land for the former Wellington LGA is addressed within the Wellington Settlement Strategy, adopted by the former Wellington Council in 2012. This settlement strategy will remain in force and will not be impacted or modified by this draft strategy.

It is recommended that the draft Strategy be placed on public exhibition for a period of not less than 28 days to seek feedback from the community and relevant stakeholders. Consultation with stakeholders and property owners will ensure it is understood that whilst the draft Strategy makes recommendations with respect land zonings, a Planning Proposal is required to make any legislative amendments to the Local Environmental Plan.

ORGANISATIONAL VALUES

Customer Focused: The development of the new Strategy will reflect the aspirations of the community. The report recommends that Council collaborate with the community to provide an opportunity to have direct input into the draft Strategy.

Integrity: The draft Strategy has been prepared to provide future direction and strategy for the development of Dubbo's employment land.

One Team: The draft Strategy has been prepared utilising resources from stakeholders across the organisation.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

- 1. That the draft Dubbo Employment Land Strategy as attached to the report of the Senior Strategic Planner dated 11 September 2018 be adopted for the purposes of public exhibition and stakeholder consultation.**
- 2. That the draft Dubbo Employment Land Strategy as attached to the report of the Senior Strategic Planner dated 11 September 2018 be placed on public exhibition for a period of not less than 28 days.**
- 3. That following completion of the public exhibition process, a further report be presented to Council for consideration addressing the outcomes of the public exhibition period and any submissions received.**

Lee Griffith

Senior Strategic Planner

1. BACKGROUND

The Dubbo Employment Land Strategy will replace the existing Commercial Areas Development Strategy, the Institutional Areas Development Strategy and the Industrial Areas Development Strategy, which were adopted by the former Dubbo City Council in 1997 as part of the Dubbo Urban Areas Development Strategy.

Traditionally, each strategy would consider the supply and demand for commercial, industrial or institutional lands and the associated siting of such land use activities individually. However, over time, some land use activities have become integrated and require a shifted focus away from this traditional approach.

The role of the Employment Lands Strategy is to integrate commercial, industrial and institutional strategies into a combined document, facilitating a succinct breakdown and consideration of all Employment Lands in the Dubbo urban area with an aim to keep pace with land use planning trends.

Independent property and economic consultants, Hill PDA, were engaged to assist with undertaking a Commercial Floor Space Inventory and Analysis and the Dubbo Employment Land Review with respect to reviewing industrial and institutional lands. These findings have been used to assist with preparation of the draft Dubbo Employment Land Strategy.

The draft Strategy is exclusively focused on employment land within the former Dubbo Local Government Area (LGA). Employment land for the former Wellington LGA is addressed within the Wellington Settlement Strategy, adopted by the former Wellington Council in 2012. This settlement strategy will remain in force and will not be impacted or modified by this draft strategy.

REPORT

2. What are Employment Lands?

Employment Lands include all land zoned predominately for activities resulting in employment, including the following land use zones:

- B1 Neighbourhood Centre
- B2 Local Centre
- B3 Commercial Core
- B4 Mixed Use
- B5 Business Development
- B6 Enterprise Corridor
- B7 Business Park
- IN2 Light Industrial
- IN3 Heavy Industrial
- SP2 Infrastructure
- SP3 Tourist

Employment lands are critical to the short, medium and long term economic and social viability of communities. It is important to maintain an adequate supply of employment land to a diverse range of jobs are available for residents.

3. Draft Strategy Framework

The draft Strategy has been prepared in four (4) distinct sections including:

- Part One – A Look at Dubbo Today
- Part Two – Dubbo’s Growth to 2031
- Part Three – Strategy and Framework
- Part Four – Implementation and Monitoring

a) Part One – Look at Dubbo Today

Part one of the strategy sets about examining the importance of this strategy in relation to employment lands, the objectives of the strategy and the strategic relationship with other plans and policies. Part one also provides a snapshot of Dubbo today with respect to demographics, employment and existing employment land.

i) Demographic Profile

Dubbo has enjoyed a steady population growth over a long period of time, typically being 0.9% to 1.2% growth per annum. As of 2016, the former Dubbo Local Government Area (LGA) had a population of 42,344 people, compared to 38,567 in 2004, being an 8.9% increase over a 12 year period.

Dubbo has an ageing population with 15% of the population aged 65 and over, compared to 12% of the population in 2006. In 2016, Dubbo’s average household income had an average of \$1,265 per week, representing a 40.4% increase since 2001.

ii) Employment Profile

The three (3) largest employment industries include healthcare and social assistance, retail trade as well as education and training. When compared to the Orana Region and NSW, Dubbo has a high percentage of people employed in service industries (such as health care and social services), highlighting the position of Dubbo as a major regional service centre for the Orana region.

Dubbo has a low unemployment rate, high self-sufficiency and a high self-containment rate which demonstrates Dubbo’s ability to generate employment opportunities for residents living in Dubbo whilst also attracting residents from other LGAs.

iii) Employment Hierarchy

The employment land hierarchy in Dubbo reflects the size of the city's local and regional catchment. The employment land hierarchy outlined below includes a full centres typology incorporating all employment lands being commercial, industrial, tourist and special purpose. The draft Strategy has outlined an employment land hierarchy as follows:

1. First Level: Principal Activity Centre (Regional)
2. Second Level: Major Activity Centre (Sub-regional)
3. Third Level: Local Activity Centre
4. Fourth Level: Neighbourhood Activity Centre
5. Fifth Level: Corner Shop

The employment land hierarchy maintains the role of the CBD as the principal commercial activity centre.

iv) Dubbo's Industrial Candidate Areas

The draft Strategy has reviewed the four (4) Industrial Candidate Areas (ICAs) identified by the Dubbo Industrial Areas Development Strategy (IADS) 1996-2015. The four ICAs include:

- ICA 1: Blueridge
- ICA 2: Airport Precinct
- ICA 3: Brocklehurst Precinct
- ICA 4: Yarrandale/Boothenba

b) Part Two – Dubbo's growth to 2031

Part Two of the draft Strategy focuses on forecast growth and change in the former Dubbo LGA up to 2031 including understanding projected demands for employment land and floor space to meet to forecast growth.

i) Economic trends and drivers

This section reviews trends and drivers which could potentially influence employment and employment land activities in the former Dubbo LGA. Analysis has been provided on global and national (macro), local and general retail and commercial trends and drivers.

ii) Population Projections

Population projections show that Dubbo's population will continue to age with growth in middle aged (45-64) and older age (65+) cohorts increasing. Whilst the overall number of younger people will increase, there will soon be more people aged 65 and over than people aged 15 years or younger with over 65's representing a fifth of the total population. There will be a significant increase in the 65-84 years age cohort between 2016 and 2036.

iii) Employment Projections

Employment in Dubbo City is projected to have 27,635 jobs in 2031, an increase of 9,586 or 35% when compared to 2011. Key industries of growth include health care and social assistance, public administration and safety, construction and wholesale trade. These key growth industries have a strong correlation to Dubbo's ageing population growth and its role as a service centre for the Orana region.

iv) Commercial Floorspace Demand Projections

A review of the occupied and vacant floorspace across the commercial areas of Dubbo and estimates the likely demand based on population and expenditure projections.

Demand for retail floorspace in Dubbo is equivalent to around 163,025m² Gross Lettable Area (GLA). This is set to increase to almost 185,490m² by 2031. Dubbo currently has an existing retail floorspace supply of 151,612m² GLA meaning there was an undersupply of 11,412m² GLA in 2016, increasing to 33,879m² GLA in 2031.

v) Employment Land Projections

It is forecast that Dubbo's industrial precincts are likely to accommodate around 3,486 additional jobs in 2031, while its special purpose precincts would accommodate an additional 2,087 jobs.

Dubbo currently has an oversupply of both industrial and special purpose zoned land. It is forecast that Dubbo will require 53 to 80 hectares of industrial zoned land and 10 to 20 hectares of special purpose zoned land to meet demand out to 2031. Dubbo currently has 724 hectares of vacant/undeveloped industrial zoned land and 452 hectares of vacant/undeveloped special purpose zoned land, representing an oversupply of both.

c) Part Three – Strategy and Framework

i) Planning Principles

The following Strategic Planning Policy Principles are designed to enable the overall vision for the Dubbo Employment Land Strategy to be achieved and provide guidance for future employment land development in Dubbo.

1. Strategically important employment lands are protected from incompatible rezoning's, incompatible uses and land use conflict;
2. Maintain Dubbo as the major employment and service centre of the Orana region;
3. Maintain and support the CBD as Dubbo's primary service and retail centre;
4. Support a mixture of compatible land uses to enable business, office, education and residential uses that support the function of Dubbo's CBD;
5. Structure plans are prepared for strategically important undeveloped employment lands;

6. Ensure an adequate supply of appropriately located and serviced employment lands are maintained to facilitate short-term, medium-term and long-term growth;
7. Investigate opportunities for additional employment lands in West Dubbo to balance where Dubbo's residential development will occur in the future;
8. Infrastructure is appropriately planned to encourage sustainable development of employment lands;
9. Any proposals for new employment lands are adequately planned for to meet the long-term needs of industries and growth management directions of the City of Dubbo;
10. Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry;
11. Encourage the clustering of industries which share similar synergies;
12. Proposed commercial zones are supported by an Economic Impact Assessment to ensure the activity centres hierarchy is maintained.

ii) Dubbo's Employment Land Precincts

The draft Strategy has identified 14 precincts which have been individually reviewed analysed with respect to land area, vacant area, occupied area and existing floorspace area. Each precinct has been assigned relevant planning principles and opportunities identified for future growth. Any relevant recommendations, including identified zoning changes, is included within this section. The precincts include:

1. Central Business District
2. Orana Mall Precinct
3. Neighbourhood Centres
4. Enterprise Corridors
5. Bulky Goods Precincts
6. Cobbora Road and Erskine Street Commercial Precinct
7. Health and Education Precinct
8. Airport Precinct
9. Industrial Precincts
10. Blueridge
11. Brocklehurst
12. Yarrandale Road
13. Tourist
14. Infrastructure

d) Part Four – Implementation and Monitoring

This sections identifies the recommendations of the draft Strategy and allocates an appropriate timeframe for when such recommendation should be considered for implementation.

The draft Strategy will be monitored and reviewed in line with changing industry needs.

3. Key Strategic Questions

a) Aims and Objectives

The Employment Land Strategy is a long-term land use strategy that aims to ensure the City of Dubbo has an appropriate level of commercial, industrial, institutional and tourist zoned land in the future which is situated in locations that can best meet the long-term requirements of Dubbo. The objectives of the Employment Land Strategy will be to:

- To facilitate and promote the orderly and sustainable provision of employment land in Dubbo;
- To provide a robust retail hierarchy for Dubbo and ensure it can deliver its role in continued orderly and economic development of commercially-zoned land;
- To review the location and characteristics of the Industrial Candidate Areas as included in the Industrial Areas Development Strategy and their effectiveness;
- To review the location and characteristics of Institutional activities in the City and recognise the importance of the continued growth of health and education facilities for the City and the region;
- To review the location, function and supply and demand for tourist land;
- To ensure the City maintains a suitable supply of 'employment land' having regard to projected floorspace requirements during the life of the Strategy;
- To facilitate options and initiatives for the renewal of employment land precincts to attract business investment;
- To facilitate the preparation of strategies for key areas and precincts in the City.

(a) Key Strategic Questions

The strategy will be reiterating key issues and incomplete recommendations from the previous strategies namely the Commercial Areas Development Strategy, the Industrial Areas Development Strategy and the Institution Areas Development Strategy. This strategy will make slight changes where appropriate based upon the following key Strategic Questions.

Recommendations in the strategy support future employment land rezoning's without altering the current zoning.

i) Retail floor space does not have sufficient supply to meet demand

Dubbo will have an undersupply of retail floorspace based on future demand projections. The retail store types with the largest projected undersupply in the year 2031 includes supermarkets and grocery stores, speciality food stores, restaurants and cafes and department/discount stores. To ensure appropriately zoned commercial floorspace can be provided over the medium to long term, investigations should be made with respect to expanding the CBD. Such investigations could include an expansion into West Dubbo.

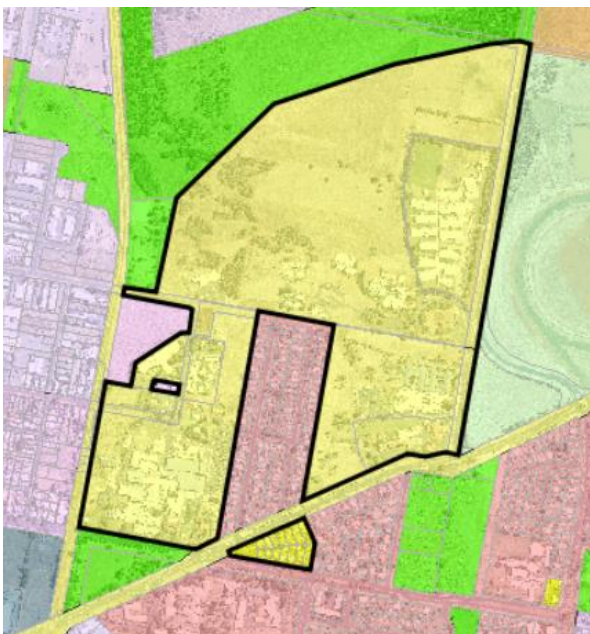
- ii) Is there a need to explore opportunities to create synergy between health, well-being and education land uses?

With health care and social assistance and education and training being Dubbo's number one and number three largest employment sectors respectively, the Health, Well-being and Education Precinct is one of Dubbo's most important precincts with respect to employment lands both with respect to the number of jobs generated and its service catchment being of a regional scale.

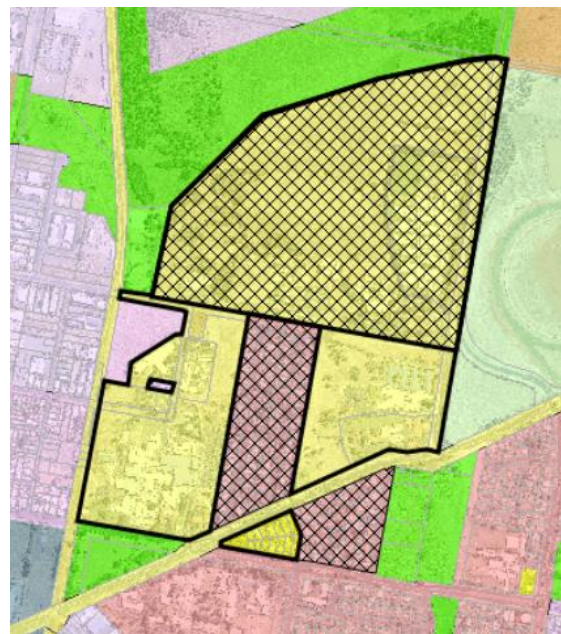
The Dubbo Hospital is currently undergoing significant redevelopment with continued government funding which is expanding the range of services, such as the development of the Western Cancer Centre. Additionally, the precinct is now planned for significant sporting facilities including cycle track and velodrome and Western Region Institute of Sport complex.

As the precinct is experiencing significant growth through health, well-being and educational development with this trend likely to continue over the foreseeable future, it is recommended that investigations be undertaken to examine potential opportunities to rezone land within and adjacent to the Health, Well-being and Education Precinct. Opportunities include rezoning the existing R2 Low Density Residential land adjacent to the Hospital, extending the SP3 Tourist east, rezoning the Macquarie Homestay land and examining whether the SP2 Infrastructure zoned land on which Charles Sturt University is located, is still appropriate.

Any potential zone(s) are focused on providing opportunities to expand and facilitate private health, education and accommodation development in support of the Health, Well-being and Education Precinct's short and long term growth.



Existing R2 Low Density Residential and RE2 Private Recreation zones

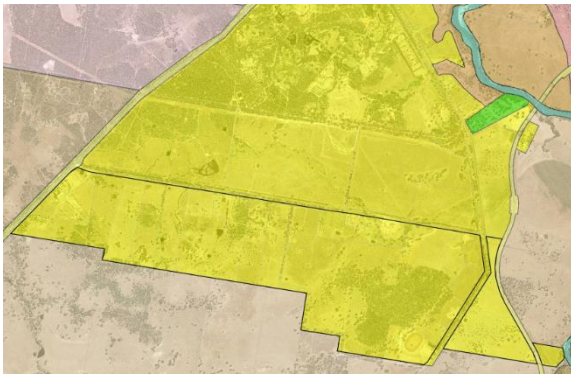


Recommended areas to be investigated for rezoning

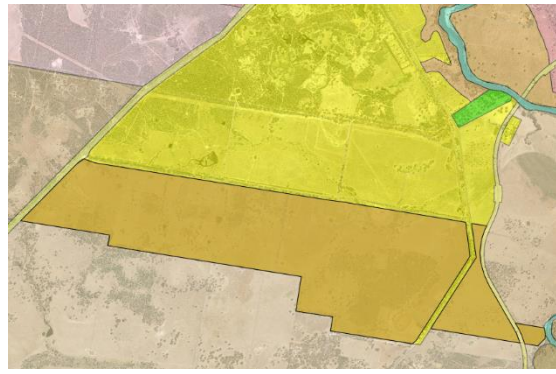
4. Investigate the Rezoning of Land on Camp Road

The land south of Camp Road has not performed its intended role with the development of tourist related activities being minimal. A review of approved tourist uses in this area indicate the market for tourist development is minimal with the majority of approved uses not proceeding. This indicates that the original strategy to create Camp Road as a tourist precinct has not succeeded to its full potential.

It is recommended that the land zoned SP3 south of Camp Road be rezoned to RU6 Transition. It is considered that a predominantly tourist related zoning in this location does little to support the operation of the zoo, however allowing large lot residential development to occur would assist with improving the amenity, embellishment and revitalisation through increased development activity. Tourist and accommodation related development should remain permissible.



Existing SP3 Tourist



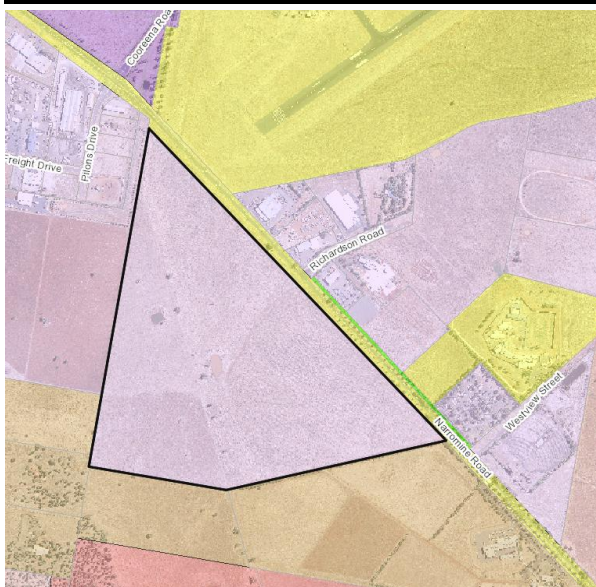
Recommended RU6 Transition

5. Investigate a business development zone in West Dubbo

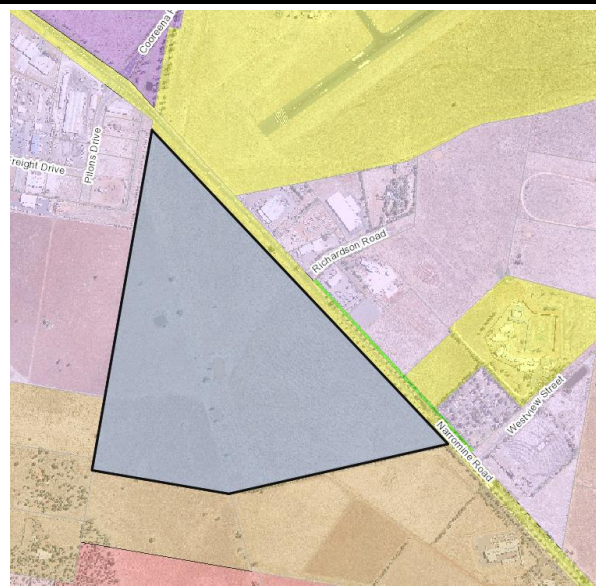
With the future of Dubbo's residential development moving to the west, a commercial land supply should be considered in West Dubbo to meet demand over the long term.

Dubbo has a significant oversupply of industrial zoned land with 724 hectares of vacant/undeveloped available, however only 53 to 80 hectares in total is required to meet demand out to 2031.

It is considered that a commercial zone, such as B5 Business Development zone, would support and service the West Dubbo population catchment, nearby industrial zones and Dubbo City Regional Airport. The B5 Business Development zone is flexible in allowing a mixture of large format commercial uses including bulky goods, warehouse and distribution centres as well as a range of light industrial uses including industrial training facilities, freight transport and passenger, transport and truck depots. This provides a good mixture of uses given its location to a major highway and the airport which is the subject of significant government related emergency services facilities.



Existing IN2 Light Industrial



Recommended B5 Business Development

6. Investigate Zoning B1 Neighbourhood Centre in Websdale Drive, Eastridge to R1 General Residential

The Websdale Drive Site totals 4,270m² of land and is currently vacant. Development consent was granted by Council in 2009 for a 1,000m² supermarket, however to date, this site remains vacant.

It is considered that the Myall Street neighbourhood shops are not performing to their full potential and the construction of a neighbourhood shop upon Websdale Drive could further diminish future potential. Ultimately, it is considered that two neighbourhood shops are not required to service the East Dubbo residential catchment. It is therefore recommended that consideration be given to rezoning the Websdale Drive B1 Neighbourhood Centre zone to a suitable residential zone being R1 General Residential.



Existing B1 Neighbourhood Centre



Recommended R1 General Residential zone

7. Future Direction

Following consideration of the draft Strategy by Council, it is recommended that the draft Strategy be placed on public exhibition for a minimum period of 28 days where Council staff will undertake consultation with identified stakeholders, property owners that would be directly impacted by any planning recommendations and the general community.

Following completion of the public exhibition period of not less than 28 days, it is recommended that a further report be presented to Council addressing the outcomes of the public exhibition period and any submissions received.

Consultation with Stakeholders and property owners will ensure it is understood that the draft Strategy makes recommendations with respect to land zonings. A Planning Proposal is required to make any legislative amendments to the Local Environmental Plan.

SUMMARY

The draft Dubbo Employment Lands Strategy provides a consolidated set of long-term land use strategies and principles that aim to ensure the City of Dubbo has an appropriate level of commercial, industrial, institutional and tourist zoned land in the future which is situated in locations that can best meet the long-term requirements of the City of Dubbo.

The draft Strategy, once adopted, will replace the existing Commercial Areas Development Strategy, the Institutional Areas Development Strategy and the Industrial Areas Development Strategy, which were adopted by the former Dubbo City Council in 1997 as part of the Dubbo Urban Areas Development Strategy.

It is recommended that the draft Strategy be placed on public exhibition for a period of not less than 28 days to seek feedback from the community and relevant stakeholders. Following completion of the public exhibition period, it is recommended that a further report be presented to Council addressing the outcomes of the public exhibition period and any submissions received.

Appendices:

- [1](#) Draft Dubbo Employment Lands Strategy - For Public Exhibition

Employment Land Strategy

Dubbo Regional Council

Draft for Public Exhibition

September 2018

DRAFT

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PART ONE – A LOOK AT DUBBO TODAY

1. Introduction

This Strategy aims to ensure the City of Dubbo has an appropriate level of commercial, industrial, institutional and tourist zoned land in the future which is situated in locations that can best meet the long-term requirements of Dubbo and the Region.

Traditionally, the supply and demand for employment lands and the associated siting of such land use activities have been considered in isolation in the planning system. However, over time, commercial and industrial land use activities have shifted focus which has resulted in the traditional relationship between commercial and industrial development not keeping pace with overall land use planning trends.

The Employment Land Strategy will replace the existing Dubbo Commercial Areas Development Strategy, the Dubbo Institutional Areas Development Strategy and the Dubbo Industrial Areas Development Strategy, which were adopted by the former Dubbo City Council in 1997 as key components of the Dubbo Urban Areas Development Strategy.

The Employment Land Strategy is exclusively focused within the former Dubbo Local Government Area (LGA), as shown in Figure 1. Wellington retains a Settlement Strategy adopted in 2012 by the former Wellington Council which addresses commercial, industrial, residential and institutional in one document. This settlement strategy will remain in force and will not be impacted by the employment land strategy.

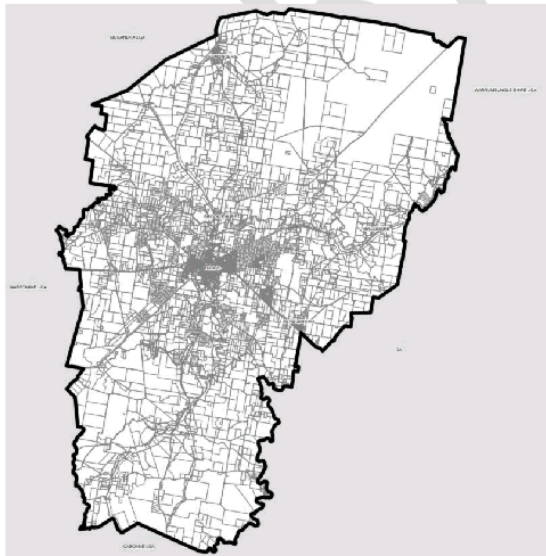


Figure 1: Study Area (former Dubbo LGA)

1.1 Snapshot of Dubbo

A snapshot of the former Dubbo LGA is provided below.

<p>Dubbo's Population 42,344</p>	<p>Dubbo's medium age 37</p>
<p>Dubbo's Population growth Between 0.9% and 1.2% p.a.</p>	<p>Regional catchment population 120,000</p>
<p>Total number of people employed in Dubbo 16,959</p>	<p>The largest employment sectors in Dubbo</p> <ul style="list-style-type: none"> • Health care and social assistance; • Retail trade; and • Education and training. <p>These three sectors comprise 40% of Dubbo total employment</p>
<p>Dubbo's total employment land 4,650.76ha</p> <ul style="list-style-type: none"> • Total commercial zoned land 299.26ha • Total industrial zoned land 1989.66ha • Total tourist and institutional land 2361.84ha. 	<p>Dubbo's total employment floor space 1,278,685m²</p> <ul style="list-style-type: none"> • Total commercial floor space 429,203m² • Total industrial floor space 524,619 m² • Total tourist and infrastructure floor space 324,863 m²
<p>Dubbo's registered number of businesses 3,599</p>	<p>Gross Regional Product \$3.09B</p>
<p>Dubbo's median weekly income \$687 (\$35,752 p.a.)</p>	<p>Dubbo's median household income \$1,265.5 per week</p>

1.2 What are Employment Lands?

For the purposes of this Strategy, employment lands include all land zoned predominately for activities resulting in employment, including the following land use zones:

- B1 Neighbourhood Centre
- B2 Local Centre
- B3 Commercial Core
- B4 Mixed Use
- B5 Business Development
- B6 Enterprise Corridor
- B7 Business Park
- IN2 Light Industrial
- IN3 Heavy Industrial
- SP2 Infrastructure
- SP3 Tourist

1.3 Importance of Employment Lands

Employment lands are critical to the short, medium and long term economic and social viability of communities. It is important to maintain an adequate supply of employment land to ensure a diverse range of jobs is available for residents.

Independent property and economic consultants, Hill PDA, were engaged by Council to prepare the Dubbo Commercial Floorspace Inventory and Analysis, which was completed in 2014. The Dubbo Commercial Floorspace Inventory and Analysis examines the supply and demand for commercial employment land through to the year 2031, and includes detailed retail supply/demand analysis and a comparative assessment of Dubbo's retail and commercial areas. An addendum to the study was prepared in December 2014 and again in September 2016 to update the data and demand modelling based on revised population projections and other information which was not available when the study was originally prepared. The key findings of the studies and their subsequent addendums directly inform and relate to the Dubbo Employment Land Strategy.

1.4 Objectives of the Strategy

The objectives of the Employment Land Strategy are:

- To facilitate and promote the orderly and sustainable provision of employment land in Dubbo;
- To review the characteristics of the Dubbo commercial hierarchy and its role in ensuring the continued orderly and economic development of commercially-zoned land;
- To review the location and characteristics of the Industrial Candidate Areas as included in the Industrial Areas Development Strategy and their effectiveness;
- To review the location and characteristics of institutional activities in the City including the importance of health and education facilities.

- To review the location, function and supply and demand for tourist land.
- To ensure the City maintains a suitable supply of 'employment land' having regard to projected floorspace requirements during the life of the Strategy;
- To facilitate options and initiatives for the renewal of employment land precincts to attract business investment; and
- To facilitate the preparation of structure plans for key employment lands' precincts.

1.5 Relationship to other Plans and Policies

1.5.1 Dubbo 2040 Community Strategic Plan

The Dubbo 2040 Community Strategic Plan was adopted by Dubbo Regional Council on 25 June 2018. It provides a number of themes relating to strategic goals and outcomes with respect as to how the community wishes for the Dubbo Regional Local Government Area to look in the year 2040. The Employment Land Strategy is directly aligned with the themes within the 2040 Community Strategic Plan, specifically housing, infrastructure, economy and liveability.

1.5.2 Dubbo Urban Areas Development Strategy

The Dubbo Urban Areas Development Strategy (UADS) includes the Industrial Areas Development Strategy, Commercial Areas Development Strategy and the Institutional Areas Development Strategy. If adopted by Council, this Employment Land Strategy will replace these strategies which have been in operation since 1997.

The Commercial Areas Development Strategy highlights the importance of the role of the CBD as the primary commercial area of Dubbo at the top of the commercial centres hierarchy given its regional catchment of over 120,000 persons.

1.5.3 Dubbo Local Environmental Plan 2011

The Dubbo Local Environmental Plan 2011 guides land use and development across Dubbo. The LEP controls and determines development through the use of land use zones which each have a set of objectives and permissibility tables. Employment lands in Dubbo are zoned either Business, Industrial or Special Purpose.

1.5.4 Dubbo Economic Development Strategy

The Dubbo Economic Development Strategy was adopted by Council in 2012 to promote a sustainable, forward-moving economy through business investment, increased population and employment growth.

The Employment Land Strategy is closely aligned with the Dubbo Economic Development Strategy which ensures there is an adequate supply of available land for commercial, industrial and tourist purposes that supports a diverse local and regional economy and promotes growth.

1.5.5 Dubbo CBD Precincts Plan

Dubbo’s CBD Precincts Plan is underpinned by the Dubbo Commercial Areas Development Strategy (CADS) which places the Dubbo CBD at the top of the City’s commercial hierarchy. The CBD Precincts Plan will guide future development and growth within the CBD with a view to taking the CBD to the next level, heightening activity within the CBD in order to make it a vibrant and attractive centre for all.

If this Employment Land Strategy is adopted, it will replace the Dubbo CADS and the Dubbo CBD Precincts Plan will become underpinned by this Strategy.

1.5.6 Dubbo’s Road Transportation Strategy to 2045

The Dubbo City Planning and Transportation Strategy 2045 is underpinned by the Dubbo Urban Areas Development Strategy. The Transportation Strategy was undertaken to review future transportation hierarchies based on the Council’s residential release areas created with the adoption of the Dubbo Local Environmental Plan 2011. The Employment Land Strategy has considered the Transportation Strategy with respect to future road networks.

1.5.7 Central West and Orana Regional Plan 2036

The Central West and Orana Regional Plan 2036 was prepared by the Department of Planning and Environment and adopted June 2017. The Employment Land Strategy is directly aligned to a number of directions and actions within the Plan.

The Employment Land Strategy is also consistent with the principles for industrial land identification included in the Central West and Orana Regional Plan.

Principle 1	New industrial land should meet the long term needs of industry growth for the region.
Principle 2	Industrial land should be protected and separated from environmentally sensitive and incompatible land uses.
Principle 3	Isolated, unused or under-used pockets of industrial land should be consolidated to create opportunities over the long term.
Principle 4	Regionally significant industrial lands should be retained and supported to meet the changing needs of industry.
Principle 5	At a regional-scale industrial land supply should provide capacity to enable the development of specialised industry clusters.
Principle 6	Infrastructure should be planned and managed to encourage the sustainable development of industrial land, including access to markets and workers, and connectivity to the existing freight network.
Principle 7	Co-location should be encouraged, where appropriate, to maximise opportunities for co-efficiency and decreased supply chain costs.

2. Demographic Profile

2.1 Dubbo's existing population

ABS Census records and estimated resident population data has shown that Dubbo has been experiencing steady population growth over the past decade. As of 2016, the former Dubbo LGA had a population of 42,344. When compared to the 2004 population of 38,567, Dubbo had a population growth of 3,777 people or 8.9% over a 12 year period.

Figure 2 shows the Estimated Resident Population (ERP) of Dubbo from 2001 to 2014. ERP is the official ABS measure of the population according to a usual residence population concept.

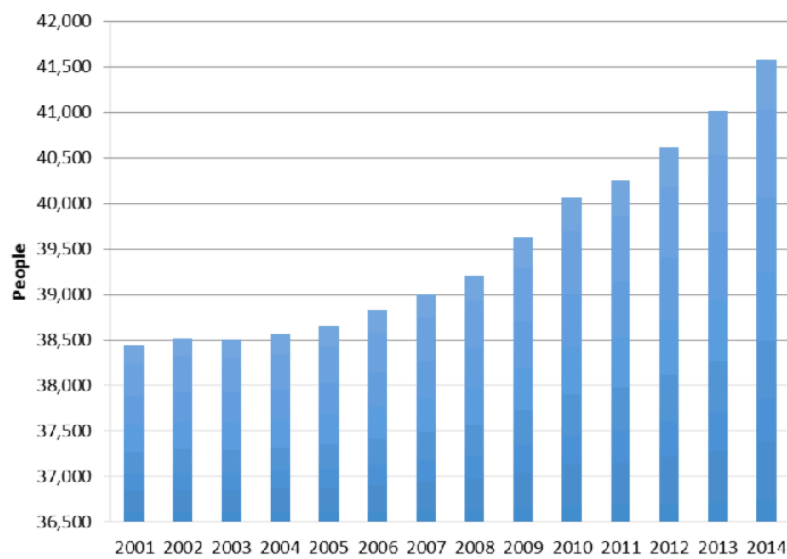


Figure 2: Dubbo Estimated Resident Population
Source: ABS, Regional Population Growth, Cat.32180

2.2 Age Profile

Dubbo has an ageing population, evident in the number of persons over 65 years which comprises 15% of the population shown in Figure 3, compared to 12% in 2006 (Remplan, 2006). The proportion of persons aged 15 to 65 years remained stable at 64% and persons aged under 15 years decreased from 24% of the population in 2006 to 21% of the population in 2016. Despite this, persons in the working age bracket of 15 to 65 years increased over the period.

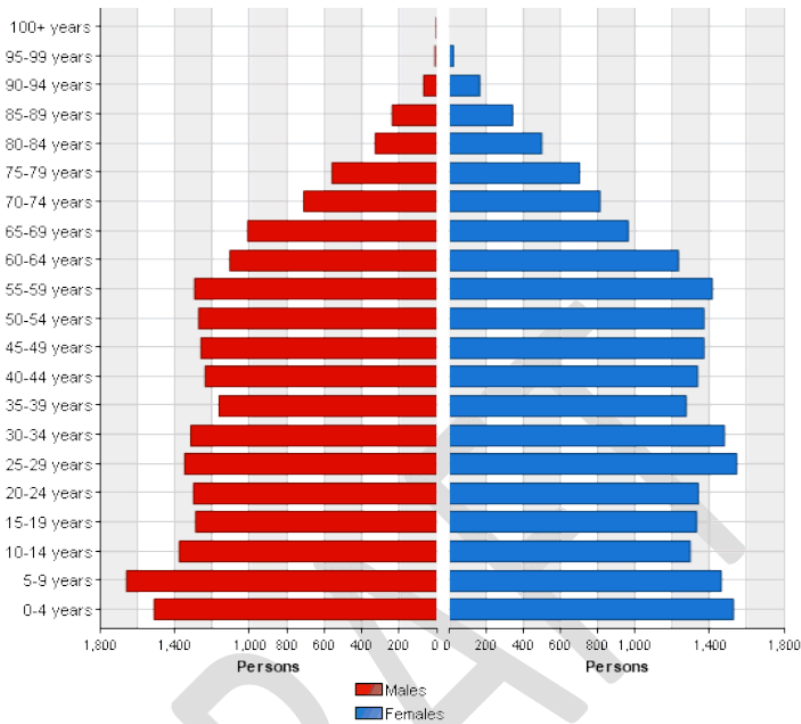


Figure 3: Population by Age Bracket for former Dubbo LGA)
Source: Remplan 2018

Table 1: Dubbo’s Population by age cohort

	Dubbo (2006)	Dubbo (2016)	Increase % (2006-16)
0-9 years	5,855.00	6,110.00	4.17%
10-19 years	5,914.00	5,239.00	-12.88%
20-29 years	4,570.00	5,487.00	16.71%
30-39 years	5,037.00	5,218.00	3.47%
40-49 years	5,394.00	5,217.00	-3.39%
50-59 years	4,578.00	5,305.00	13.70%
60-69 years	3,092.00	4,288.00	27.89%
70+ years	3,405.00	4,489.00	24.15%
Total	37,845.00	41,353.00	8.48%

(Source: Remplan, 2018)

Understanding the population by life stage within the former Dubbo LGA provides valuable insights into the region's requirements for amenity, services, infrastructure, investment and education and employment opportunities.

The largest life stage group in the former Dubbo LGA is “Working Age (30 to 64 years)” representing 43.7% percent of the overall population.

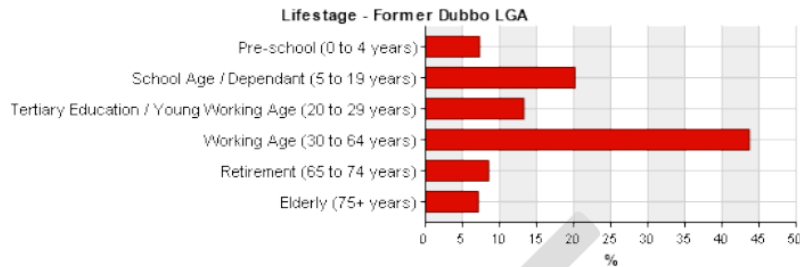


Figure 4: Population by Life Stage
Source: Remplan 2018

2.3 Education

Education levels across the community are a key indicator of the propensity of residents to be engaged in the work force, and are also an important factor influencing levels of relative social wellbeing in the region.

In the former Dubbo LGA, the largest “highest qualification attained” cohort is “Certificate Level”, representing 19.1% percent of the overall population

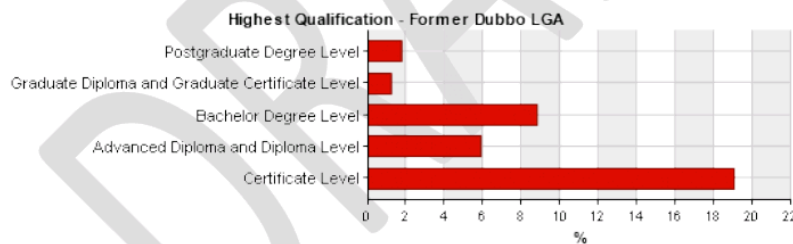


Figure 5: Dubbo Highest Qualification 2016
Source: Remplan 2018

2.4 Income

An analysis of income data is important in order to determine the relative wealth of the former Dubbo LGA which assists with understanding ability to spend and whether there is the potential for significant capital investment by people within the former Dubbo LGA or whether external investment should be sought.

Table 2: Dubbo Medium Personal/Household Income

\$/Weekly	2001	2006	2011	2016	2001-16 (Change) %
Median total personal income	\$386	\$462	\$578	\$687	43.8% increase
Median total household income	\$754	\$965	\$1,094	\$1,265	40.4% increase

Source: Remplan 2018

When comparing Dubbo’s household income to Orana Region, NSW and Australia, Dubbo has a lower median income than that of NSW and Australia, however is higher than the Orana NSW region.

Table 3: 2016 Medium household income comparison

2016 (\$/weekly)	Dubbo	Orana Region	NSW	Australia
Median total household income	\$1,265	\$1,116	\$1,486	\$1,438

Source: Remplan 2018

2.5 Expenditure

Dubbo has a large catchment area, particularly with respect to providing commercial retail and services to the Orana region. As such, when discussing expenditure, the trade catchment needs to be considered.

There are three (3) main trade areas identified for the Dubbo Regional Local Government Area as follows:

- A Primary Trade Area for ‘everyday’ shopping (i.e. supermarkets and convenience goods) which comprises the former Dubbo LGA;
- A Secondary Trade Area for ‘comparative’ goods shopping (i.e. bulky goods, clothing, department stores) comprising Gilgandra and Narromine LGAs and the northern parts of former Wellington, Parkes and Cabonne LGAs; and
- Tertiary Trade Area for ‘regional’ shopping on an infrequent basis encompassing Bourke, Brewarrina, Walgett, Coonamble, Warrumbungle, Warren and Bogan LGAs and a proportion of Cobar and Lachlan LGAs.

Table 4: Trade Area and Retail Expenditure

Trade Area	Retail Expenditure (2016)
Primary Trade Area	\$616 million
Secondary and Tertiary Trade Areas	\$779 million
Total	\$1.4 billion

Source: ABS 2016

3. Employment Profile

3.1 What industries do Dubbo's residents work in?

There are an estimated 16,959 people employed in Dubbo. Health care and social assistance is the largest sector, followed by retail trade and education and training. When compared to the Orana Region and NSW, Dubbo has a higher percentage of people employed in service industries such as health care and social services, accommodation and food services, electricity, gas, water and waste services and arts and recreation services, highlighting the position of Dubbo as a major regional service centre.

Table 5 shows a breakdown of employment by industry for Dubbo between 2006 and 2016. The green highlight shows Dubbo's top three (3) employment industries, and red depicting the lowest three (3) employment industries.

Table 5: Dubbo's employment by industry 2006-2016

Industry	2006	2011	2016*	2006-2016		2011-2016	
				Growth	Growth %	Growth	Growth %
Agriculture, Forestry and Fishing	642	578	646	4	1%	68	12%
Mining	30	89	68	38	127%	-21	-24%
Manufacturing	1,308	1,228	1,281	-27	-2%	53	4%
Electricity, Gas, Water and Waste Services	242	293	288	46	19%	-5	-2%
Construction	1,033	1,047	1,531	498	48%	484	46%
Wholesale Trade	829	734	674	-155	-19%	-60	-8%
Retail Trade	2,382	2,232	2,269	-113	-5%	37	2%
Accommodation and Food Services	1,170	1,231	1,474	304	26%	243	20%
Transport, Postal and Warehousing	803	758	812	9	1%	54	7%
Information Media & Telecommunications	278	196	196	-82	-29%	0	0%
Financial and Insurance Services	483	458	396	-87	-18%	-62	-14%
Rental, Hiring and Real Estate Services	260	264	246	-14	-5%	-18	-7%
Professional, Scientific & Technical Services	719	766	873	154	21%	107	14%
Administrative and Support Services	372	386	512	140	38%	126	33%
Public Administration and Safety	1,295	1,354	1,432	137	11%	78	6%
Education and Training	1,520	1,629	1,833	313	21%	204	13%
Health Care and Social Assistance	2,367	2,821	3,289	922	39%	468	17%
Arts and Recreation Services	199	261	324	125	63%	63	24%
Other Services	766	785	924	158	21%	139	18%
Inadequately described/Not stated	140	87	694	554	-	607	-
Total	16,838	17,197	19,762	2,924	17%	2,565	15%

Source: HillPDAs 2017, ABS working profile 2006, 2011 and 2016 *amalgamation of SA2s that comprise the former LGA

	Top three employment industries
	Lowest three employment industries

3.2 Employment self-sufficiency and self-containment

The measurement of self-sufficiency and containment are useful measurements for assessing the health of a particular geographical area.

In December 2016, there were an estimated 16,959 jobs in Dubbo. Of this, approximately 15,157 workers, or 89.4% resided in the former Dubbo LGA, with 1,802, or 10.6% residing outside the former Dubbo LGA. Of those who live elsewhere, they predominantly come from surrounding areas including Narromine, Wellington and Gilgandra and the Central West, as shown in Table 6 and Figure 8.

In comparison, only 698 residents worked in another LGA for their usual employment (shown in Figure 7).

Table 6: Location of Residents who work in Dubbo

LGA of Usual Residence	Jobs	%
Dubbo (C)	15,157	89.40%
Narromine (A)	582	3.40%
Wellington (A)	566	3.30%
Gilgandra (A)	192	1.10%
Central West	213	1.10%
Other Orana	100	0.50%
Greater Sydney	68	0.40%
Other NSW	55	0.30%
QLD	16	0.10%
ACT Unincorporated	9	0.10%
Total	16,959	100%

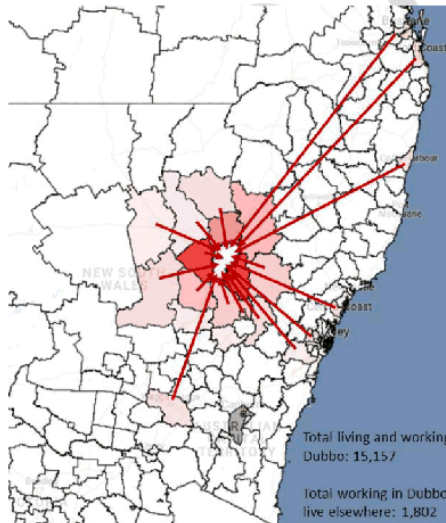


Figure 6: People who work in Dubbo but reside elsewhere 2016
Source: Remplan 2018

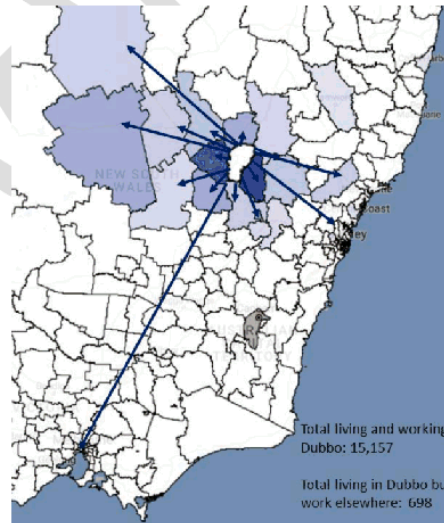


Figure 7: People who live in Dubbo but work elsewhere 2016
(Source: Remplan 2018)

Self-sufficiency	<p>Self-sufficiency is calculated by dividing the number of jobs generated within Dubbo City by the number of employed residents.</p> <p>Dubbo City had a self-sufficiency rate of 103% indicating that there were 1.03 jobs provided for every employed resident.</p> <p>Dubbo City generated significantly more employment opportunities in 2011 than the surrounding LGAs, further highlighting the cities importance as a regional economic generator.</p>
Self-containment	<p>Self-containment measures the proportion of local residents that live and work within the same geographical area.</p> <p>Dubbo City has a self-containment of approximately 92%, being the highest rate of the surrounding LGAs.</p> <p>The high containment rate is typical of regional areas where the longer travel distances, when compared to capital city, tend to influence local residents to live and work in the same LGA.</p>

3.3 Unemployment

Historically, Dubbo has experienced an unemployment rate lower than the state of New South Wales. Dubbo also has a more steady unemployment rate in comparison to the Orana region, which tends to fluctuate more significantly over time. A comparison of Dubbo’s unemployment to that of NSW and the Orana region is shown in Figure 8.

Within the Dubbo labour force, approximately 66.48% are employed full time, 28.77% are employed part time, and 4.75% are away from work. The unemployment rate in Dubbo increased from 2.6% in March 2013 to 3.3% in 2017. However, it remains lower than NSW which increased from 3.0% to 3.7% over the same period.

The low unemployment rate within Dubbo indicates that any growth in population would lead to increased generation of employment and associated demand for appropriately zoned land.

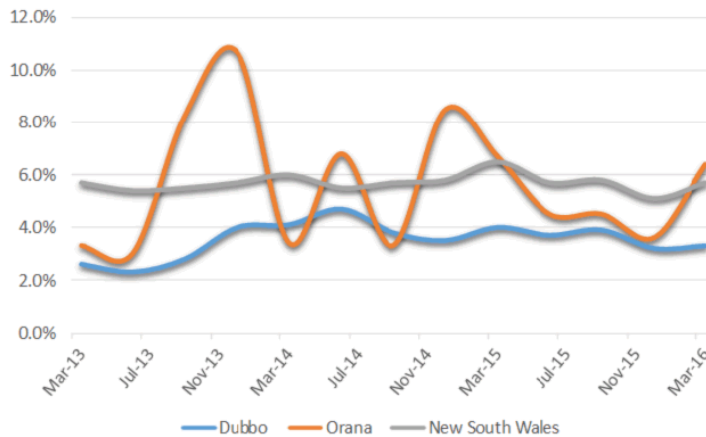


Figure 8: Unemployment rates comparison 2013-2016

Source: ABS, Labour Force, Cat 6291.0.55.001, 2016

3.4 Socio-economic key findings

- Dubbo has had a steady population growth over a long period. This is in contrast to population trends for regional communities.
- Dubbo is a major service centre for regional NSW highlighted by its three largest employment sectors are health care and social assistance, retail trade and education and training. These outperform the total overall percentage of employment to the Orana region and NSW.
- Dubbo has a low unemployment rate, high self-sufficiency rate and high self-containment rate which demonstrates Dubbo’s ability to generate employment opportunities for residents living in Dubbo whilst also attracting residents from other LGAs. It also would imply that any increases within the primary working age cohorts would likely see a corresponding increase in employment opportunities and demand for employment lands.
- Dubbo’s population is ageing.
- Industrial, accommodation and food services, health care and social assistance, and education and training industries employ over half of the residents in Dubbo.
- Industrial, health care and social assistance, and education and training industries generate over half the jobs in Dubbo.

4. Employment Land Hierarchy

The employment land hierarchy in Dubbo reflects the size of the city’s local and regional catchment. The employment land hierarchy outlined below includes a full centres typology incorporating all employment lands being commercial, industrial, tourist and special purpose.

First Level: Principal Activity Centre (Regional)

A principal activity centre is the first level within the overall employment land hierarchy. A principal activity centre is defined as a centre which attracts and draws on a wide regional area for its commercial base.

The Dubbo CBD is a principal activity centre as it draws a significant portion of the north-western region of New South Wales. The Dubbo CBD includes two (2) department stores, two (2) large supermarkets and a large amount of retail, office and commercial land uses.

Second Level: Major Activity Centre (Sub-regional)

A sub-regional centre is the second level within the overall employment land hierarchy. It provides complimentary services to that afforded in the regional centre. Typically, sub-regional centres comprise a consolidated location for both convenience and destination shopping as well as limited commercial services. Sub-regional centres generally form a sub-catchment within the overall hierarchy and are often focused on a limited form of retail services.

Major activity centres include specialised concentrations of employment land which is significant to the region. Dubbo has two specialised centres being the Dubbo City Regional Airport and Hospital and Educational Precinct.

Third Level: Local Activity Centre

A local activity centre is the third tier within the overall employment land hierarchy. It provides complementary and convenience goods and services to the urban area. Local activity centres include destination shopping and convenience shopping as small commercial area. These centres service a sub-regional locality for special purpose shopping trips. Activity Centres include enterprise corridors, business parks and bulky goods precincts.

Fourth Level: Neighbourhood Activity Centre

Neighbourhood centres are the fourth tier within the overall employment land hierarchy. Neighbourhood centres are small-scale centres which provide convenience goods and services required for everyday life. Typically, neighbourhood centres service households in the immediate locality of the centre location. These centres include tenancies of business premise which includes: post office; hairdressers; dry cleaners; cafes and a small scale supermarket. There are a total of eight (8) neighbourhood centres in the Dubbo urban area.

Fifth Level: Corner Shop

Corner shops are the fifth tier within the overall employment land hierarchy. Corner shops are used to sell general convenience goods such as food, newspapers for the day-to-day needs of people who live or work in the locality. These shops have minimal retail floor space, approximately of 150m². Dubbo has corner shops spread throughout the urban area. Corner shops are a permissible use in residential areas which are not considered in this strategy.

Table 7: Summary of Dubbo's Employment Land, by precinct

Precinct	Zone	Vacant Land Area (ha)	Occupied Land Area (ha)	Total Land Area (ha)	Number of Allotments	Total GFA (m ²)
Central Business District	B3	2.6	68.4	71	660	249196
	B4	0.7	35.3	36	421	16600
	Total	3.3	103.7	107	1081	265796
Orana Mall Precinct	B2	0	6.88	6.88	1	23700
	B6	0	2.9	2.9	5	9230
	SP3	0	2	2	2	9525
	Total	0	11.78	11.78	8	42455
Neighbourhood Centres	B1	2.4	4.3	6.7	8	13299
Enterprise Corridors	B6	0.27	25.61	25.88	57	17570
Bulky Goods	B5	2.2	10.09	12.29	17	35303
Cobbora Road and Erskine Street Commercial Precinct	B5	3.67	8.33	12	16	23022
	B6	0	6.61	6.61	69	13100
	Total	3.67	14.94	18.61	85	36122
Health & Education Precinct	SP2	29.28	43.59	72.87	8	175393
	SP3	0	1.7	1.7	16	4615
	Total	29.28	45.29	74.57	24	180008
Airport Precinct	SP2	13.1	312	325.1	2	23415
	IN2	192.46	30.765	223.22	29	40458
	IN3	26.845	66.735	93.58	10	3235
	Total	232.4	409.5	641.9	41	67107
Jannali Road & Depot Road	IN2	14.7	21.6	36.3	70	49706
East Dubbo Light Industrial	IN2	28.2	65	93.2	125	107461
North Dubbo Industrial	IN2	7.4	50.3	57.7	173	76433
South Dubbo Industrial	IN2	5.5	17.8	23.3	35	44966
Basalt Road	IN3	129	77.01	206.01	3	2700
Blueridge	B5	27.06	9.94	37	40	20754
	B7	46.74	35.26	82	24	7429
	IN2	49.3	5.1	54.4	2	500
	Total	123.1	50.3	173.4	66	28683
Brocklehurst	IN2	6.09	25.7	31.79	33	11546
	IN3	138.31	246.1	384.41	19	5308
	Total	144.4	272.1	416.5	59	16854
Yarrandale Road	IN2	103.99	42.08	146.07	36	33655
	IN3	391.98	247.7	639.68	73	148651
	Total	495.97	289.78	785.75	109	182306
Zoo and Camp Road Tourist	SP3	449.3	649.9	1099.2	46	17720
Central Tourist Strips	SP3	5.3	25.1	30.4	131	79241
Tourist Spot Zonings	SP3	0	0.47	0.47	4	1800
Council Infrastructure	SP2	0	825	825	12	5275
Rail & Kokoda Place Precinct	SP2	0.2	4.9	5.1	7	7879
Total		1677	2974.17	4,650.76	2154	1,278,685.00

Table 8: Summary of Employment Land Zoned Areas

Zone	Vacant Land Area (ha)	Occupied Land Area (ha)	Total Land Area (ha)	Total GFA (m ²)
Commercial zoned land	85.64	213.62	299.26	429,203
Light Industrial zoned land	407.635	258.345	665.98	364,725
Heavy Industrial zoned land	686.135	637.545	1323.68	159,894
Tourist zoned land	454.6	679.17	1,133.77	112,901
Special Purpose zoned land	42.58	1185.49	1228.07	211,962
TOTAL EMPLOYMENT LAND	1677	2974.17	4,650.76	1,278,685

5. Dubbo's Industrial Candidate Areas

The Dubbo Industrial Areas Development Strategy (IADS) 1996-2015 identified four Industrial Candidate Areas (ICAs) and provided a detailed analysis of each regarding a range of issues such as the nature of proposed land uses, distance from City facilities, relationship to transport networks, suitability regarding size and cost, environmental issues (such as flooding), separation from residential areas and other potential conflicts. The four identified ICAs as depicted in Figure 9 and are discussed further below.

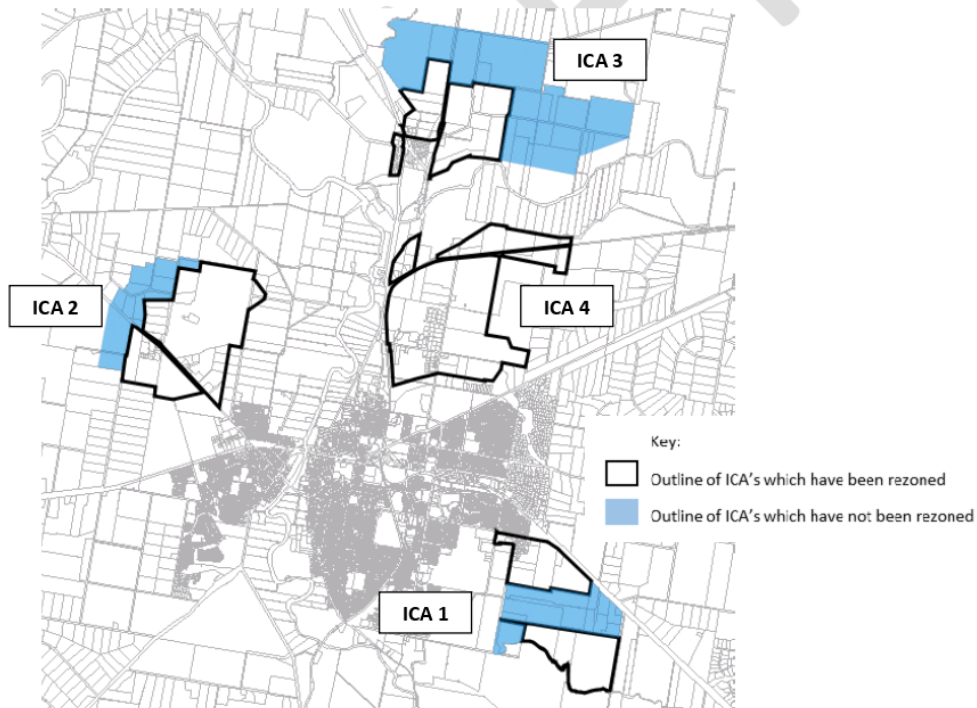


Figure 9: Industrial Candidate Areas

ICA 1: Blueridge (previously Mitchell/Eulomogo)

ICA 1 was identified within the strategy for development of a business park and light industrial park consisting of light manufacturing, warehouse and distribution and high-tech industries.

This was as a result of the location of the land adjacent to the Mitchell Highway. The land is now zoned B5 Business Development, B7 Business Park and IN2 Light Industrial under the provisions of the Dubbo LEP 2011.

Blueridge Business Park, which forms a part of ICA 1 (as seen in Figure 10), has become a growth area for light industrial and larger format commercial uses as a result of lot sizes, close proximity to Dubbo’s centre, infrastructure and access to the Mitchell Highway.

At the present time, not all land within ICA 1 had been rezoned given the sufficient industrial and commercial land supply currently available. However, further consideration and investigations should be made with respect to rezoning of the land east and south of the existing employment lands in the future. This is discussed further in the recommendations of the Strategy.

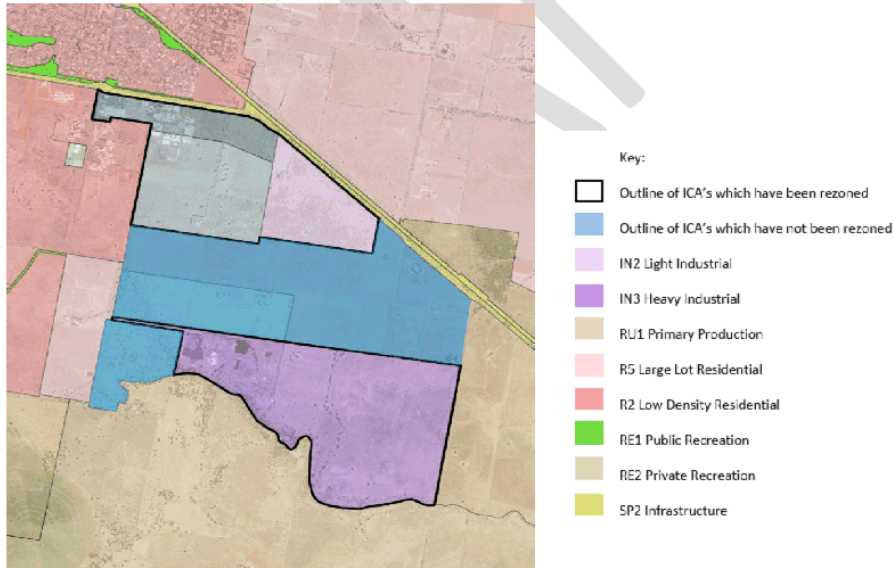


Figure 10: Industrial Candidate Area 1 - Blueridge

ICA 2 Airport Precinct (previously Mitchell/Rosedale)

The Airport Precinct is located within ICA 2 as seen in Figure 11. The strategic feature for ICA 2 includes the transportation and logistics links between the surrounding industrial area and the airport precinct which assists with the long term development of the airport precinct.

The extent of ICA 2 has been overlaid in blue against the existing industrial zoning extent in Figure 11 which demonstrates the potential for additional provision for future industrial land. It is unlikely this land will be rezoned in the short term given the sufficient industrial land supply currently available. However, further consideration and investigations could be made with respect to rezoning the land in the long term future in conjunction with the consideration of further development and investment at the Dubbo City Regional Airport.

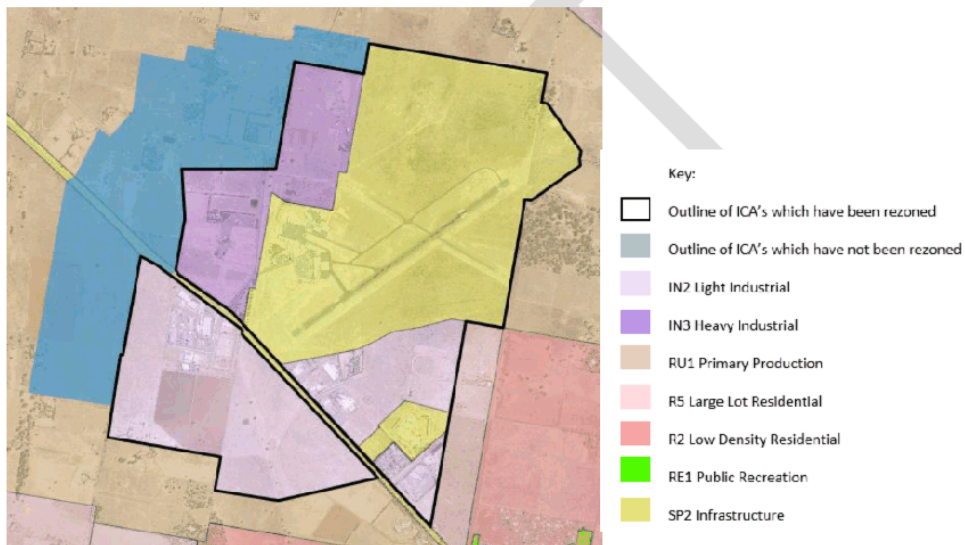


Figure 11: Industrial Candidate Area 2 - Airport Precinct

ICA 3 Brocklehurst (previously Mendooran/Talbragar)

The Brocklehurst precinct (previously Mendooran/Talbragar) is located within ICA 3 as shown in Figure 12. The strategic feature for ICA 3 includes significant quarrying activities and the heavy industrial uses of the precinct which can benefit from the existing rail infrastructure connections. There has been minimal industrial development within the IN3 land over the last period and therefore still a sufficient supply of IN3 zoned land is available in this locality. However, further consideration and investigations could be made with respect to rezoning the land in the long term future, once further development is taken up within the existing IN3 lands.

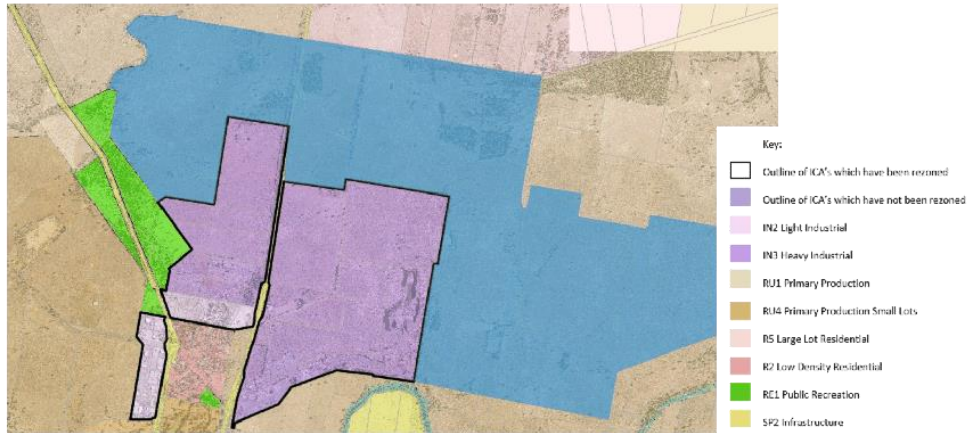


Figure 12: ICA 3 Brocklehurst Precinct (previously named Mendooran/Talbragar)

ICA 4 Yarrandale/Boothenda

The Yarrandale Road precinct is located within ICA 4 as shown in Figure 13. The principal strategic feature of this area is the existing road and rail transport functions including major heavy industrial uses such as the Dubbo Regional Livestock Markets and the Fletcher International Exports (abattoirs). All of the recommended ICA 4 area has been rezoned in accordance with the recommendations of the IDA Strategy.

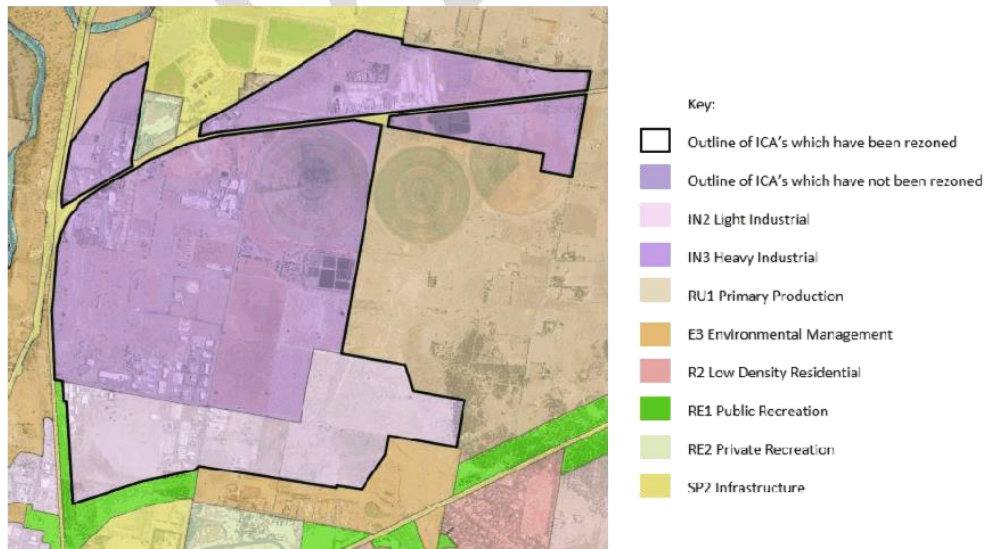


Figure 13: Yarrandale Road Precinct previous ICA 4

PART TWO – DUBBO’S GROWTH TO 2031

6. Economic trends and drivers

<p>Macro (Global and Australian Economy)</p>	<p>Global economic conditions: The global economy has been undergoing a mild and somewhat unsteady recovery since the global financial crisis. The Reserve Bank of Australia (May 2018) has recently reported that the global economic conditions have improved over the past two years and growth forecasts for the major economies have been revised higher.</p> <p>Domestic economy: The Australian Government’s intervention, including lowering interest rates, direct payments to households and individuals and significant infrastructure expenditure helped to mitigate the impacts of the global financial crisis. The Reserve Bank of Australia (May 2018) has recently reported overall conditions in the domestic economy are positive, supported by low interest rates and continued strength in the global economy.</p> <p>Non-mining investment: A key development over 2017 was the strong pick-up in non-mining investment, led by strong growth in non-residential construction (RBA 2018).</p>
<p>Local Trends</p>	<p>Dubbo’s role as a major service centre: Dubbo has seen significant investment and growth of several large key services in Dubbo which will further emphasise Dubbo as a major service centre Central West and Orana region. Those services seeing significant investment includes the Dubbo City Regional Airport, Dubbo Base Hospital, TAFE Western’s Dubbo campus and the announcement of the inland rail facility to be located in Dubbo.</p> <p>Growing population: Dubbo has seen a steady, but sustained population growth over the decade. This population growth is ageing and is likely to place pressure on the local health care and social services sector.</p> <p>Tourism: Taronga Western Plains Zoo, which underpins Dubbo’s tourism industry, has seen significant investment and growth over the last decade. Visitors to Dubbo has increased by 36% over the past 5 years.</p> <p>NBN: The introduction of high speed internet to Dubbo creates productivity as well as providing local businesses access to potential markets as well as encourage metro business to relocate or decentralise to regional areas.</p> <p>Mining and renewable energy: The growth of mining and renewable energy will be a significant economic generator providing construction and operational jobs. Given Dubbo’s role as the region major service centre, there is likely to be flow-on demand for accommodation, retail, commercial and industry services.</p>

<p>General Retail and Commercial Trends</p>	<p>Convenience shopping: Since the 1950-60s, there has been a move from traditional high street retailing to the development of shopping centres where convenience shopping and parking was prioritised. Shopping centres tend to provide a wide variety of retailers.</p> <p>There now appears to be a trend for supermarkets being located in smaller centres (such as neighbourhood centres) in close proximity to residential growth areas on the urban periphery. Dubbo has seen this through the development of the Delroy Shopping Centre and the creation of the Southlakes Estate neighbourhood centre zone.</p> <p>Bulky goods/large format retail: Large format retail has grown in popularity since the 1980s with stores occupying large floor space requiring high turnover on low price/cost products. There is usually a focus on hardware, whitegoods, furniture, homewares and the like by brands such as Bunnings, Harvey Norman, and The Good Guys. Bulky goods typically cluster on highway or main roads in peripheral locations outside of core commercial centres where larger lots and lower land prices are available. Recently, there has been a trend where non-bulky good retailers including fast food outlets (McDonald's, KFC) are being attracted to these bulky goods locations.</p> <p>Internet shopping: Internet shopping and online sales has increased in popularity due to the prices, convenience and range of goods available. It is estimated that online sales in Australia would equate to 16% growth between 2011 and 2021 (Source: HillPDA, 2014). Given Dubbo's role as a major regional town, it has an extensive population catchment attracting shoppers from as far as Narrabri, Walgett, Bourke and Cobar as a result of their limited retail offering. As there are extensive distances from these towns to Dubbo, internet shopping provides convenience for outlying towns. Internet shopping therefore presents both opportunities and threats.</p> <p>International retailers: Large international brands are increasingly taking an interest in Australia to expand market share and the consumer having a higher level of demand for international products. This will force traditional Australian retailers to compete with domestic and international business models.</p> <p>De-industrialisation: There has been a general trend towards the decline of traditional manufacturing and industrial jobs. This global trend is being driven by the greater efficiencies of technology, mechanisation and cheaper labour costs in emerging countries.</p> <p>New economy: The increasing affluence of NSW's population and growth of the New Economy (otherwise referred to as a knowledge and ideas based economy) is expected to strengthen demand for commercial floorspace especially in key locations close to tertiary education and transport links. The</p>
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key long term trend in office development has therefore been the growth in the service and knowledge sectors. These sectors relate to public service and public sector administration, banking, insurance and finance, private sector administration, business services (law, accountancy and consultancy) and consumer services (health, education, media etc.). Traditionally, commercial office space has been located within commercial centres where it could cluster with a centre’s retail, civic and community facilities.

7. Population Projections

Council, in partnership with consultants, REMPLAN, have developed a system of population forecasts through to the year 2036. Table 9 shows an overview of Dubbo’s population projections comparing REMPLAN’s, KPMG and Department of Planning and Environment. For the purposes of undertaking projections within this strategy, population projections by REMPLAN have been developed using a Forecast Profile for the former Dubbo City Council area in partnership with Council. The models used to create the Forecast Profile have been developed using a ‘bottom-up’ approach for nine (9) individual planning areas to produce population, dwelling and housing forecasts for Dubbo through to 2036.

Compared to the projections prepared by KPMG in 2012 and the projections released by the Department of Planning and Environment in 2014 for the former Dubbo LGA, the REMPLAN forecasts included in the model are considered the most accurate as they have been developed from the ground-up using an extensive range of local inputs in addition to official data and policy inputs.

Table 9: Dubbos Population Projections

	2011	2016	2021	2026	2031	2036	2041	2046	2051	2056
REMPAN (2016)	40,246	42,249	44,135	46,145	48,425	51,278	52,983 [^]	55,274 [^]	57,613 [^]	59,912 [^]
KPMG (2013 Mid series)	42,050	44,195	46,235	48,150	49,945	51,545	53,684 [^]	55,476 [^]	57,280 [^]	59,118 [^]
DoPE (2014)	40,250	41,950	43,650	45,150	46,500	48,210 [^]	49,703 [^]	51,192 [^]	52,737 [^]	54,306 [^]

[^] Not official – continuation of trend only

(Source: Remplan, 2016 & KPMG, 2013 & DoPE, 2014)

Projections show that growth in middle aged (45-64) and older age (65+) will increase, while the proportion of younger age groups will stabilise or reduce. There will soon be more people aged 65 and over than people aged 15 years or younger, with over 65’s representing a fifth of the total population. Figure 15 shows the significant increase in the 65-84 years age cohort between 2016 and 2036.

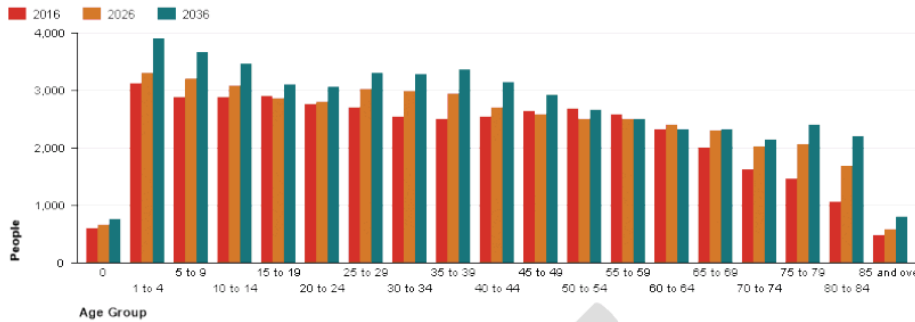


Figure 14: Forecast Population Age Group
Source: Remplan 2017

8. Employment Projections

Employment in Dubbo City is projected have 27,635 jobs in 2031, an increase of 9,586 or 35% compared to 2011. Key industries of growth includes health care and social assistance, public administration and safety, construction and wholesale trade. These key growth industries have a strong correlation to Dubbo’s ageing population, population growth and its role as a service centre for the Orana region.

Table 10: Dubbo's Employment Projections by Industry

Industry	2011	2016	2021	2026	2031	Growth 2016-31	% Growth 2016-31
Agriculture, Forestry & Fishing	579	609	604	601	597	-12	-2%
Mining	162	229	343	416	486	257	112%
Manufacturing	1,231	1,236	1,425	1,509	1,607	371	30%
Electricity, Gas, Water & Waste Services	280	214	404	474	534	320	150%
Construction	1,366	1,531	2,123	2,424	2,703	1,172	77%
Wholesale Trade	751	1,009	1,326	1,545	1,787	778	77%
Retail Trade	2,310	2,904	2,932	3,067	3,200	296	10%
Accommodation & Food Services	1,343	1,377	1,562	1,639	1,696	319	23%
Transport, Postal & Warehousing	891	756	1,042	1,133	1,202	446	59%
Information Media & Telecommunications	210	255	208	192	181	-74	-29%
Financial & Insurance Services	444	419	346	301	249	-170	-41%
Rental, Hiring & Real Estate Services	261	341	266	244	215	-126	-37%
Professional, Scientific & Technical Services	798	835	860	876	907	72	9%
Administrative & Support Services	459	643	852	999	1,167	524	81%
Public Administration & Safety	1,387	1,263	1,967	2,264	2,552	1,289	102%
Education & Training	1,709	1,818	2,018	2,137	2,253	435	24%
Health Care & Social Assistance	2,719	2,863	3,442	3,762	4,068	1,205	42%
Arts & Recreation Services	284	345	463	527	597	252	73%
Other Services	865	1,064	1,293	1,448	1,632	568	53%
Total	18,049	19,711	23,474	25,557	27,635	7,924	29%

Blue represents an increase in industry sector employment
Red represents a decrease in industry sector employment
Source: Remplan, 2014 & HillPDA, 2017

9. Commercial Floorspace Demand Projections

This chapter reviews the occupied and vacant floorspace across the commercial areas of Dubbo and estimates the likely demand based on population and expenditure projections.

Demand for retail floorspace in Dubbo is equivalent to around 163,025m² Gross Lettable Area (GLA) of retail floorspace. This is set to increase to almost 185,490m² by 2031. Projected demand for retail store type is shown in Table 11.

Table 11: Total Floorspace Demand by Retail Store Type in Dubbo

Retail Store Type	2016	2021	2026	2031
Supermarkets & Grocery Stores	21,830	23,246	24,591	25,836
Take-away Liquor Stores	2,764	2,924	3,077	3,218
Specialty Food Stores	3,822	4,016	4,199	4,368
Fast-Food Stores	4,807	5,048	5,276	5,486
Restaurants, Hotels and Clubs	12,780	13,509	14,202	14,841
Department Stores	22,531	23,369	24,133	24,794
Clothing Stores	15,494	16,107	16,666	17,153
Bulky Goods Stores	46,553	48,653	50,577	52,258
Other Personal & Household Goods Retailing	25,007	26,399	27,708	28,899
Selected Personal Services	7,436	7,861	8,265	8,638
Total	163,024	171,133	178,694	185,489

(Source: HillPDA, 2016)

Table 12 compares demand for retail floorspace over the 2016 to 2031 period to the existing supply to determine the extent to which there is existing and projected over or undersupply of retail floorspace by retail store type.

Table 12: Floorspace Demand versus Supply (GLA)

Retail Store Type	Supply*	Demand			
	2016	2016	2021	2026	2031
Supermarkets and Grocery Stores	18,274	-3,556	-4,972	-6,317	-7,562
Speciality Food Stores	6,579	2,757	2,563	2,380	2,211
Restaurants, Liquor, Take Aways, Hotels & Clubs	16,360	-3,991	-5,121	-6,195	-7,185
Department and Discount Department Stores	18,998	-3,533	-4,371	-5,135	-5,796
Speciality Non Food	37,371	-3,130	-5,135	-7,003	-8,681
Selected Personal Services	7,155	-281	-706	-1,110	-1,483
Bulky Goods Stores	45,077	322	-1,778	-3,702	-5,383
Total	151,612	-11,412	-19,520	-27,082	-33,879

Red represents undersupply, Blue represents oversupply

* Based on floorspace audit in 2016

(Source: HillPDA, 2016)

Comparing retail floorspace supply to demand indicates that Dubbo currently has an undersupply of retail floorspace in the order of 13,210m² GLA in 2016, increasing to 35,677m² by 2031. This is largely attributable to unmet demand for specialty non-food stores, bulky goods stores, department stores/discount department stores and restaurants and cafes.

In addition to the retail floorspace demand identified above there would be further demand for non-retail shopfront floorspace which do not 'capture' household retail expenditure.

Such uses include banks, real estate agents, commercial services and so on. Non-retail shopfront floor space typically makes up around 5% to 7% of retail shopfront space in a retail centre but can be as high as 30% in strip shopping centres. It is considered healthy that a further 3% to 4% of shop front premises should be vacant to ensure a reasonable supply for future tenants.

10. Employment Land Projections

10.1 Employment sector projections

It is forecast that Dubbo's industrial precincts are likely to accommodate around 3,486 additional jobs in 2031, while its special purpose precincts would accommodate an additional 2,087 jobs. The employment sector breakdown of where these jobs are expected to be located are shown in Table 13.

Table 13: Employment Projections

Industry	Industrial precincts	Special purpose precincts
Agriculture, Forestry & Fishing	-1	-1
Mining	103	0
Manufacturing	367	7
Electricity, Gas, Water & Waste Services	256	48
Construction	820	23
Wholesale Trade	739	0
Retail Trade	59	6
Accommodation & Food Services	6	303
Transport, Postal & Warehousing	401	36
Information Media & Telecommunications	-11	0
Financial & Insurance Services	0	0
Rental, Hiring & Real Estate Services	-19	0
Professional, Scientific & Technical Services	14	1
Administrative & Support Services	10	0
Public Administration & Safety	258	258
Education & Training	22	348
Health Care & Social Assistance	6	1,024
Arts & Recreation Services	227	5
Other Services	227	28
Total	3,486	2,087

Source: Hill PDA 2017

10.2 Forecast demand for industrial zoned land

It is forecast that around 331,000m² of additional employment floorspace would be required in Dubbo's industrial precincts to meet projected demand.

Typically, the building area of industrial developments does not encompass the entirety of the developable land of the parcel they reside within, predominantly as a result of their operational requirements for vehicle manoeuvring areas, parking areas, loading and unloading areas and so on. As such, a ratio of 0.5 and 0.75 has been applied to the projected additional industrial floorspace demand to account for the undeveloped land.

Using this methodology, it is forecast that Dubbo is likely to absorb an additional 44 hectares to 66 hectares of industrial zoned land to accommodate the projected demand in employment floorspace over the next 15 years.

It is considered appropriate to provide an additional supply of land (or contingency) above that projected in the interests of price competition. Without some level of vacancies land values could be inflated undermining further economic growth and investment. A healthy additional supply of land (or contingency level) is considered to range between 20% and 40%. Given that the above projections are based on employed residents and that the majority of industries have a self-containment rate of around 85 to 95% and that industry engagement identified that market rents were already quite low, a contingency level of 20% has been applied.

With this taken into account, a minimum of 53 hectares to 80 hectares of industrial zoned land would be required to meet future demand to 2031.

Currently, there is 724 hectares of vacant/undeveloped industrial zoned land, representing an oversupply.

Projected demand by industry is shown in Table 14.

Table 14: Forecast demand for additional zoned land by 2031

Industry	Additional floorspace (m ²)	Additional land required at 0.5 (Ha)	Additional land required at 0.75 (Ha)
Agriculture, Forestry & Fishing	-240	-0.05	-0.03
Mining	20,560	4.1	2.7
Manufacturing	33,056	6.6	4.4
Electricity, Gas, Water & Waste Services	20,480	4.1	2.7
Construction	41,020	8.2	5.5
Wholesale Trade	81,301	16.3	10.8
Retail Trade	2,368	0.5	0.3
Accommodation & Food Services	319	0.1	0.0
Transport, Postal & Warehousing	96,336	19.3	12.8
Information Media & Telecommunications	-444	-0.1	-0.1
Rental, Hiring & Real Estate Services	-567	-0.1	-0.1
Professional, Scientific & Technical Ser.	432	0.1	0.1
Administrative & Support Services	314	0.1	0.0
Public Administration & Safety	9,023	1.8	1.2
Education & Training	761	0.2	0.1
Health Care & Social Assistance	271	0.1	0.0
Arts & Recreation Services	11,340	2.3	1.5
Other Services	14,768	3.0	2.0
Sub total	331,099	66.2	44.1
Additional supply (20%)		79.5	53.0

Source: HillPDA 2017

10.3 Forecast demand for special purpose zoned land

It is forecast that around 98,830m² of additional floorspace would be required in the special purpose precincts by the year 2031 to meet projected demand.

The methodology used for the industrial lands above has been applied to the special purpose zones within Dubbo. However, analysis of the floorspace audit supplied by Council revealed that achievable floor space ratios within these zones ranged between 0.6:1 and 1:1. As such, these ratios were applied.

It is forecast that Dubbo City is likely to require between 10 hectares and 20 hectares of additional industrial zoned land to accommodate the projected demand in employment floorspace over the next 15 years.

It is considered prudent to provide an additional supply of land above that projected. As such, an additional 20% has been applied to the projected demand.

With this taken into account, an additional 12 hectares to 24 hectares of special purpose zoned land would be required in the year 2031.

Currently, there is 452 hectares of vacant/undeveloped special purpose zoned land within the LGA, representing an oversupply.

Table 15: Forecast demand for additional special purpose zoned land by 2031

Industry	Additional floorspace (m ²)	Additional land required at 0.5 (Ha)	Additional land required at 1 (Ha)
Agriculture, Forestry & Fishing	-240	-0.05	-0.02
Mining	668	0.1	0.1
Manufacturing	3,840	0.8	0.4
Electricity, Gas, Water & Waste Ser.	1,172	0.2	0.1
Construction	237	0.0	0.0
Wholesale Trade	15,153	3.0	1.5
Retail Trade	8,563	1.7	0.9
Accommodation & Food Ser.	43	0.0	0.0
Transport, Postal & Warehousing	9023	1.8	0.9
Information Media & Tele.	12,180	2.4	1.2
Rental, Hiring & Real Estate Ser.	46,091	9.2	4.6
Professional, Scientific & Technical Ser.	252	0.1	0.0
Administrative & Support Services	1,846	0.4	0.2
Sub total	98,828	19.8	9.9
Additional 20%		23.7	11.9

Source: HillPDA, 2017

PART THREE – STRATEGY AND FRAMEWORK

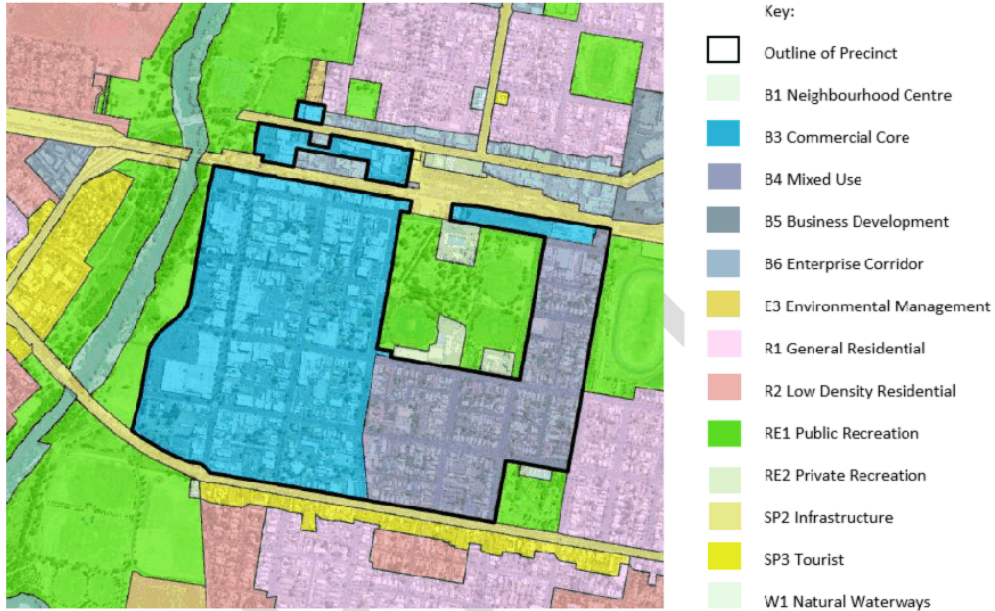
11. Planning Principles

The following Strategic Planning Policy Principles are designed to enable the overall vision for the Dubbo Employment Land Strategy to be achieved and provide guidance for future employment land development in Dubbo.

1. Strategically important employment lands are protected from incompatible rezoning's, incompatible uses and land use conflict;
2. Maintain Dubbo as the major employment and service centre of the Orana region;
3. Maintain and support the CBD as Dubbo's primary service and retail centre
4. Support a mixture of compatible land uses to enable business, office, education and residential uses that support the function of Dubbo's CBD.
5. Structure plans are prepared for strategically important undeveloped employment lands;
6. Ensure an adequate supply of appropriately located and serviced employment lands are maintained to facilitate short-term, medium-term and long-term growth.
7. Investigate opportunities for additional employment lands in West Dubbo to balance where Dubbo's residential development will occur in the future;
8. Infrastructure is appropriately planned to encourage sustainable development of employment lands;
9. Any proposals for new employment lands are adequately planned for to meet the long-term needs of industries and growth management directions of the City of Dubbo;
10. Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry;
11. Encourage the clustering of industries which share similar synergies.
12. Proposed commercial zones are supported by an Economic Impact Assessment to ensure the activity centres hierarchy is maintained.

12. Dubbo's Employment Land Precincts

12.1 Central Business District



Precinct Map 1: Central Business District

The Central Business District (CBD) precinct consists of land zoned B3 Commercial Core and B4 Mixed Use. The precinct is Dubbo's primary commercial precinct and is supported by the adjoining B4 Mixed Use development to the east, which provides a mixture of commercial, tourist, accommodation and residential development.

12.1.1 B3 Commercial Core

The CBD comprises 71 hectares of B3 Commercial Core zoned land being the approximate area bounded by Cobra Street, Darling Street, Bligh Street and Erskine Street. The CBD is considered to be a principle activity centre and contains two large shopping centres on Macquarie Street including Dubbo Square and the Riverdale Shopping Centre.

Dubbo Square contains 12,700m² of gross floor area of retail floor space anchored by major retail chains including Target (5,476m²) and Coles (3,723m²). Riverdale Shopping Centre is situated on the northern end of Macquarie Street and anchored by retail chains Woolworths (2,727m²) and Reading cinemas (2,058m²). It provides a further 1,060m² of floor space in 10 specialty retailers.

Outside of these two shopping centres, the major retail and commercial shopping includes Myer (7,000m²) and Brennan’s Mitre Ten (5,960m²) and also includes major employer Dubbo RSL (16,100m²).

Land Area	71 ha
Vacant Area	2.6 ha
Occupied Area	68.4 ha
Gross Floor Area	249,196m ²
Planning Principles	<ul style="list-style-type: none"> • Strategically important employment lands are protected from incompatible rezoning’s, incompatible uses and land use conflict; • Maintain Dubbo as the major employment and service centre of the Orana region. • Maintain and support the CBD as Dubbo’s primary service and retail centre. • Ensure an adequate supply of appropriately located and serviced employment lands are maintained to facilitate short-term, medium-term and long-term growth.
Opportunities	<ul style="list-style-type: none"> • Planning controls are reviewed to encourage urban renewal and new residential investment in the CBD. • Encourage the conservation of heritage buildings. • Encourage better utilisation and connection between the shop fronts and the river frontages. • Alternative forms of transport should be encouraged for access around the CBD area including non-motorised and renewable options. • Consider how access and manoeuvrability for vehicles, pedestrians, cyclists and disabled can be improved throughout the precinct. • Provide for suitable links between the CBD Precinct, Cultural Precinct and the Macquarie River precinct. • Encourage the provision of public spaces that allow for further activation of the CBD. • Facilitate alternative and short term activities that add to the vibrancy and activity in the CBD. • Encourage through urban design guidelines the provision of mixed use and shop top housing to increase activity. • Ensure new developments in the CBD are consistent with the scale and importance of heritage items. • Ensure Council policies encourage short term activities and existing retailers. • Ensure new buildings in the CBD area have active street frontages. • Regulate development within the flood plain to be sympathetic to the environmental constraints.

Recommendation

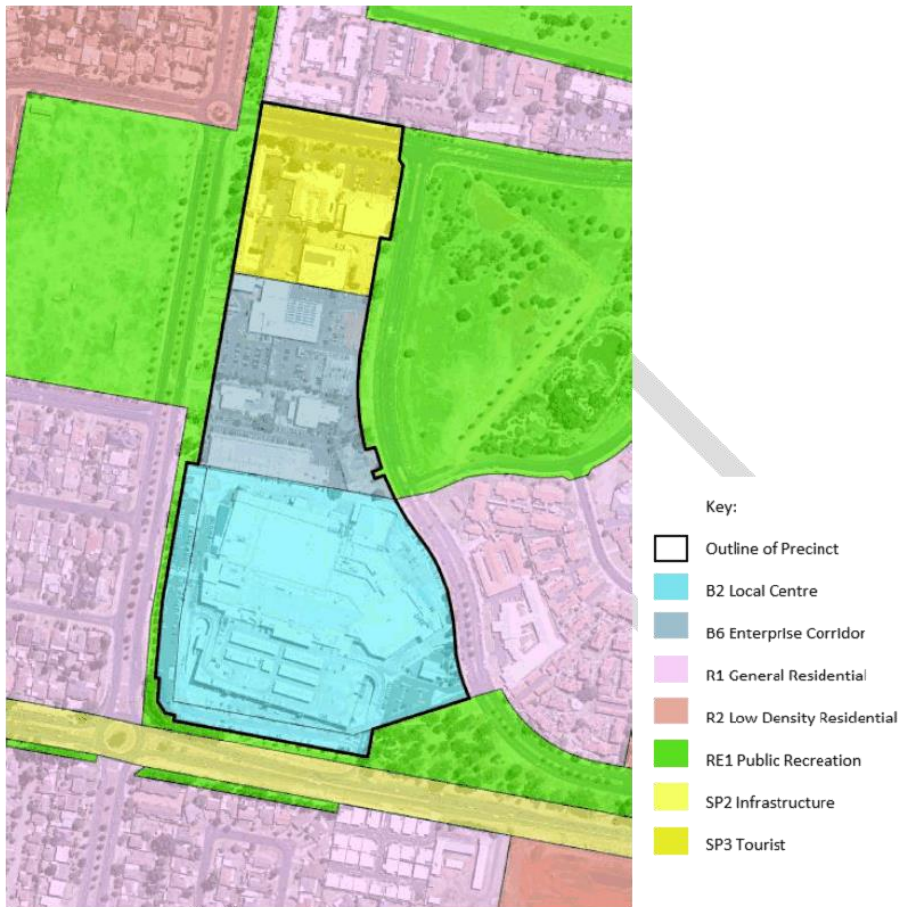
Dubbo will have an undersupply of retail floorspace based on future demand projections to 2031. The retail store types with the largest projected undersupply in the year 2031 includes supermarkets & grocery stores, speciality food stores, restaurants & cafes and department/discount stores. To ensure appropriately zoned commercial floorspace can be provided over the medium and long terms, investigations should be made with respect to identifying opportunities to expand the CBD. Such investigations could include an expansion into West Dubbo.

12.1.2 B4 Mixed Use

Adjoining the CBD is approximately 36 hectares of B4 Mixed Use zoned land. This area accommodates a diverse range of uses including residential, hotel and motel accommodation, commercial, education, medical and health uses.

Land Area	36 ha
Vacant Area	0.7 ha
Occupied Area	35.3 ha
Gross Floor Area	16,600m ²
Planning Principles	<ul style="list-style-type: none"> • Maintain and support the CBD as Dubbo’s primary services and retail centre. • Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry. • Support a mixture of compatible uses to enable business, office, education and residential uses that support the function of Dubbo’s CBD.
Opportunities	<ul style="list-style-type: none"> • Promote urban revitalisation and redevelopment as a mixed used area which supports the CBD as the primary commercial precinct. • Protect and revitalise the heritage qualities of the area. • To aid non-private transport convenience in the way of encouraging pedestrians, cyclist and public transport in the precinct by reinforcing appropriately developed land uses and improving the amenity of the area (i.e. shade, seating and better amenity). • To provide and maintain appropriate pedestrian and non-motorised related transport links between the CBD and adjoining residential zone.

12.2 Orana Mall Precinct



Precinct Map 2: Orana Mall Precinct

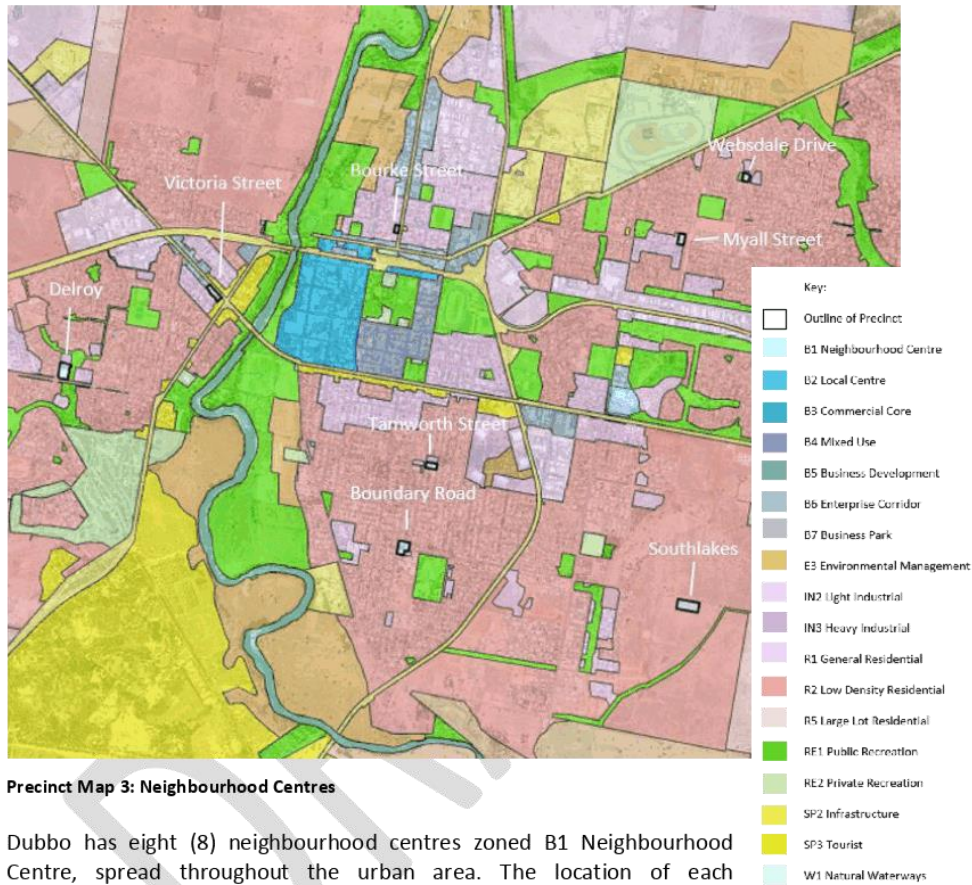
The Orana Mall precinct comprises B2 Local Centre, B6 Enterprise Corridor and SP3 Tourist zones. The precinct is adjoined by public open space and residential development.

Orana Mall is a self-contained indoor shopping centre providing 23,667m² of floor space anchored by Big W (8,205m²), Woolworths (3,794m²) and over 50 specialty stores. The Orana Mall shopping centre is the second largest commercial centre in Dubbo which underwent significant expansion and redevelopment in 2015.

The precinct has good exposure to major transport routes being Wheelers Lane and Wellington Road (Mitchell Highway). The precinct has therefore overtime, developed as a commercial strip with uses desiring good exposure to passing motorists.

Land Area	11.78 ha
Vacant Area	0
Occupied Area	11.78 ha
Gross Floor Area	42,455m ²
Planning Principles	<ul style="list-style-type: none"> • Maintain Dubbo as the major employment and service centre of the Orana region. • Maintain and support the CBD as Dubbo’s primary service and retail centre. • Ensure an adequate supply of appropriately located and services employment lands are maintained to facilitate short-term, medium-term and long-term growth. • Encourage the clustering of industries which share similar synergies.
Opportunities	<ul style="list-style-type: none"> • To aid non-private transport convenience in the way of encouraging pedestrians, cyclists and public transport in the precinct by enhancing the pedestrian and cyclist access to the site and whilst encouraging the use of the public (bus) transportation system. • Encourage the precinct to develop a distinct character that compliments rather than undermines the CBD precincts character and role. • Encourage aesthetically pleasing development along Wheelers Lane, Windsor Parade and Wellington Road to compliment the open space parklands and major transport route into Dubbo. • Maintain the efficiency of Wheelers Lane and Wellington Road by encouraging vehicle access on Windsor Parade.

12.3 Neighbourhood Centres



Precinct Map 3: Neighbourhood Centres

Dubbo has eight (8) neighbourhood centres zoned B1 Neighbourhood Centre, spread throughout the urban area. The location of each neighbourhood centre is shown in Precinct Map 3. These are small scale centres and include retail uses, business premises, or community uses that serve the day-to-day needs of the adjoining residential catchments and to provide convenience shopping.

Neighbourhood Centre	Land Area	Vacant Area	Occupied Area	Gross Floor Area
Myall Street	0.55ha	0.27ha	0.28ha	730m ²
Websdale Drive	0.4ha	0.4ha	0ha	814m ²
Southlakes	2ha	2ha	0ha	0m ² *
Boundary Road	1.1ha	0ha	1.1ha	2440m ²
Tamworth St	0.5ha	0ha	0.5ha	2,481m ²
Delroy (Minore Rd)	1.3ha	0ha	1.3ha	4,400m ²
Victoria Street	0.8ha	0ha	0.8ha	1,500m ²
Bourke Street	0.3ha	0ha	0.3ha	864m ²
Total	6.95ha	2.67ha	4.28ha	13,229m²

* Southlakes is undeveloped, however has provision for up to 5,000m² GFA

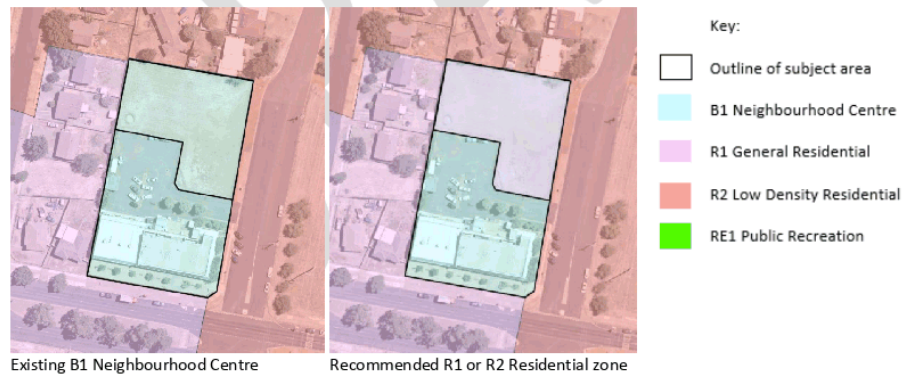
2.3.1 Myall Street

Myall Street Neighbourhood Centre is located on the corner of Myall Street and John Glenn Place in East Dubbo. The centre has a frontage to Myall Street, a rear car park and vacant land which could accommodate further development. It comprises 730m² of retail floor space in 5 tenancies and currently contains one vacant tenancy. The tenancies currently comprise a hair salon, butcher, Mini-Mart and laundrette.

Planning Principles	<ul style="list-style-type: none"> • Maintain and support the CBD as Dubbo’s primary service and retail centre. • Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry
Opportunities	<ul style="list-style-type: none"> • Encourage the formalisation of the off-street car park to the rear with access from John Glenn Place. • Support the centre as a public transport node for East Dubbo linking to other major commercial centres including the CBD. • Encourage the revitalisation of the shopping centre. • Potential for beautification and activation of the front paved area.

Recommendation:

Consideration should be given as to whether this entire parcel is required to be zoned B1 Neighbourhood Centre, noting the total area is 0.55ha. Investigations should be made to look at rezoning the vacant area north of the existing car parking area, potentially residential.



12.3.2 Websdale Drive

Websdale Drive is located within Eastridge, East Dubbo. Development consent was granted by Council in 2009 for a 1,000m² supermarket, however to date, this site remains vacant and undeveloped. The Myall Street neighbourhood centre is located approximately 830 metres to the south west.

Planning Principles	<ul style="list-style-type: none"> • Maintain and support the CBD as Dubbo’s primary service and retail centre
Opportunities	<ul style="list-style-type: none"> • Investigate East Dubbo’s demand for a neighbourhood facility or the possible rezoning of the area to suit the demand of East Dubbo. • Development of adjoining sites for medium density residential.

Recommendation:

The Websdale Drive B1 zoned land benefits from a reasonable size catchment with some 3,000 residents offering higher spending capacity located within a 1km distance. On this basis Websdale Drive offers an opportunity to service the local community north of the Myall Street B1 neighbourhood shopping precinct.

However, it is considered that the Myall Street neighbourhood shops are not performing to their full potential and the construction of a neighbourhood shop upon Websdale Drive could further diminish Myall Street’s ability to undergo revitalisation. Ultimately, it is considered that two neighbourhood shops are not required to service the East Dubbo residential catchment. It is therefore recommended that consideration be given to rezoning the Websdale Drive B1 Neighbourhood Centre zone to a suitable residential zone being R1 General Residential, or R2 Low Density Residential.

Such consideration could also give due regards to the use and function of the RE1 Public Recreation land to the west.



12.3.3 Southlakes

Southlake’s neighbourhood centre is zoned B1 Neighbourhood Centre in the Dubbo LEP 2011, situated on Boundary Road in south-east Dubbo. The site is currently undeveloped and no Development Applications have been submitted. The proposed centre will have an approximate trade area of 10,000 residents by 2031. The centre has a size requirement of up to 5,000m² Gross Floor Area.

Planning Principles	<ul style="list-style-type: none"> • Maintain and support the CBD as Dubbo’s primary service and retail centre.
Opportunities	<ul style="list-style-type: none"> • Facilitate the appropriate development of the area in terms of built form, scale and design which compliments the adjoining residential estates. • Encourage non-private transportation mechanisms such as pedestrian, cyclist and public transport.

12.3.4 Boundary Road

Boundary Road Neighbourhood Centre is located in South Dubbo adjacent to the junction with Fitzroy Street. It includes the South Dubbo Tavern (1,040m²), a medical centre (520m²) and a further 10 specialty shops (880m²). The centre had just one small vacant tenancy at the time of the floor space survey and appeared to be functioning well as a provider of localised convenience goods and services to the surrounding population. The range of uses provided in the centre includes the Tavern, Australia Post, medical centre, chemist, florist and a number of food and drink premises.

Planning Principles	<ul style="list-style-type: none"> • Maintain and support the CBD as Dubbo’s primary service and retail centre • Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry.
Opportunities	<ul style="list-style-type: none"> • Revitalisation of the streetscape • Encourage access of non-motorised transportation such as pedestrian, cyclist linkages from adjoining residential areas to the centre. • Identify improved parking and traffic management in the precinct. • Extended trading hours for the food and drink and business premises. • Protect and support the role of the centre in providing convenience shopping to the local catchment area. • Transportation node.

12.3.5 Tamworth Street

This neighbourhood centre is situated in South Dubbo between Jubilee and Sterling Streets. It provides 2,481m² of retail floor space in 13 tenancies and is anchored by an IGA supermarket (1,030m²). It also contains a variety of convenience focused uses such as hairdressers, newsagent, food and drink premise (coffee shop) and a pharmacy.

Planning Principles	<ul style="list-style-type: none"> • Maintain and support the CBD as Dubbo’s primary service and retail centre.
Opportunities	<ul style="list-style-type: none"> • Encourage non-private transportation mechanisms such as pedestrian, cyclist and public transport. • Improve the amenity of the streetscape • Identify improved parking and traffic management in the area. • Protect and support the role of the centre.

12.3.6 Delroy (Minore Road)

Delroy Park is a new neighbourhood centre serving the surrounding residential catchment in West Dubbo. Delroy Park comprises 4,400m² of shopfront floor space of which 3,800m² (86%) relates to retail floor space. Delroy Park is anchored by Woolworths (2,500m²) and contains other retailers including a chemist, liquor store, bakery, Australia Post and a medical centre. It is a modern and well used centre being cited by 18% of all residents interviewed in the telephone survey as their main food and grocery shopping destination.

The centre serves as a convenience centre primarily for these residents in this part of the urban area. With continued residential growth in the area the performance of Delroy Park will continue to improve with increased in patronage.

Planning Principles	<ul style="list-style-type: none"> • Maintain and support the CBD as Dubbo’s primary service and retail centre.
Opportunities	<ul style="list-style-type: none"> • Encourage non-private transportation mechanisms such as pedestrian, cyclist and public transport. • Development of adjoining sites for medium density residential. • Protect and support the role of the centre.

12.3.7 Victoria Street

The Victoria Street neighbourhood centre is located in West Dubbo adjacent to the Victoria Street/ Whylandra Street intersection. Victoria Street provides around 1,500m² of Gross Floor Area (retailing) anchored by IGA Supermarket (300m²). The Victoria Street neighbourhood shops underwent external refurbishment to the shop fronts as rebranding, somewhat improving its streetscape appearance.

Planning Principles	<ul style="list-style-type: none"> • Maintain and support the CBD as Dubbo’s primary service and retail centre • Investigate additional employment lands in West Dubbo • Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry.
Opportunities	<ul style="list-style-type: none"> • Encourage non-private transportation mechanisms such as pedestrian, cyclist and public transport. • Improve the amenity of the streetscape. • Identify improved parking and traffic management in the area. • Protect and support the role of the centre.

12.3.8 Bourke Street

Bourke Street is a neighbourhood centre situated just north of the Dubbo CBD. The site comprises seven tenancies and is located on a major transport link, being the Newell Highway (Bourke Street). It performs the role of a local shopping role providing convenience goods and services to North Dubbo residents, employees in the nearby industrial area and passing motorists.

Planning Principles	<ul style="list-style-type: none"> • Maintain and support the CBD as Dubbo’s primary service and retail centre. • Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry.
Opportunities	<ul style="list-style-type: none"> • Protect and support the role of the CBD by providing local convenience services. • Parking, traffic and pedestrian movement is managed with a view to improving. Pedestrian access is currently hindered due to it being adjacent to the Newell Highway. • Revitalisation of the streetscape appearance would assist with further patronage and investment. • Consolidation of development.

Recommendation

Given its relatively close proximity to the CBD, the role of the Bourke Street Neighbourhood Centre should remain as local convenience centre providing goods and services for local residents, local workers and passing motorists. Consolidation and revitalisation should be considered over expansion in at least the short to medium term. Patronage would be improved with improved pedestrian access, however consideration would need to be given to manage the safety of pedestrians, motorists and the overall efficiency of the highway.

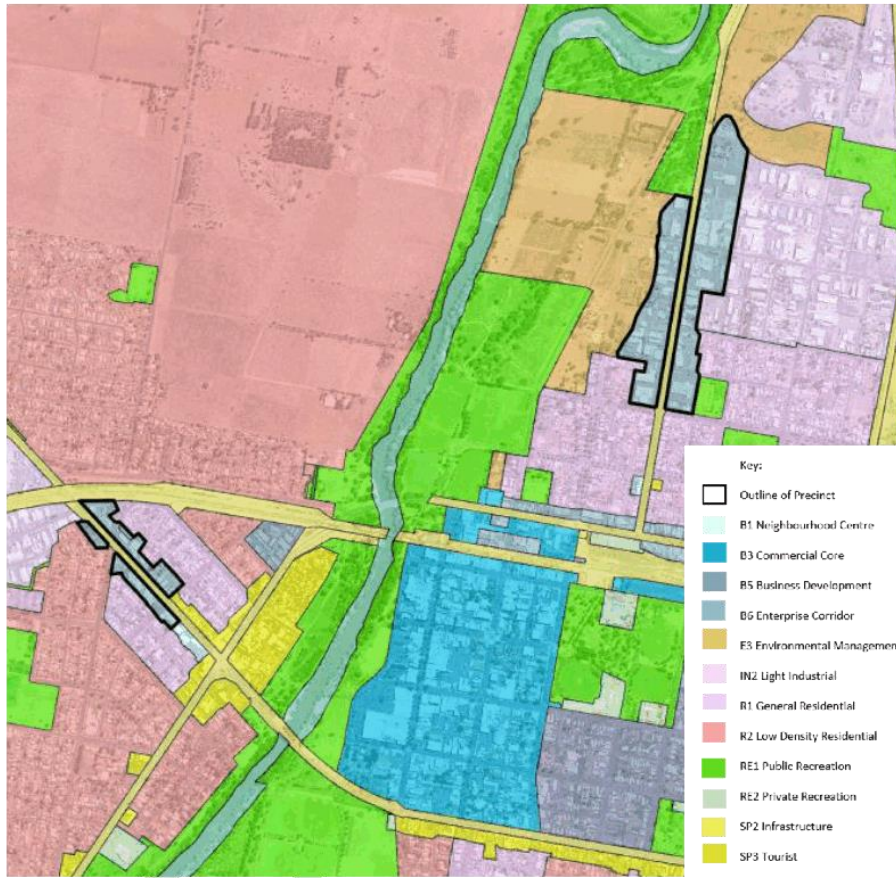
12.3.9 North West Urban Release Area Neighbourhood Centre

The North West Urban Release Area is located on the North Western fringe of Dubbo’s urban area. It is identified as a residential growth area which is expected to see continued development and growth over the next 30 years.

Recommendation

This area will see approximately 2,600 dwellings developed over the next 30 years with an estimated population catchment of 7,500 people. Given the trend of smaller supermarkets to be located on residential fringe areas to provide convenience shopping, the anticipated population catchment would likely warrant a neighbourhood shopping centre to be provided within the North-West Urban Release Area. It is therefore recommended that consideration be given to providing a future B1 Neighbourhood Centre zone within a suitable location once substantial residential development commences within this area.

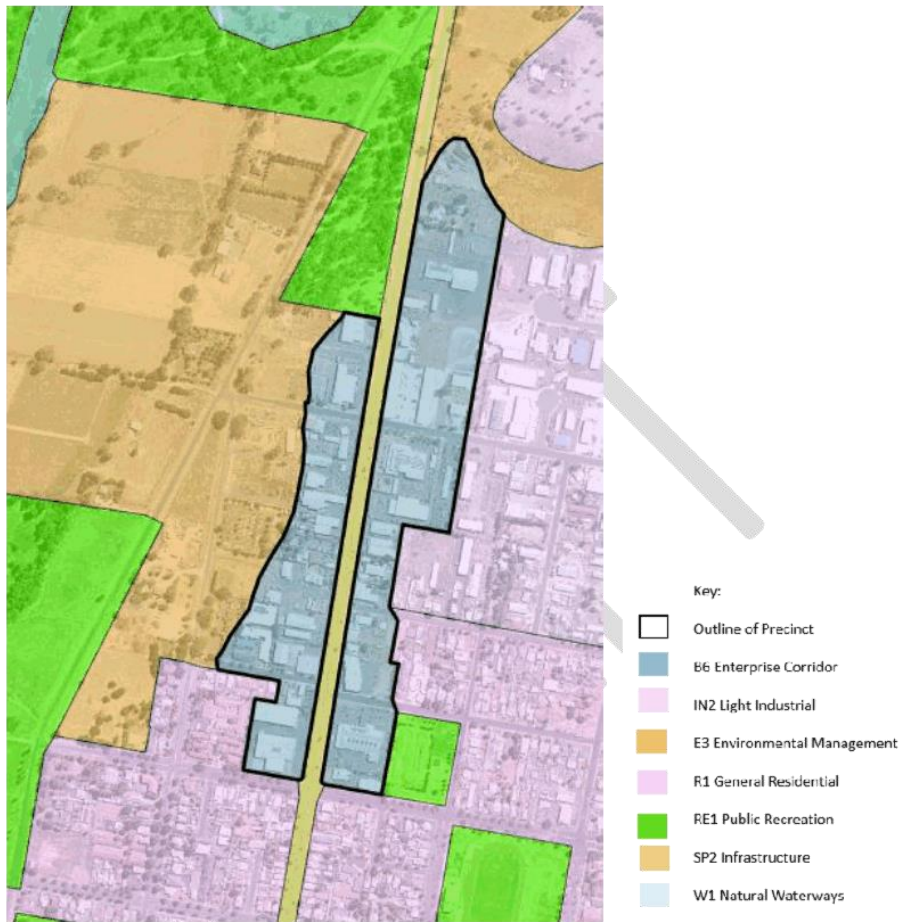
12.4 Enterprise Corridors



Precinct Map 4: Enterprise Corridors

Dubbo has two (2) B6 Enterprise Corridor precincts which are located along Victoria Street in West Dubbo and Bourke Street in North Dubbo.

12.4.1 Bourke Street



Precinct Map 5: Bourke Street Enterprise Corridor

Bourke Street B6 Enterprise Corridor Precinct comprises Dubbo’s ‘auto-alley’ with a significant proliferation of automotive related uses. Tenancies in this area include Golden West Holden, Dubbo City Toyota, David Iverach Motors and various smash repairers and automotive workshops.

Land Area	21.06ha
Vacant Area	0.27ha
Occupied Area	20.79ha
Gross Floor Area	6,770m ²
Planning Principles	<ul style="list-style-type: none"> • Maintain Dubbo as the major employment and service centre of

	<p>the Orana region.</p> <ul style="list-style-type: none"> • Ensure an adequate supply of appropriately located and services employment lands are maintained to facilitate short-term, medium-term and long-term growth. • Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry.
<p>Opportunities</p>	<ul style="list-style-type: none"> • Encourage the use of rear or side lanes for delivery access. • Identify areas of land use conflicts (light industrial and residential) to help limit the impacts of these conflicts. • Investigate the viability of expanding the B6 Enterprise Corridor east into River Street. • Potential for revitalisation and beautification • Potential for redevelopment given its prominent exposure on a major transport route. • Regulate development within the flood plain to be sympathetic to the environmental constraints.

Recommendation:

Investigate an expansion of B6 Enterprise Corridor zoning east along River Street. The investigation will need to be supported by economic studies considering the demand and supply of this type of employment lands.

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12.4.2 Victoria Street



Precinct Map 6: Victoria Street Enterprise Corridor

Victoria Street B6 Enterprise Corridor Precinct is largely focused on vehicle sales, servicing and hire. Tenancies in the area include Western Plains Automotive, Readford's Motorcycle Centre and OzCar.

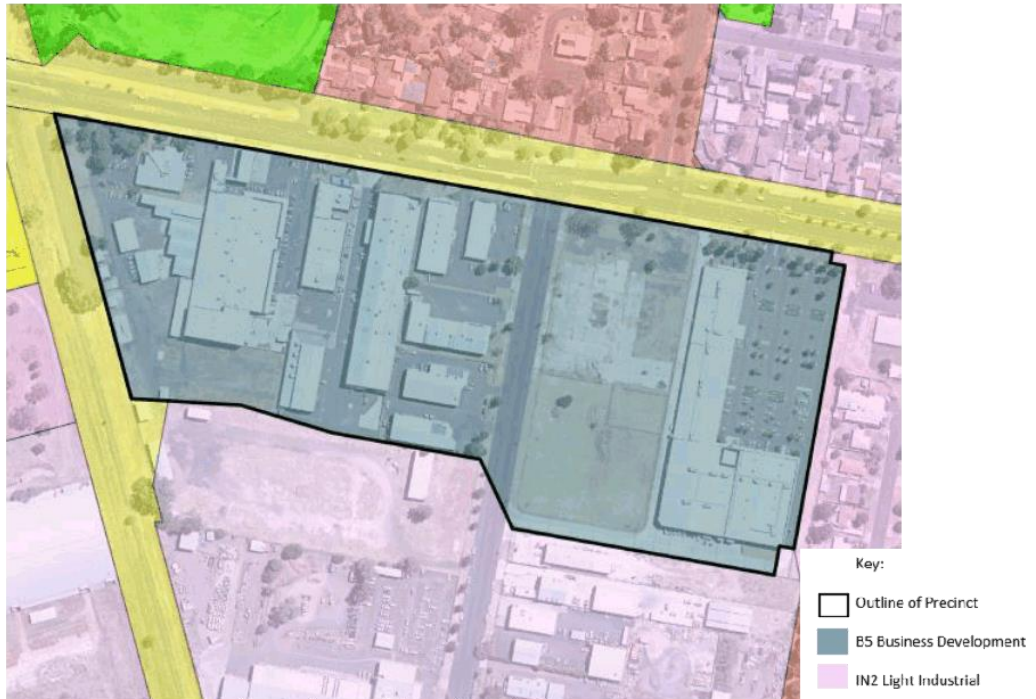
Land Area	4.82ha
Vacant Area	0ha
Occupied Area	4.82ha
Gross Floor Area	17,570m ²
Planning Principles	<ul style="list-style-type: none"> • Maintain Dubbo as the major employment and service centre of the Orana region. • Ensure an adequate supply of appropriately located and services

	employment lands are maintained to facilitate short-term, medium-term and long-term growth.
Opportunities	<ul style="list-style-type: none">• Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry.• Support the existing character of the precinct as a vehicle sales and hire area.• Monitor potential vehicle conflicts as Victoria Street functions as a highway.• Develop a long term traffic management and parking plan for this strip.• Improve the amenity of the streetscape through revitalisation and redevelopment.

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12.5 Bulky Good Precincts

12.5.1 Cobra Street



Precinct Map 7: Cobra Street B5 Business Development

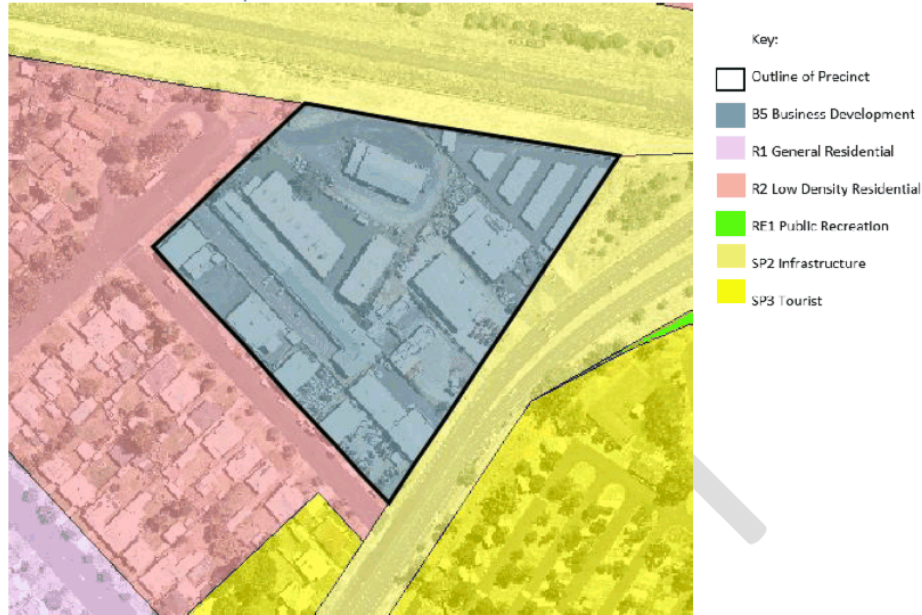
Cobra Street B5 Business Development zone is a Major Activity Centre comprising of approximately 10 hectares of land. The site contains predominantly bulky goods retailing including Harvey Norman, The Good Guys and Fantastic Furniture. These major retailers attract a wider audience from the Orana region. The precinct has good exposure to the highway.

Land Area	10ha
Vacant Area	2.2ha
Occupied Area	7.8ha
Gross Floor Area	26,552m ²
Planning Principles	<ul style="list-style-type: none"> • Strategically important employment lands are protected from rezoning's, incompatible uses and land use conflict. • • Maintain Dubbo as the major employment and service centre of the Orana region. • Ensure an adequate supply of appropriately located and services employment lands are maintained to facilitate short-term,

	medium-term and long-term growth.
Opportunities	<ul style="list-style-type: none">• Encourage the clustering of industries which share similar synergies.• Encourage interconnections of parking areas at rear.• Establish a character for ready-made household-bulky goods.• Adjoining light industrial to the south could be a supportive industry to this area.• Lot areas are of a sufficient size to allow large format bulky retailers to be developed.

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12.5.2 West Dubbo Bulky Goods Precinct



Precinct Map 8: West Dubbo Bulky Goods

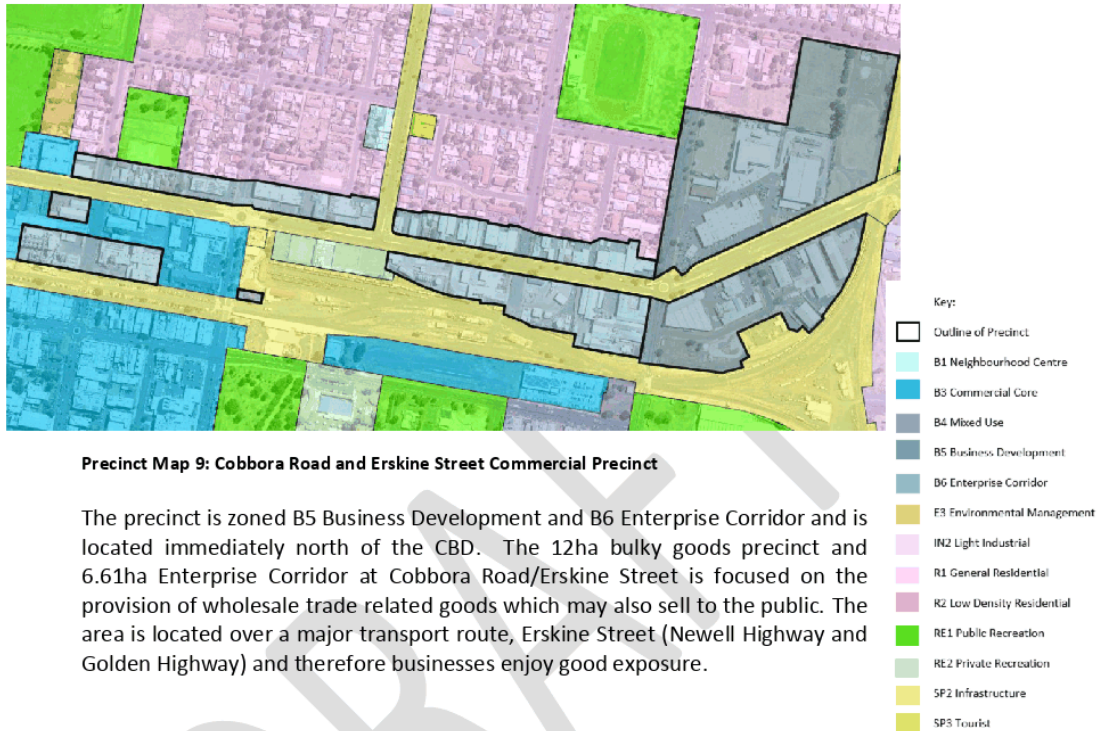
West Dubbo B5 Business Development zone contains approximately 2.29 hectares of land. The precinct contains a wide variety of uses including retail auto parts supply, light industrial uses, car wash, auto repair workshops, warehouses and emergency services (fire station), car sales and self-storage units.

Land Area	2.29ha
Vacant Area	0ha
Occupied Area	2.29ha
Gross Floor Area	8751m ²
Planning Principle	<ul style="list-style-type: none"> • Protect strategically important employment lands; and • Maintain Dubbo as the major employment and service centre of the Central West region
Opportunities	<ul style="list-style-type: none"> • Investigation the appropriateness of the current zoning. • Minimise land use conflict arising between bulky goods and residential land uses.

Recommendation

Investigations into the long-term role of this precinct should be undertaken. Given the report recommends a portion of land be investigated for a B5 zone adjacent to the airport, also in West Dubbo, and this precinct has not developed as a bulky goods precinct it is therefore recommended that investigations be made to look at an alternative zone, potentially B6 Enterprise Corridor.

12.6 Cobbora Road and Erskine Street Commercial Precinct

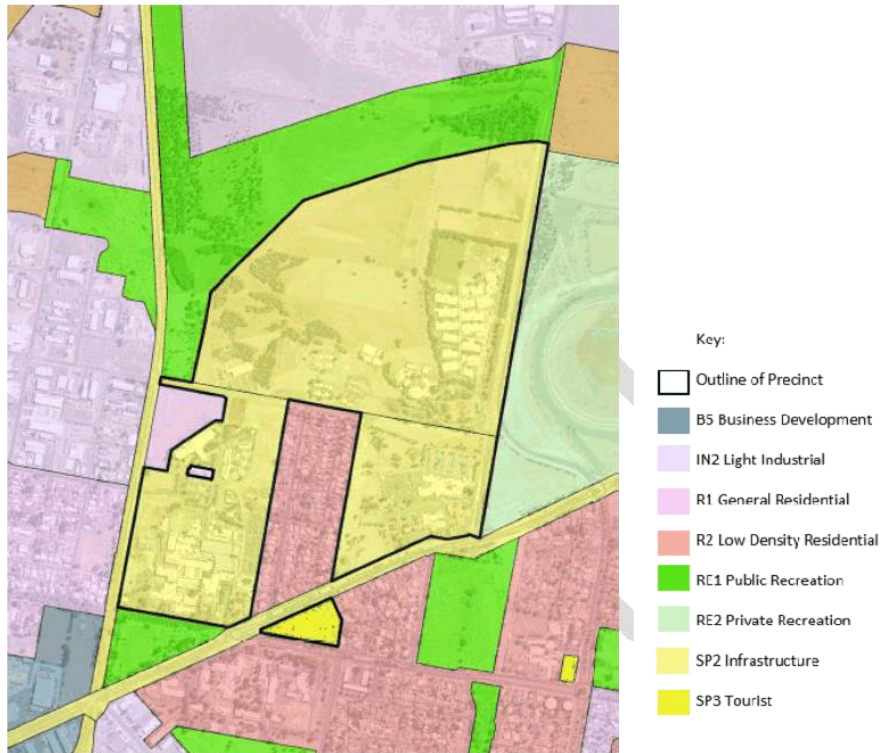


Precinct Map 9: Cobbora Road and Erskine Street Commercial Precinct

The precinct is zoned B5 Business Development and B6 Enterprise Corridor and is located immediately north of the CBD. The 12ha bulky goods precinct and 6.61ha Enterprise Corridor at Cobbora Road/Erskine Street is focused on the provision of wholesale trade related goods which may also sell to the public. The area is located over a major transport route, Erskine Street (Newell Highway and Golden Highway) and therefore businesses enjoy good exposure.

Land Area	18.61 ha
Vacant Area	3.67ha
Occupied Area	14.94 ha
Gross Floor Area	36,122 m ²
Planning Principles	<ul style="list-style-type: none"> • Maintain Dubbo as the major employment and service centre of the Orana region. • Maintain and support the CBD as Dubbo’s primary service and retail centre. • Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry.
Opportunities	<ul style="list-style-type: none"> • Minimise land use conflict arising between commercial land use activities and residential land uses. • Monitor potential vehicle conflicts on Erskine Street. • Redevelopment of redundant and non-used railway sites. • Beautification of the streetscape amenity. • Regulate development within the flood plain to be sympathetic to the environmental constraints.

12.7 Health, Well-being and Education Precinct



Precinct Map 10: Health, Well-being and Education Precinct

The Health, Well-being and Education Precinct is zoned SP2 Infrastructure and SP3 Tourist and is located just under two kilometres or a three minute drive to the north of the Dubbo Railway Station. The precinct is located on the northern side of Cobbora Road and western side of McGrane Tony Place/Yarrandale Road. The Myall Street and Cobbora Road SP3 Tourist site is located to the south of Cobbora Road and north of Myall Street, containing self-serviced apartments and residential dwellings.

The precinct has seen significant development over recent years, particularly with the hospital redevelopment with this trend likely to continue.

The precinct contains Dubbo Base Hospital, Dubbo Private Hospital, Charles Sturt University, Lourdes Hospital, Dubbo Collage Senior Campus and Sydney University of Rural Health. There is also TAFE Western, Macquarie Homestay and Manera Heights Apartments, Western College of Adult Education and Manera Plaza medical specialists all located in close proximity which support this precinct. The major land uses of health, aged care, education and accommodation related services, provided a combined floor area of 180,008m².

Land Area	74.57 ha
Vacant Area	29.28 ha
Occupied Area	45.29 ha
Gross Floor Area	180,008m ²
Planning Principles	<ul style="list-style-type: none"> • Strategically important employment lands are protected from incompatible rezoning's, incompatible uses and land use conflict. • Maintain Dubbo as the major employment and service centre of the Orana region. • Structure plans are prepared for strategically important undeveloped employment lands. • Ensure an adequate supply of appropriately located and serviced employment lands are maintained to facilitate short-term, medium-term and long-term growth. • Infrastructure is appropriately planned to encourage sustainable development of employment lands. • Any proposals for new employment lands are adequately planned for to meet the long-term needs of industries and growth management directions of the City of Dubbo; • Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry. • Encourage the clustering of industries which share similar synergies.
Opportunities	<ul style="list-style-type: none"> • Creation of synergies between the various health, aged care, education and recreational uses. • Facilitate the expansion of more private health and education related development within the precinct. • Development of sporting facilities within the large undeveloped areas integrating with existing health and education facilities. • Recognise the important relationship between the Health, Well-being and Education Precinct and the regional, sub-regional and urban locality. • Provide appropriate infrastructure to facilitate the growth of the precinct. • Ensure the transportation network is appropriate to encourage efficiency and ease of linkage within precinct. • Encourage non-private transportation methods such as pedestrian, cycling and public transportation systems. • Encourage provision of services to support existing and future users of the Health, Well-being and Education Precinct such as accommodation and food services. • Ensure an attractive and distinctive environment for tourists and tourist operations. • Support the Health, Well-being and Education Precinct with providing short-term accommodation. • Provide interconnected transportation systems linking to the

	<p>CBD.</p> <ul style="list-style-type: none"> • Activation of the area through onsite village style living which could include accommodation and support services including convenience shopping, food and drink. • Resolve amenity conflicts with adjoining uses.
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Recommendations

a) **Mixed Use Zone**

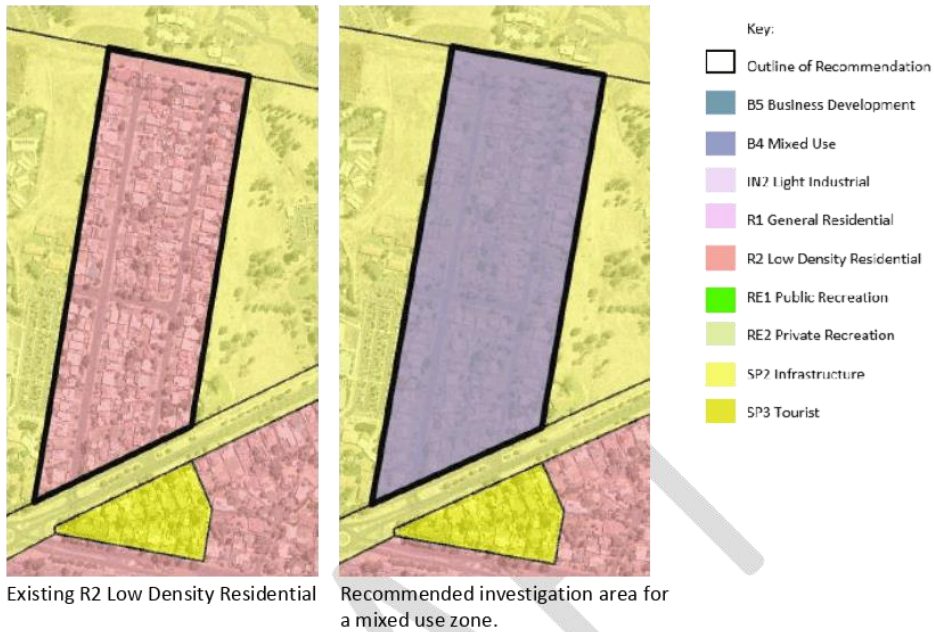
With health care and social assistance and education and training being Dubbo's number one and number three largest employment sectors respectively, the Health, Well-being and Education Precinct is one of Dubbo's most important precincts with respect to employment lands both with respect to the number of jobs generated and its service catchment being of a regional scale. The precinct includes Dubbo Hospital, Lourdes Hospital, Holy Spirit Aged Care, Charles Sturt University, Sydney University School of Rural Health, Dubbo Private Hospital and Dubbo College Senior Campus.

The Dubbo Hospital is currently undergoing significant redevelopment with continued government funding which is expanding the range of services, such as the development of the Western Cancer Centre. The redevelopment will cement the hospital as a major referral centre servicing Western NSW.

Additionally, the precinct is now planned for significant sporting facilities including cycle track and velodrome and Western Region Institute of Sport complex. These will create further opportunities for not only a regional sporting hub, but infrastructure, development and services to support this hub.

It is recommended that investigations be undertaken to create a suitable zone over the existing residential area located between the Dubbo Hospital site and Lourdes Hospital, with the vision to create opportunities for the Health, Well-being and Education precinct. Any potential zone should consider opportunities that include expanding and facilitating private health, education, accommodation and support services such as food and drink premises.

Noting the vision of this recommendation, consideration should be given to ensuring development of this area does not expand significantly outside of health, aged care, well-being, education and accommodation related development.

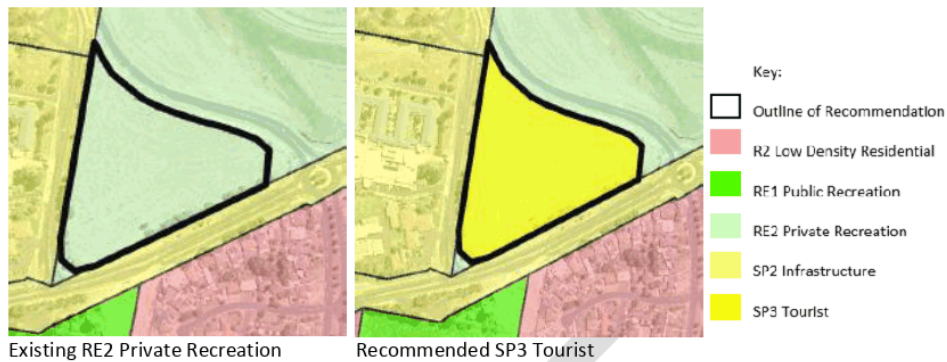


b) **SP2 Infrastructure zone**

Investigations should be undertaken as to whether the SP2 Infrastructure zone in which Charles Sturt University and Dubbo College Senior Campus is located, is appropriate for existing and planned development. As noted above, a zone which allows uses to support health, well-being and education should be investigated.

c) **Macquarie Home Stay**

Dubbo Macquarie Home Stay is currently being constructed on the land identified below. It provides affordable accommodation for those needing to be located in close proximity to the Dubbo Hospital. The land was residue as a result of the Yarrandale Road realignment and is zoned RE2 Private Recreation. Given the development currently being constructed on the site and its intrinsic relationship to the adjoining Health, Well-being and Education Precinct, consideration should be given to zoning it SP3 Tourist. Such zone would allow Macquarie Home Stay to remain as a permissible land use but also allow any vacant or residue land to continue providing accommodation related development to support this precinct.



d) Structure Planning

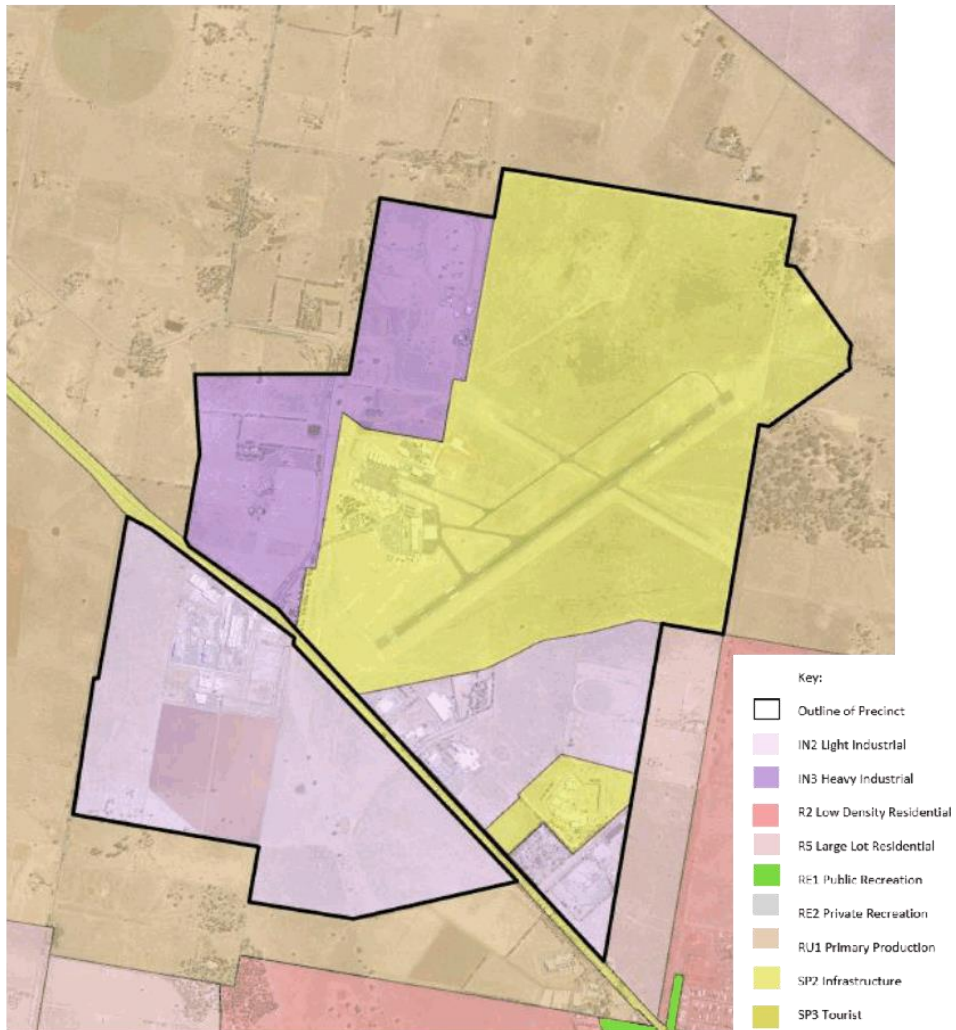
It is recommended that a structure plan be developed for the Health, Well-being and Education Precinct with the ultimate aim of providing synergy between the existing health, aged care, education and proposed sporting facilities whilst enabling guidance and vision for the future development of the vacant land. Discussion with stakeholders within the precinct indicate a desire for Council to further engage with property owners to provide synergy between all existing and future infrastructure and services. There is opportunity to provide future development guidance through the preparation of a structure plan in consultation with stakeholders that takes a holistic view of opportunities for this precinct.

e) Extension of SP3 Tourist zone

Consideration should be given to further extending the SP3 Tourist zone east to facilitate accommodation services within close proximity to the Health, Well-being and Education Precinct. This is considered a long term action given there is currently sufficient SP3 Tourist zoned land in this location and the existing serviced apartments have recently been granted approval for additional units within the existing zone boundary. However, when this land is required for SP3 Tourist will be dependent on the growth of the Health, Well-being and Education Precinct. It is recommended that development and growth of this precinct be monitored with the zoning extension to be undertaken to assist with the support of accommodation services in a close proximity.



12.8 Airport Precinct



Precinct Map 11: Airport Precinct

The precinct provided a total of approximately 67,107m² Gross Floor Area (GFA) of employment floor space, of which IN2 Light industrial land comprised 27,330m² GFA containing transport, postal and warehousing uses while a further 8,450m² was uses occupied by wholesale trade uses.

The precinct provided an additional 23,415sqm GFA of employment floor space zoned SP2 Infrastructure, of which all was occupied by the Dubbo Regional Airport and Orana Juvenile Justice Centre.

The airport precinct has recently seen significant interest from emergency services seeking to construct emergency services facilities in conjunction with existing airport facilities and infrastructure. The Rural Fire Services, State Emergency Services and Volunteer Rescue Association have either commenced or planned emergency services facilities on the land with the Rural Flying Doctor Services undertaking an aeromedical facility.

Residential uses are present within the precinct reducing the development potential of these lots for industrial purposes while increasing potential for land use conflicts. Residential uses comprised 25% of the precinct (77.8 hectares).

Land Area	641.9 ha
Vacant Area	232.4 ha
Occupied Area	409.5 ha
Gross Floor Area	67,107m ²
Planning Principles	<ul style="list-style-type: none"> • Strategically important employment lands are protected from incompatible rezoning's, incompatible uses and land use conflict. • Maintain Dubbo as the major employment and service centre of the Orana region • Structure plans are prepared for strategically important undeveloped employment lands. • Ensure an adequate supply of appropriately located and serviced employment lands are maintained to facilitate short-term, medium-term and long-term growth. • Investigate opportunities for additional employment lands in West Dubbo to balance where Dubbo's residential development will occur in the future. • Infrastructure is appropriately planned to encourage sustainable development of employment lands. • Any proposals for new employment lands are adequately planned for to meet the long-term needs of industries and growth management directions of the City of Dubbo. • Encourage the clustering of industries which share similar synergies. • Proposed commercial zones are supported by an Economic Impact Assessment to ensure the activity centres hierarchy is maintained.
Opportunities	<ul style="list-style-type: none"> • Enhance transportation links between key industrial areas and arterial roads. • Uses are supported with the appropriate provision of infrastructure. • Development which supports the Dubbo City Regional Airport as

	<p>regionally significant infrastructure.</p> <ul style="list-style-type: none"> • Monitor land uses and the potential for conflict. • Encourage high quality development which does not impact the airport functions. • Structure plan be prepared to provide guidance for undeveloped land
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Recommendation

a) **Commercial Zone**

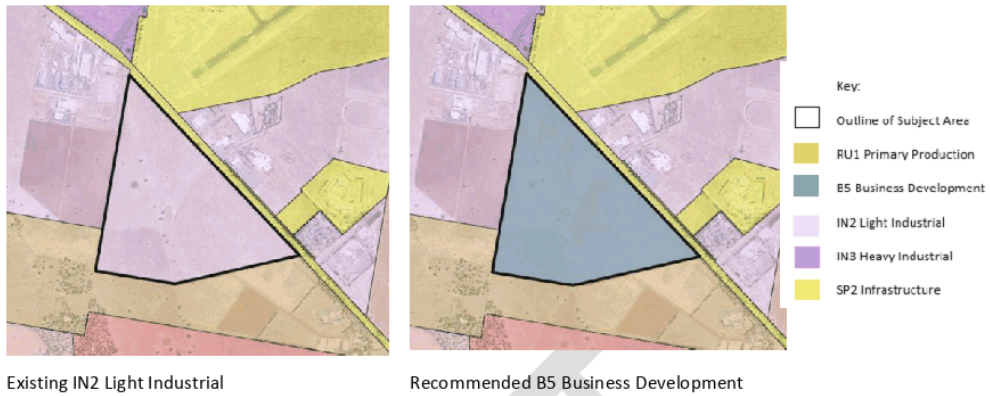
Dubbo's employment lands have largely focused towards Dubbo's east being where the majority of residential development has occurred over the last 20 years. However, with a projected undersupply of commercial floorspace and the future of Dubbo's residential development moving to the west, a commercial land supply should be considered in West Dubbo to meet demand over the long term.

The B5 zone allows a variety of permissible uses which would support and service the West Dubbo population catchment, nearby industrial zones and Dubbo City Regional Airport. The B5 Business Development zone is flexible in allowing a mixture of large format commercial uses including bulky goods, warehouse and distribution centres as well as a range of light industrial uses including industrial training facilities, freight transport and passenger, transport and truck depots. This provides a good mixture of uses given its location to a major highway and the airport which is the subject of major government related emergency services facilities.

Analysis in Part 2 of this report has shown that to meet the required industrial land supply demand in 2031, 53 to 80 hectares of industrial zoned land should be available for development. As there is currently 724 hectares of vacant/undeveloped industrial zoned land within the former Dubbo City Council area, there is an ample supply of industrial zoned land available to cater for future demand.

It is desirable for bulky goods uses to be consolidated and clustered together into defined areas. The land as shown below, is therefore considered suitable as it provides one large parcel rather than creating several smaller pieces of land. This rezoning would also have minimal impact on the supply of industrial zoned land or jobs, particularly noting that the current Dubbo Local Environmental Plan 2011 permits several light industrial uses within the B5 Business Development zone.

Prior to the rezoning of this land, an Economic Impact Assessment should be undertaken to ensure its impact on the employment land hierarchy is not significantly impacted.



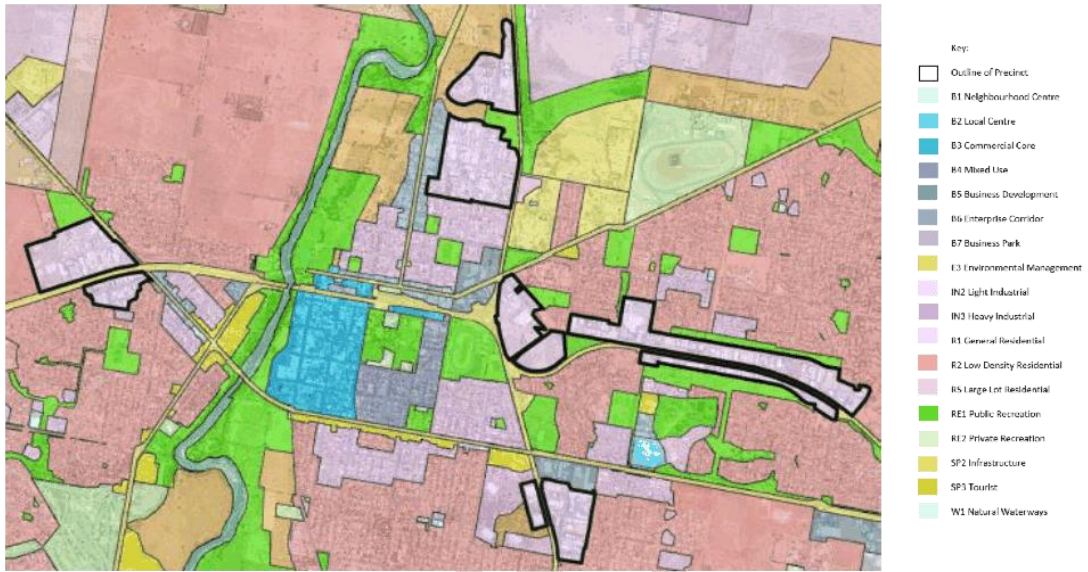
b) Structure Planning

It is recommended that a structure plan be developed for the Airport Precinct. The airport land is currently subject to significant development of government related emergency services facilities with further opportunity for development in the future. Of the developed land within this precinct, 64% is attributed to transport, postal and warehousing uses with a further 20% attributed to wholesale trade uses.

Structure planning should be undertaken for this precinct to provide overarching guidance as to how the undeveloped land can be developed in conjunction with existing development.

Future planning considerations within this precinct should consider opportunities to provide greater support of the Airport land through provision of air transport, warehousing and distribution and emergency services related development.

12.9 Industrial Precincts



Precinct Map 12: Industrial Precincts

There are four (4) distinct light industrial precincts spread throughout Dubbo as shown in precinct Map 12 and these are discussed individually below.

12.9.1 Jannali and Depot Roads

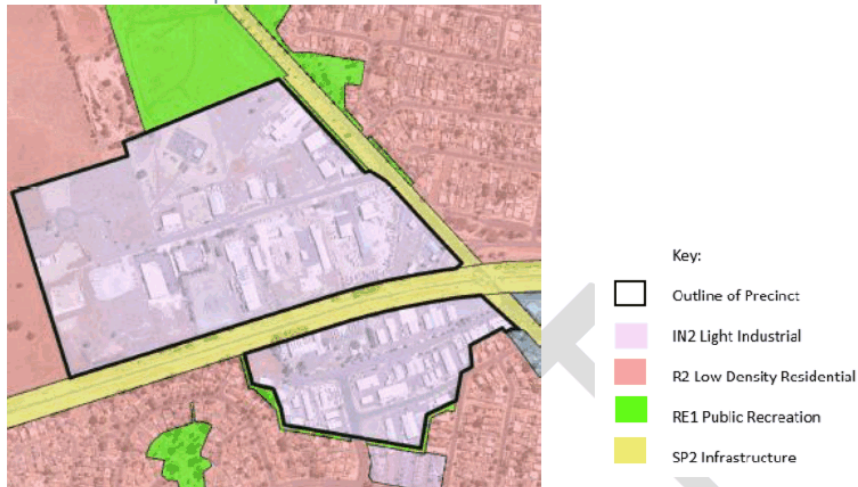


Figure 15: Jannali and Depot Roads

The precinct is zoned IN2 General Industrial and located approximately two and a half kilometres or a four minute drive to the north west of Dubbo Railway Station. The precinct has good connectivity and access to Dubbo town centre via Victoria Street and Newell Highway.

In total the precinct comprises 36.2 hectares of industrial zoned land with 8.1 hectares or 22% being vacant or developed land as of 2017. All of the vacant lots were located within the northern section of the precinct along Jannali Road.

The precinct provided approximately 49,290m² GFA of employment floor space, of which 13,340m² or 27% was attributed to transport, postal and warehousing uses. The next largest industry, by total floor space, was construction which occupied around 14,353m² GFA or 29%.

Land Area	36.3 ha
Vacant Area	14.7 ha
Occupied Area	21.6 ha
Gross Floor Area	49,706m ²
Planning Principles	<ul style="list-style-type: none"> • Maintain Dubbo as the major employment and service centre of the Orana region. • Ensure an adequate supply of appropriately located and serviced employment lands are maintained to facilitate short-term, medium-term and long-term growth. • Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry.
Opportunities	<ul style="list-style-type: none"> • Enhance transportation links between key industrial areas and

arterial roads.

- Support industrial uses with appropriate provision of infrastructure.
- Monitor adjoining land uses and the potential for conflict.

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12.9.2 East Dubbo Light Industrial



Map 13: East Dubbo Light Industrial Precinct

The precinct provides approximately 107,461m² GFA of floorspace, of which around 10,400m² or 10% is vacant floorspace. Major land use within the precinct, by total floorspace, were attributed to construction, occupying 23,970m² or 22% of total GFA followed by transport, postal and warehousing which occupied around 21,630m² or 20% of total GFA.

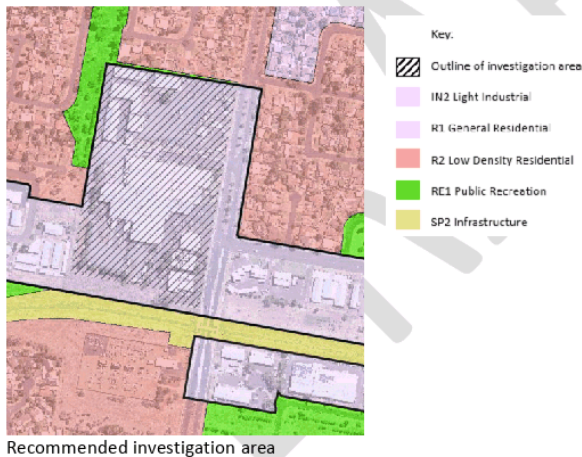
Combined, these three sub-precincts comprise a total of 93.8 hectares of industrial zoned land with 23.9 hectares of industrial zoned land with 23.9 hectares or 25% being vacant or undeveloped land as of 2017.

Land Area	93.2 ha
Vacant Area	28.2 ha
Occupied Area	65 ha
Gross Floor Area	107,461m ²
Planning Principles	<ul style="list-style-type: none"> • Maintain Dubbo as the major employment and service centre of the Orana region. • Ensure an adequate supply of appropriately located and serviced employment lands are maintained to facilitate short-term, medium-term and long-term growth. • Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry.
Opportunities	<ul style="list-style-type: none"> • Most of the precinct has a good buffer between residential uses minimising land use conflict. This buffer should be maintained. • Provide aesthetically pleasing development along Wheelers Lane.

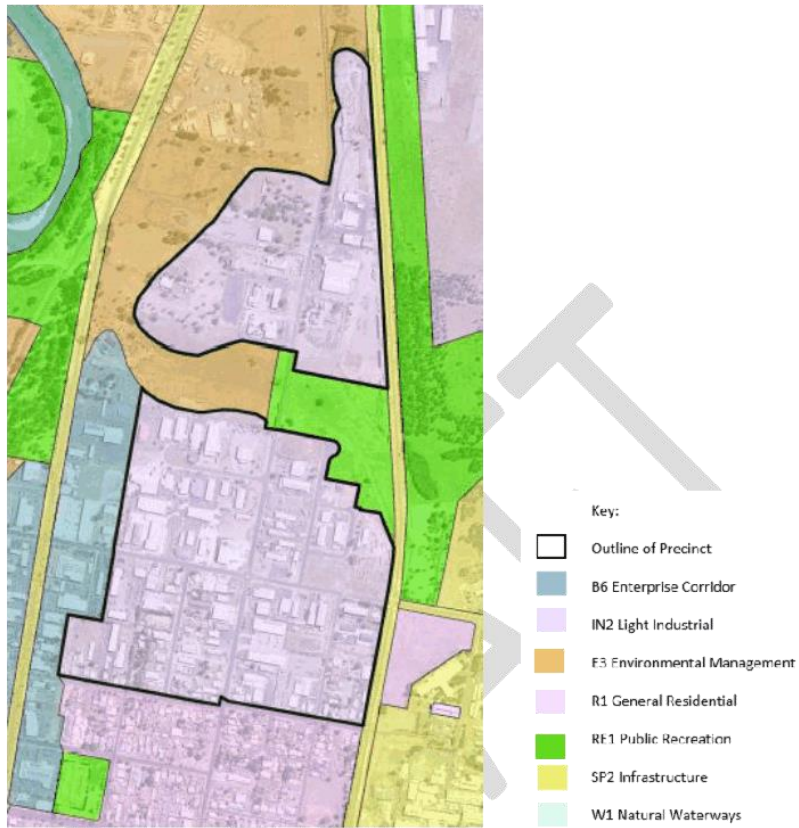
- Investigate the zoning of industrial land on Wheelers Lane
- Ensure development does not interfere with the efficiency of Wheelers Lane.
- Opportunity to create a commercial zone on Wheelers Lane to attract developments requiring large floorspace and exposure.
- Manage land use conflict.

Recommendations:

It is recommended that an investigation of the IN2 Light Industrial zoned land, as identified in the figure below, be investigated with a view to rezoning this to a commercial zone. The existing development within this area has appeared to become more closely aligned with that of a commercial zone. Given the locality being is close proximity to a residential area and being located on Wheelers Lane, a major local transport route, this would appear to be beneficial and presents an opportunity to support this trend. Noting that traffic volumes on Wheelers Lane are typically expected to increase over the long-term, there is an opportunity for commercial uses, rather than light industrial use. Additionally, given traffic volumes on Wheelers Lane, industrial development is not ideal as any increase in this form of development has the potential to impact the efficiency of Wheelers Lane.



12.9.3 North Dubbo Industrial



Precinct Map 14: North Dubbo Industrial Precinct

The precinct provided approximately 67,020m² GFA of employment floor space, of which around 285m² or less than 1% was vacant floor space.

Major land use within the precinct, by total floor space, were attributed to transport, postal and warehousing industries, occupying 19,510m² or 29% of total GFA following by construction industries which occupied around 14,740m² or 22% of total GFA.

Just less than five hectares of land is occupied by residential uses which are located within the southern proportion of the precinct. As such, there is potential for land use conflicts within this part of the precinct.

Land Area	57.7 ha
Vacant Area	7.4 ha
Occupied Area	50.3 ha
Gross Floor Area	76,433 ha
Planning Principles	<ul style="list-style-type: none"> • Maintain Dubbo as the major employment and service centre of the Orana region. • Ensure an adequate supply of appropriately located and serviced employment lands are maintained to facilitate short-term, medium-term and long-term growth. • Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry.
Opportunities	<ul style="list-style-type: none"> • Enhance transportation links between key industrial areas and arterial roads. • Support industrial uses with appropriate provision of infrastructure. • Monitor adjoining land uses and the potential for conflict. • Encourage high quality infill development with appropriate built form, bulk and design • Regulate development within the flood plain to be sympathetic to the environmental constraints. • Potential for River Street to become more prominent transport route.

Recommendations:

a) **Land use conflict**

The industrial precinct continues to have a number of residential dwellings operating under existing use rights, additionally the precinct adjoins an established residential area. Industrial and residential uses can typically result in land use conflicts. To reduce ongoing land use conflict, it is recommended that opportunities to remove residential land uses within this area are undertaken.

Additionally, it is recommended that a buffer be created between the industrial precinct and the adjoining residential area to the south. The residential area is established and a buffer will assist with minimising land use conflicts.

b) **River Street B6 rezoning investigation**

Investigate the reduction of IN2 Light Industrial zoning in this precinct by the rezoning of a portion of River Street to B6 Enterprise Corridor. The existing uses in this area tend to align closer to that of a B6 Enterprise Corridor zone rather than IN2 Light Industrial. The investigation will need to be supported by economic studies considering the demand and supply of employment lands.

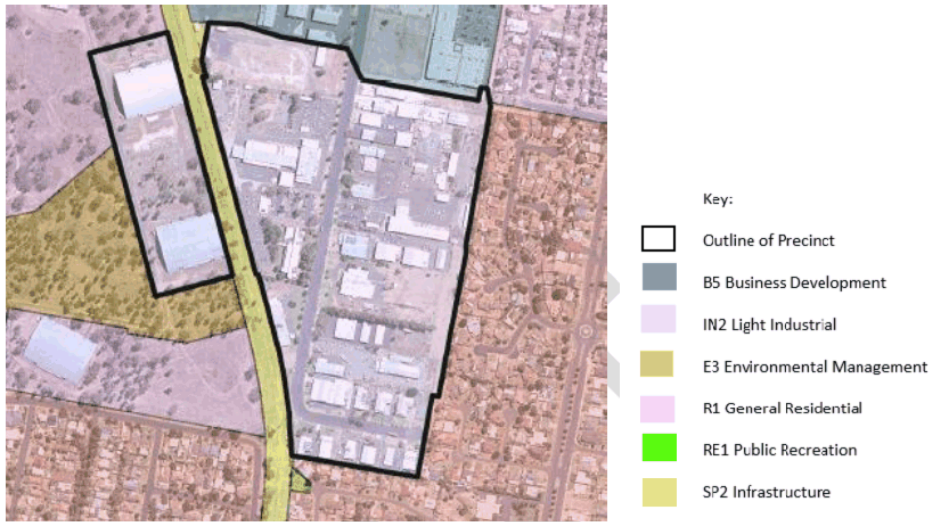


- Key:
-  Outline of Investigation Area
 -  B5 Business Development
 -  IN2 Light Industrial
 -  SP2 Infrastructure

Recommended investigation area

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12.9.4 South Dubbo Industrial



Precinct Map 15: South Dubbo Industrial Precinct

The precinct provided approximately 44,966m² GFA of employment floor space, of which around 7,544m² or 17% was vacant floor space. The majority of this vacant floor space (6,500m² or 86%) was located within the former RAAF sub-precinct and was attributed to one of the two of the large aeroplane hangars. The other hangar is being used for storage.

Major land use within the precinct, by total floor space, were attributed to public administration and safety, occupying 8,310m² or 18% of total GFA followed by transport, postal and warehousing industries which occupied around 8,095m² or 18% of total GFA.

Land Area	23.3 ha
Vacant Area	5.5 ha
Occupied Area	17.8 ha
Gross Floor Area	44,966m ²
Planning Principles	<ul style="list-style-type: none"> • Maintain Dubbo as the major employment and service centre of the Orana region. • Ensure an adequate supply of appropriately located and serviced employment lands are maintained to facilitate short-term, medium-term and long-term growth. • Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry.
Opportunities	<ul style="list-style-type: none"> • Provision of a buffer between the industrial development and adjacent residential development to minimise land use conflict. • Monitor adjoining land uses and potential land use conflict. • Provide support to the B5 Business Development zone located immediately to the north.

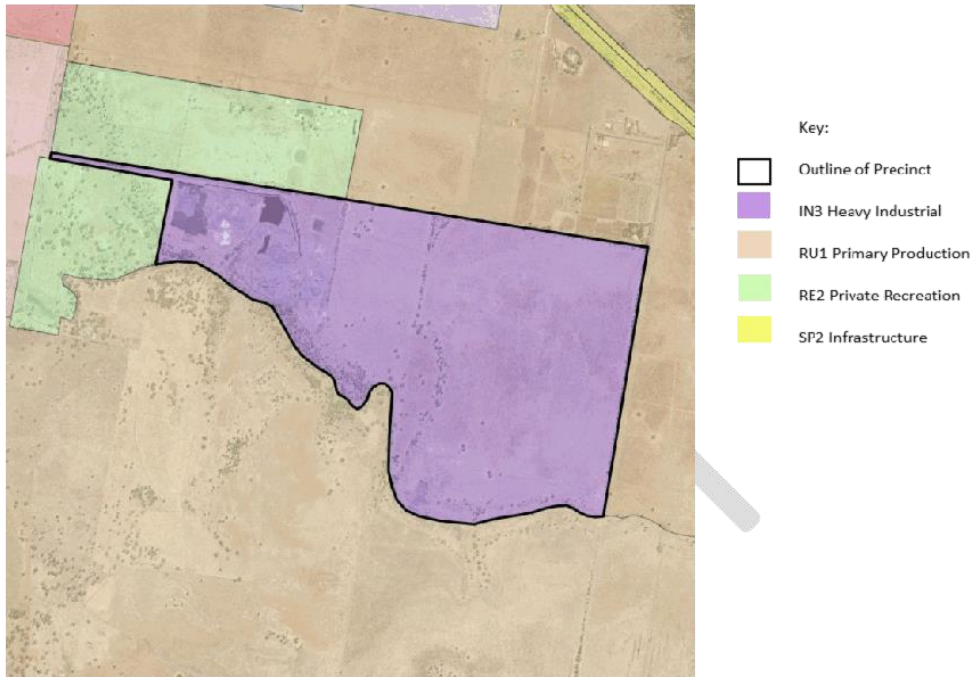
-
- Infill development opportunities at the rear of existing development on unused land.
-

Recommendation

It is recommended that a buffer be created between the industrial precinct and the adjoining residential area to the South/South East. The residential area is established and a buffer will assist with minimising land use conflicts.

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12.9.5 Basalt Road



Precinct Map 16: Basalt Road Heavy Industrial Precinct

Basalt Road precinct is comprised of three lots, each zoned IN3 – Heavy Industrial. The precinct is located just under nine kilometres or an 11 minute drive to the south east of Dubbo Railway Station. The precinct is either accessed via Basalt Road or Sheraton Road.

In total the precinct comprises 206.01 hectares of industrial zoned land with 129 hectares or 63% being vacant or undeveloped land. An extractive industry (quarry) is located within the western proportion of the precinct occupying 42.2 hectares of land. Immediately to the north another extractive industry (quarry) has commenced operations.

Land Area	206.1 ha
Vacant Area	129 ha
Occupied Area	77.01 ha
Gross Floor Area	2,700m ²
Planning Principles	<ul style="list-style-type: none"> • Ensure an adequate supply of appropriately located and serviced employment lands are maintained to facilitate short-term, medium-term and long-term growth. • Infrastructure is appropriately planned to encourage sustainable development of employment lands
Opportunities	<ul style="list-style-type: none"> • Support industrial uses with appropriate provision of

infrastructure.

- Monitor adjoining land uses and potential conflict.
- Future quarry operation will need to consider functioning transport route.
- Quarry operations do not extend further west which would impact residential growth areas.

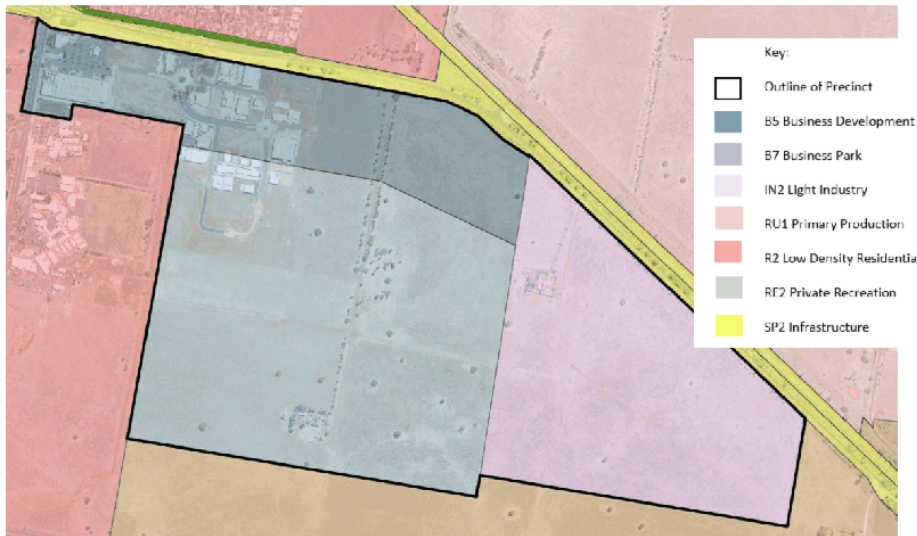
Recommendation

Basalt Road Heavy Industrial precinct solely contains quarrying activities. The precinct is not connected to the highways and is moderately isolated. The area should be monitored in terms of future quarry approval and respective life expectancies, given the significant residential development currently occurring and planned to occur in the future.

In the long term this precinct may form part of Blueridge Commercial Park if future rezoning occurs and connects the two (2) precincts.

The long term function of this precinct should be investigated further particularly with respect to the existing quarry on the subject land and immediately north, potential for any further quarries on the eastern portion of the precinct, expanding residential estates to the west and the growth of Blueridge Business Park to the north.

12.10 Blueridge



Precinct Map 17: Blueridge precinct

Blueridge Estate includes zoning of B5 Business Development zone to the north and B7 Business Park to the south is located in east Dubbo. The B5 zone is 37 hectares in size with approximately 9.94 hectares of land occupied by a combination of bulky goods retailers, light industry and office premises. 27.06 hectares is currently available for development within the zone.

The southern portion of Blueridge Estate, zoned B7 Business Park, is largely vacant with 82ha of land currently available for development. Recent development in this locality has largely been attributed to light industrial development. There are two (2) dwellings located on the southern and eastern portions of the precinct, which would appear to original homesteads prior to the land being fragmented.

The eastern part of the Blueridge Business Park precinct is zoned IN2 Light Industry. This area is comprised of approximately 54.4 hectares of land and contains one dwelling.

Land Area	173.4ha
Vacant Area	123.1ha
Occupied Area	50.3ha
Gross Floor Area	28,683m ²
Planning Principles	<ul style="list-style-type: none"> • Maintain Dubbo as the major employment and service centre of the Orana region. • Structure plans are prepared for strategically important undeveloped employment lands.

	<ul style="list-style-type: none"> • Infrastructure is appropriately planned to encourage sustainable development of employment lands. • Encourage the clustering of industries which share similar synergies.
Opportunities	<ul style="list-style-type: none"> • Structure plans are prepared over the undeveloped Blueridge precinct to provide guidance and vision for future development. • Infrastructure is planned to allow development on vacant land to continue in a sustained manner. • Good supply of land to enable the continued growth of Blueridge. • Encourage high quality development with appropriate built form, bulk and design. • Existing zone allows a wide variety of uses to re-locate to this precinct. • Good transport linkages between the precinct and the adjoining highway and CBD. • Future development has good road connections to allow future expansion onto other land within the precinct. • Consider long term transport routes and their impact on the highway.

Recommendation:

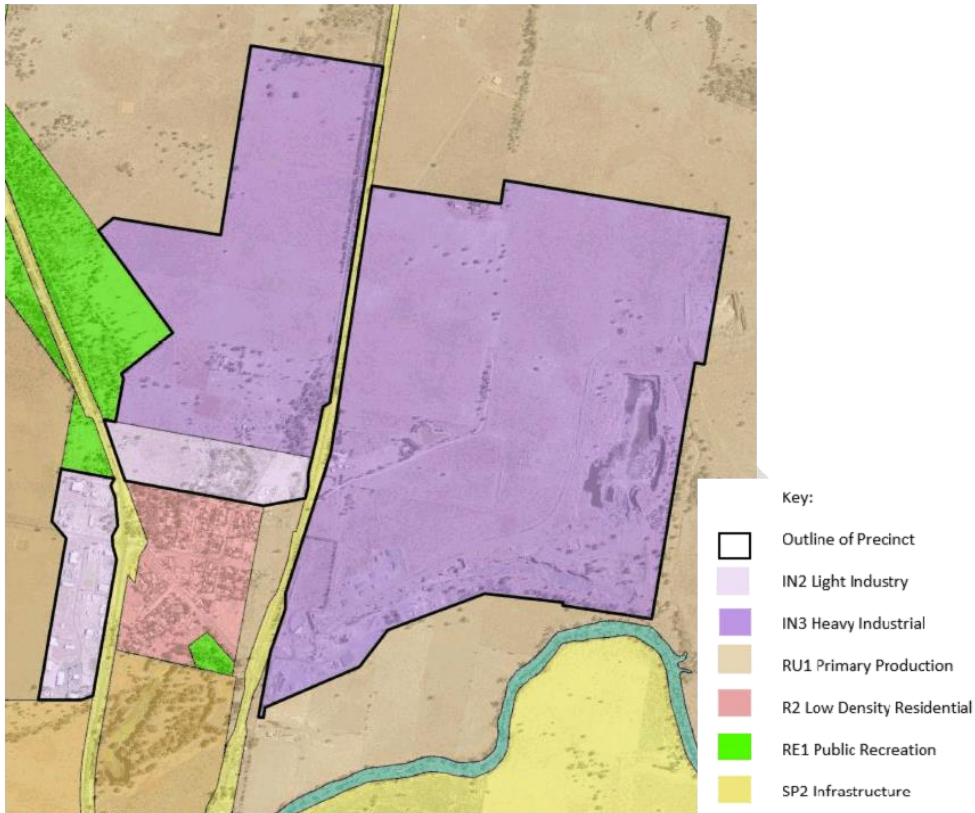
a) **Structure Plan**

It is recommended that a structure plan be prepared to provide overarching guidance for the long-term development of this precinct. This structure plan should be completed in the short term to facilitate the continued development of the precinct in a sustainable manner.

b) **Industrial Candidate Area (ICA) rezoning**

It is recommended that investigations be undertaken with respect of ICA 1 to consider the viability of extending zoning boundaries to the south. Investigations of a suitable zone will be made in the long term and with economic studies to support the investigations. In the long term dependant on further rezoning investigations the precincts of Blueridge and Basalt Road may be integrated into a larger mixed zoned precinct.

12.11 Brocklehurst



Precinct Map 18: Brocklehurst precinct

The precinct provides approximately 16,854m² GFA of employment floor space.

Major land use within the precinct, by total floor space, were attributed to manufacturing industries, occupying 5,080m² or 37% of the total GFA followed by retail industries which occupied around 2,080m² or 18% of total GFA.

An existing extractive industry (quarry) is located within the precinct which has been granted approval to extend into the adjoining RU1 zone to the East.

A large proportion of the precinct is vacant (approximately 35%). The precinct has a large frontage to existing railway infrastructure.

Residential uses occupied just over 24 hectares of land within the precinct.

Land Area	416.5ha
Vacant Area	144.4ha
Occupied Area	272.1ha
Gross Floor Area	16,854m ²
Planning Principles	<ul style="list-style-type: none"> • Maintain Dubbo as the major employment and service centre of the Orana region. • Structure plans are prepared for strategically important undeveloped employment lands. • Ensure an adequate supply of appropriately located and serviced employment lands are maintained to facilitate short-term, medium-term and long-term growth. • Infrastructure is appropriately planned to encourage sustainable development of employment lands. • Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry. • Encourage the clustering of industries which share similar synergies.
Opportunities	<ul style="list-style-type: none"> • Industrial uses are supported with the appropriate provision of infrastructure. • Monitor adjoining land uses and the potential for conflict. • Aesthetically pleasing development is provided along major arterial roads. • Land has direct access to railway infrastructure • Structure plan is prepared to provide overarching guidance for undeveloped land. • Large amount of vacant land will form buffer to residential uses.

Recommendations:

A large proportion of the Brocklehurst Precinct is currently undeveloped.

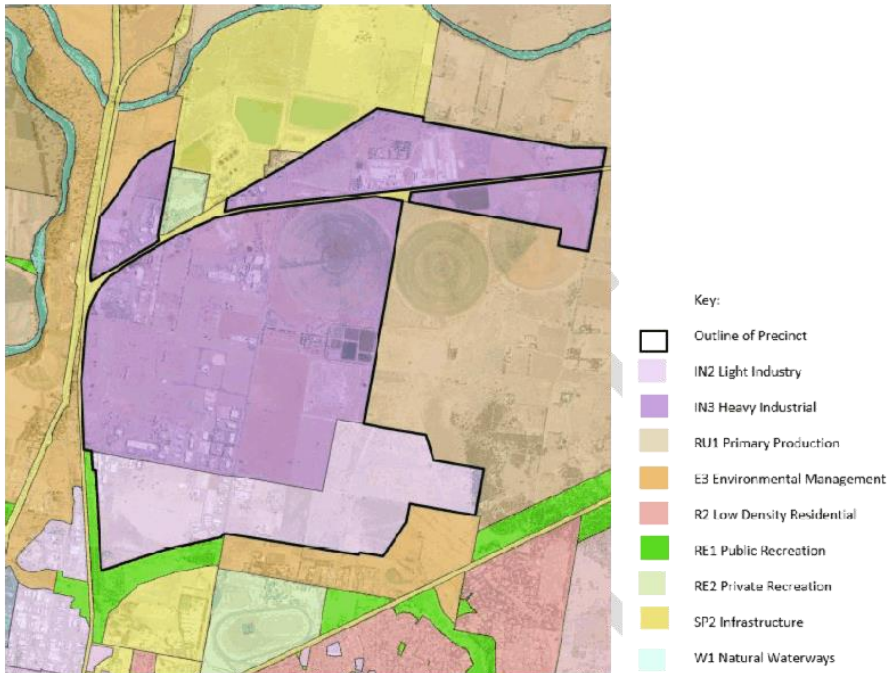
a) Structure Plan

It is recommended that a structure plan be prepared to provide overarching guidance for the long term development of this precinct. This structure plan should be completed in the short-term to facilitate the continued development of the precinct in an sustainable manner.

b) Industrial Candidate Areas (ICA) rezoning

It is recommended that consideration be given to the future rezoning of the previous Industrial Candidate Area 3 into a IN3 Heavy Industrial zoning. Heavy industrial land uses are suitable in this area due to the distance from the Dubo Urban Area, connection to rail and a highway. This recommendation is considered a long term vision, however will depend on the growth of heavy industries in the locality.

12.12 Yarrandale Road



Precinct Map 19: Yarrandale Road Industrial Precinct

The precinct provided approximately 182,306m² GFA of employment floor space. Major land use within the precinct, by total floor space, were attributed to transport, postal and warehousing industries, occupying 77,745m² or 43% of total GFA followed by wholesale industries which occupied around 46,775m² or 26% of total GFA.

The precinct contains regional significant infrastructure through the Dubbo Regional Livestock Markets and the Fletcher International abattoirs. The area, in particular Purvis Lane, has seen substantial development with a focus on heavy vehicle maintenance, sales and service and also transport warehouse and distribution. There are opportunities facilitate the growth of these industries further within this precinct.

The precinct generally contains transport networks suitable for large vehicle access.

Land Area	785.75ha
Vacant Area	495.97ha
Occupied Area	298.78ha
Gross Floor Area	182,306m ²
Planning Principles	<ul style="list-style-type: none"> • Maintain Dubbo as the major employment and service centre of

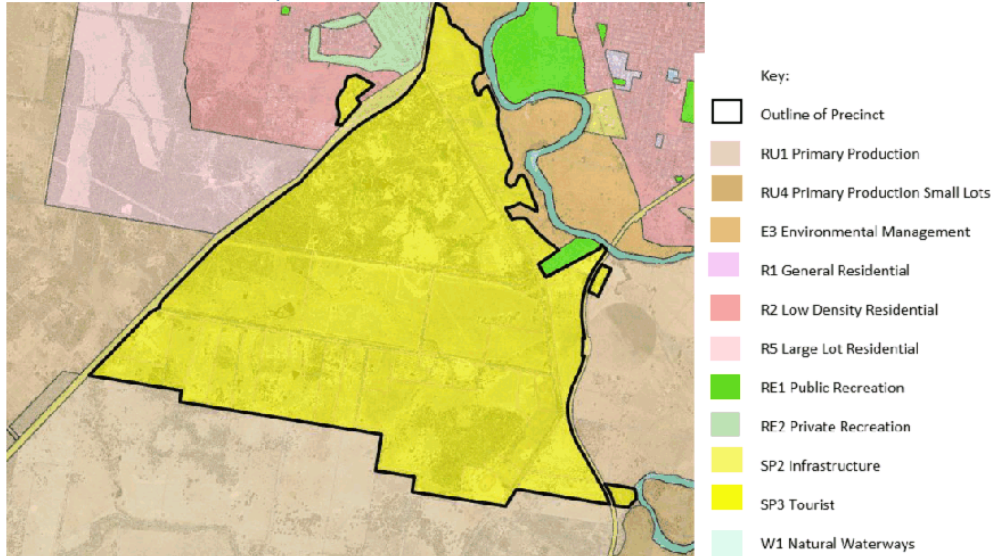
	<p>the Orana region.</p> <ul style="list-style-type: none"> • Structure plans are prepared for strategically important undeveloped employment lands. • Ensure an adequate supply of appropriately located and serviced employment lands are maintained to facilitate short-term, medium-term and long-term growth. • Infrastructure is appropriately planned to encourage sustainable development of employment lands. • Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry. • Encourage the clustering of industries which share similar synergies.
<p>Opportunities</p>	<ul style="list-style-type: none"> • Enhance transportation links between key industrial areas and arterial roads. • Support industrial uses with appropriate provision of infrastructure. • Monitor adjoining land uses and potential conflict. • Development which supports existing infrastructure such as railway, intermodal rail and road-train access. • Structure plan to provide overarching guidance as to how the precinct can be developed in the future. • Opportunities for development to take advantage of livestock infrastructure including Dubbo Regional Markets and Fletcher International Exports (abattoirs). • Opportunities to facilitate further growth of heavy vehicle maintenance, sales and service and also transport warehouse and distribution in the precinct. • Improvement to road networks (Purvis lane in particular) facilitate growth in the heavy vehicle related development. • Regulate development within the flood plain to be sympathetic to the environmental constraints. • Opportunities to remove dwellings from the precinct.

Recommendation:

It is recommended that a structure plan be developed for Yarrandale Road Precinct. The area currently has substantial development along the west of Yarrandale Road and along Purvis Lane. However, there is a significant area of land zoned for industrial purposes which remains undeveloped. Structure plans should be prepared to provide overarching guidance for the future development of the precinct.

12.13 Tourist

12.13.1 Zoo and Camp Road



Precinct Map 20: Zoo and Camp Road Precinct

SP3 zoned land is distributed throughout the Dubbo urban area. The SP3 zonings are concentrated in and around the Taronga Western Plains Zoo and along the main vehicular routes through Dubbo.

Dubbo possesses a significant tourism attraction in the Western Plains Taronga Zoo which constitutes the largest proportion of SP3 land in the Dubbo locality.

Cobra Street and Whylandra Street corridors have developed a strong overnight accommodation function for travellers. This aspect is further supported by established fast-food restaurants and retail uses.

The Zoo and Camp Road precinct is zoned SP3 Tourist and is located east of the Newell Highway. The precinct is predominantly occupied by Taronga Western Plains Zoo, however private land is located on the southern portion (south side of Camp Road) which predominately consists of residential dwellings and some tourist related development.

In total the combined sub-precincts comprise 1,099.2 hectares of industrial zoned land with 364 hectares or 33% being vacant or undeveloped land as of 2017. A total of 17,720m² of employment floor space is provided within the precinct.

Land Area	1,099.2ha
Vacant Area	449.3ha
Occupied Area	649.9ha
Gross Floor Area	17,720m ²
Planning Principles	<ul style="list-style-type: none"> • Strategically important employment lands are protected from incompatible rezoning's, incompatible uses and land use conflict. • Maintain Dubbo as the major employment and service centre of the Orana region. • Structure plans are prepared for strategically important undeveloped employment lands. • Ensure an adequate supply of appropriately located and serviced employment lands are maintained to facilitate short-term, medium-term and long-term growth. • Infrastructure is appropriately planned to encourage sustainable development of employment lands.
Opportunities	<ul style="list-style-type: none"> • Enable development of land on Camp Road whilst protecting biodiversity and cultural heritage. • Ensure the precinct acts as an effective component of the rural buffer. • Enable residential development to facilitate the revitalisation of the area. • Camp Road develops a distinctive character for tourist development • Tourist development which is not capable elsewhere in the city such as 'rural based' tourism. • The zoo is maintained as a significant attraction and is protected from incompatible development.

Recommendation:

a) [Rezoning of Camp Road to R6 Transition](#)

The land south of Camp Road has not performed its intended role with the development of tourist related activities being minimal. A review of approved tourist uses in this area indicate the market for tourist development is minimal with the majority of approved uses not proceeding. This indicates that the original strategy to create Camp Road as a tourist precinct has not succeeded.

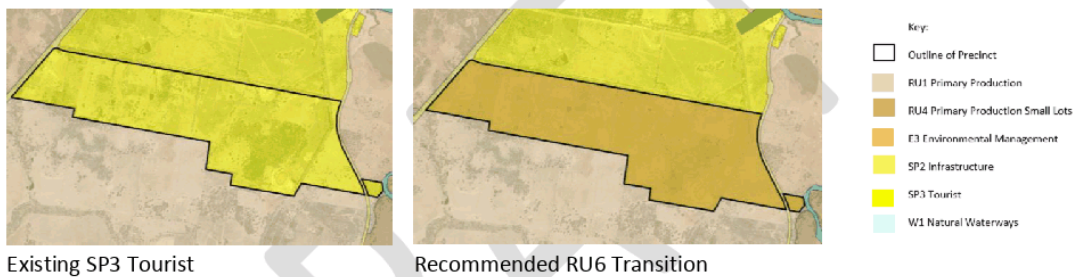
It is considered there are various reasons for Camp Road not succeeding:

- The area suffers from distance to the Dubbo CBD.
- The area lacks surrounding amenities for use by visitors making staying within CBD more attractive.
- Due to minimal commercial development and activity on Camp Road, minimal embellishment has occurred to encourage more development.

- The zoo has expanded into accommodation at varying price points and provides a direct connection with zoo related activities. It is considered this would result in the financial viability of developing accommodation on Camp Road by a private developer somewhat more difficult.

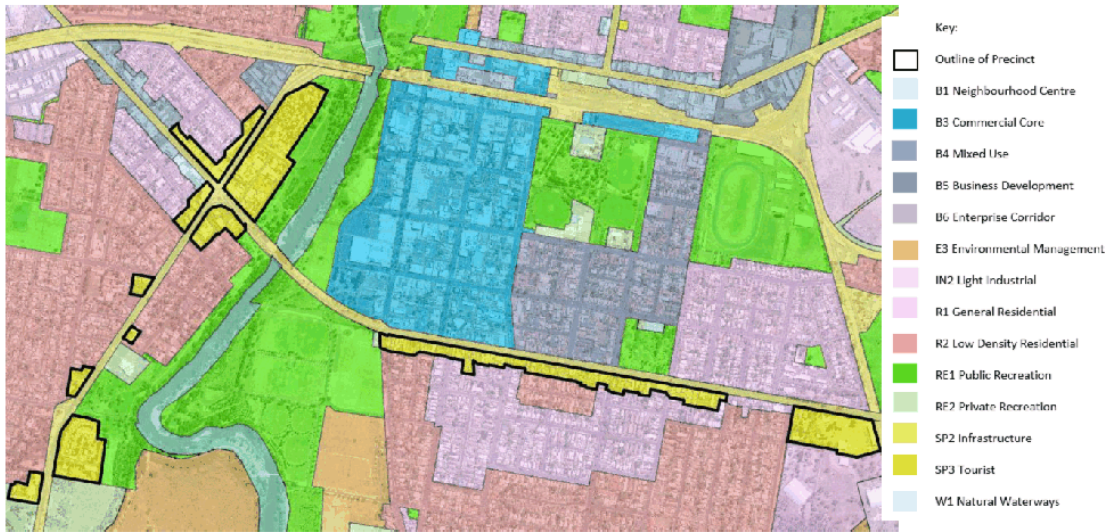
It is recommended that the land zoned SP3 south of Camp Road be rezoned to RU6 Transition. It is considered that a predominantly tourist related zoning in this location does little to support the operation of the zoo, however allowing large lot residential development to occur would assist with improving the amenity, embellishment and revitalisation through increased development activity.

As part of the considerations with a RU6 Transition zone, an appropriate minimum lot size will need to be considered to ensure any large lot residential development does not impact the zoo activities, rural activities to the south, existing tourist related development and existing residents on Camp Road.



Structure Planning

As part of the consideration to rezone the land south of Camp Road to mixed semi-rural and tourist zone. Given the opportunities which would arise for development and to ensure future development can occur in a strategic and cohesive manner, a structure plan should be prepared to provide overarching guidance for future development

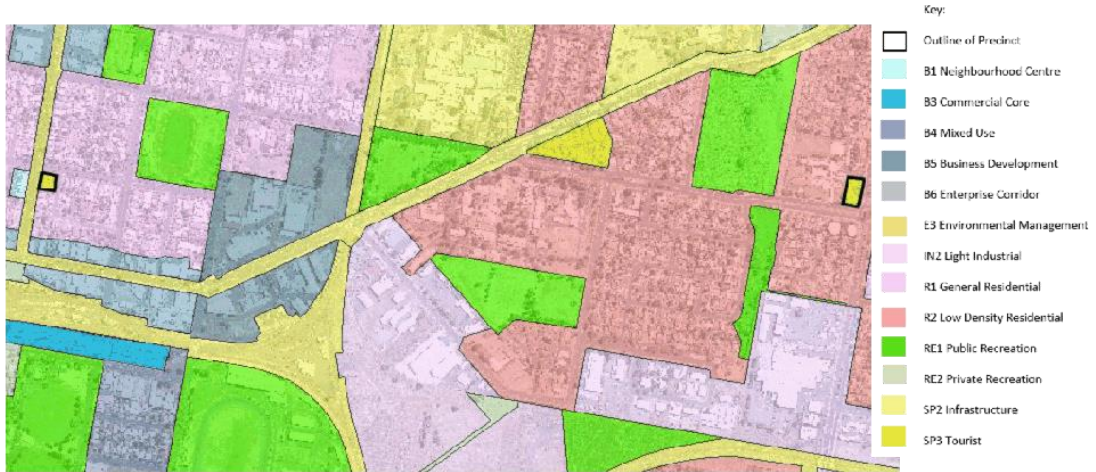


12.13.2 Central Tourist Strips
Precinct Map 21: Central Tourist Strips

This tourist precinct is zoned SP3 Tourist and located along the Highway corridors leading into Dubbo. The zones run along the south of Cobra Street and along east and west of Whylandra Street.

Land Area	30.4 ha
Vacant Area	5.3 ha
Occupied Area	25.1 ha
Gross Floor Area	79,241m ²
Planning Principles	<ul style="list-style-type: none"> • Maintain Dubbo as the major employment and service centre of the Orana region. • Ensure an adequate supply of appropriately located and serviced employment lands are maintained to facilitate short-term, medium-term and long-term growth. • Any proposals for new employment lands are adequately planned for to meet the long-term needs of industries and growth management directions of the City of Dubbo. • Facilitate revitalisation of existing employment lands precincts to meet the changing needs of industry.
Opportunities	<ul style="list-style-type: none"> • Maintain and enhance the established use of the precinct as a traveller service corridor. • Ensure an attractive and distinctive environment for tourist and tourist operations. • Manage the traffic volumes of the corridor without

- compromising passing trade.
- Resolve amenity conflicts with adjoining uses.
 - Potential to support the CBD Precinct.



12.13.3 Tourist Spot Zonings

Precinct Map 22: Tourist Spot Zoning

The Dubbo Local Government Area contains several smaller sites zoned SP3 Tourist outside of the major strips and precincts. The SP3 Tourist sites include Bourke Street and Myall Street/Whylandra Street.

The Bourke Street SP3 Tourist site is located just under two kilometres or a three minute drive north of Dubbo Railway Station. The site is located east of Bourke Street and south of Macleay Street containing accommodation services.

The Myall and Whylandra Street site is located three kilometres or a four minute drive north of Dubbo Railway Station. The site is located on the corner of Myall and Whylandra Street and contains accommodation services.

Council Facility	Land Area (ha)	Vacant Area	Occupied Area	Gross Floor Area
Bourke Street	0.2 ha	0 ha	0.2 ha	1,085m ²
Myall Street/Whylandra Street	0.27 ha	0 ha	0.27 ha	715m ²
Total	0.47 ha	0ha	0.47 ha	1,800m²
Planning Principles	<ul style="list-style-type: none"> • Ensure an adequate supply of appropriately located and serviced employment lands are maintained to facilitate short-term, 			

	medium-term and long-term growth.
Opportunities	<ul style="list-style-type: none">• Ensure an adequate supply of appropriately located and services industrial, commercial, institutional and tourism lands is maintained to meet current and future demand.• Ensure an attractive and distinctive environment for tourist and tourist operations.• Myall/Cobbora Streets - Support the Health, Well-being and Education Precinct as providing short-term accommodation.• Manage amenity conflicts with adjoining uses.• Recognise the relationship between the adjoining B1 neighbourhood centre and this area.

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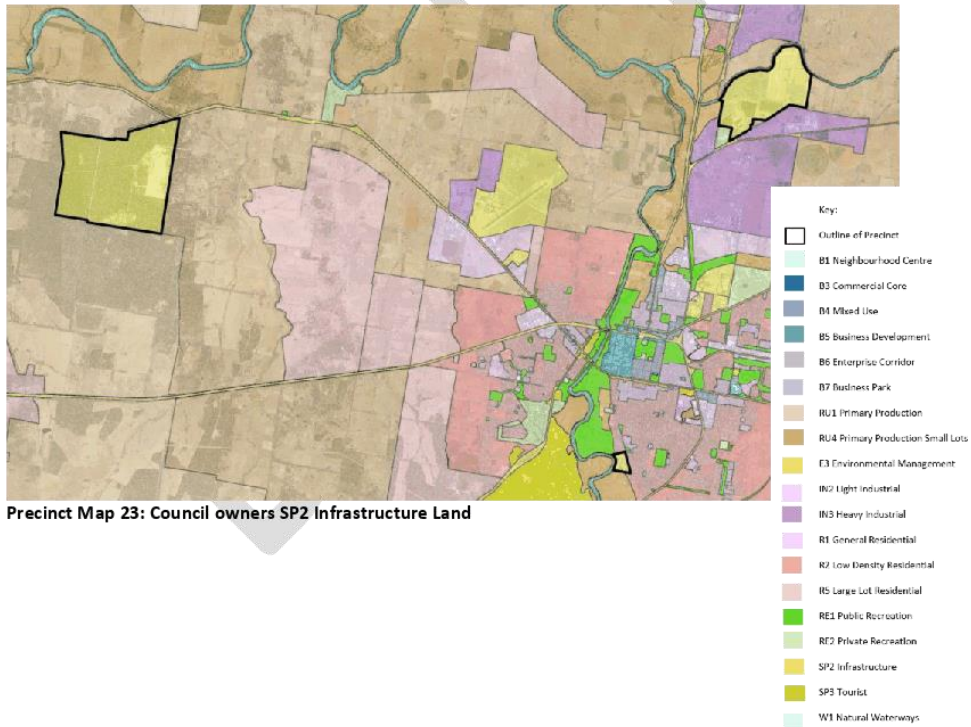
12.14 Infrastructure

12.14.1 Council Infrastructure

The Dubbo Regional Council owns a variety of facilities zoned SP2 Infrastructure used to service the Dubbo urban area. The facilities include the Whylandra Waste and Recycling Centre, Dubbo Water Treatment Facility and Bothenba Waste Water Treatment Facility. Whylandra Waste and Recycling Centre is located around 13.8 kilometres or a 13 minute drive to the north west of Dubbo Railway Station. With the facilities distance from Dubbo City contributing to its appropriateness for use as waste disposal/land fill.

The Dubbo Water Treatment Facility is zoned SP2 – Infrastructure and is located just under three kilometres or a seven minute drive to the south of Dubbo Railway Station. The facility fronts Macquarie Street, giving it good connectivity to other parts of Dubbo City.

The Bothenba Waste Water Treatment Facility is zoned SP2 Infrastructure and is located around five and a half kilometres or a seven minute drive to the north of Dubbo Railway Station.



Council Facility	Land Area	Vacant Area	Occupied Area	Gross Area	Floor Area
Whylandra Waste and Recycling Centre	549 ha	0ha	549 ha	1,150m ²	
Water Treatment Facility	13ha	0ha	13ha	2,630m ²	
Boothenba Waste Water Treatment Facility	263ha	0ha	263ha	1,495m ²	
Total	825ha	0ha	825ha	5,275m²	
Planning Principles	<ul style="list-style-type: none"> • Strategically important employment lands are protected from incompatible rezoning's, incompatible uses and land use conflict. • Infrastructure is appropriately planned to encourage sustainable development of employment lands. • Encourage the clustering of industries which share similar synergies. 				
Opportunities	<ul style="list-style-type: none"> • Consolidate infrastructure within existing SP2 Lands. • Monitor population growth in respect to the demand for infrastructure facility. • Support appropriate waste facilities to support the growth of the Dubbo Urban area. • Provide appropriate infrastructure for the facility to function efficiently. 				

12.14.2 NSW Railway and Kokoda Place

SP2 Infrastructure zoned land outside of the major precincts and Councils ownership includes NSW Rail and Essential Energy.

The NSW Rail land is zoned SP2 Infrastructure and is in the immediate locality of the Dubbo Railway Station. The land is separated into four isolated areas which are connected by the SP2 Infrastructure zoning.

The land located at Kokoda Place is zoned SP2 Infrastructure and is a one minute drive or 1 kilometre from the Dubbo Railway Station. The precinct contains an Army Reserve building and several railway support buildings.



Precinct Map 24: NSW Railway and Kokoda Place SP2 Infrastructure Land

Council Facility	Land Area	Vacant Area	Occupied Area	Gross Area	Floor Area
NSW Rail	4ha	0.2ha	3.8ha	6228m ²	
Kokoda Place	1.1ha	0ha	1.1ha	1,651m ²	
Total	5.1ha	0.2ha	4.9ha	7,879m²	
Planning Principles	<ul style="list-style-type: none"> • Infrastructure is appropriately planned to encourage sustainable development of employment lands. 				

Opportunities	<ul style="list-style-type: none">• Support the importance of the rail infrastructure for the economic prosperity of Dubbo.• Provide appropriate infrastructure for the facility to function efficiently.• Consolidate infrastructure within existing SP2 Lands• Monitor population growth in respect to the demand for this facility.• Kokoda Place supports the community uses nature of the area.
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Recommendation

Kokoda Place sub-precinct would appear to be used by the Army Reserve as a training facility and is zoned SP2 Infrastructure (Railway). As the use is not relevant to the railway or the rail corridor investigations should be made for a more appropriate zone for this lot.

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PART FOUR – IMPLEMENTATION

13. Implementing the Strategy

The employment land strategy aims to ensure adequate demand and supply of commercial, industrial and special zoned land to facilitate the concentric growth of Dubbo employment lands. Implementation requires council staff, stakeholders and state agencies to commit to achieving the outcomes and recommendations made within the strategy. Dubbo Regional Council will play the primary role of facilitating the objectives and implementation of this document, utilising statutory and strategic controls.

Recommendations made within this strategy allow future rezoning, structure plans and the general growth of employment lands progress in an orderly manner.

This section of the strategy will identify each recommendation, the reasons for the recommendations and will outline a basic implementation strategy for each key recommendation. Time frames for implementation are described as short, medium or long term. As the nature of population, employment lands and planning trends are constantly changing, Council wishes to focus on facilitating a flexible and practical approach to achieving these recommendations.

Recommendation	Comment	Anticipated Phasing
CBD Expansion	Investigate opportunities to expand the CBD to ensure sufficient retail floorspace supply is provided.	Long Term
Websdale Road B1 Neighbourhood Centre rezoning	Investigate the rezoning of the B1 zone to a residential zone.	Short Term
North West Urban Release Area Neighbourhood Centre	It is estimated that in 30 years' time there will be a catchment size of 7,500 people in this currently undeveloped area. This recommendation should not proceed until the area has seen sufficient residential development.	Long Term
Myall Street Neighbourhood Centre – rezoning investigations of undeveloped land	Investigations with respect to the undeveloped area at the rear of the neighbourhood shop should be undertaken with potential to rezone to residential.	Short to Medium Term
West Dubbo – B5 business Development zone	Investigate an appropriate zone for this precinct.	Short Term
Bourke Street – B6 Expansion East into River Street	Investigations should be made into the viability of expanding the B6 Enterprise Corridor east along River Street.	Short to Medium Term
Health, Well-being and Education Precinct	Investigate an appropriate zone for the R2 land adjacent to the Health, Well-being and Education Precinct to support the significant development occurring and planned to occur.	Short Term
Health, Well-being and	Investigate whether the SP2 land on which Charles	Short

Education Precinct	Sturt Univeristy and Dubbo College Senior Campus is still relevant or if a more appropriate zone is justified.	Term
Health, Well-being and Education Precinct – Macquarie Home Stay	Investigate rezoning the land which Macquarie Homestay is being constructed upon to SP3 Tourist.	Short Term
Health and Education – Structure Plan	Prepare a Structure Plan over the Health, Well-being and Education Precinct to provide overarching guidance and adapability for development of this precinct.	Short Term
Health and Education – SP3 Tourist Expansion (short stay)	The SP3 zone to the south-east contains accommodation services which supports the hospital and the university. As the precinct grows and becomes busier the accommodation services may be expanded.	Medium to Long Term
Airport Precinct – Commercial zone	Investigate a commercial zone in West Dubbo.	Medium to Long Term
Airport Precinct – Structure Plan	Prepare a Structure Plan over the Airport Precinct to provide overarching guidance for the development of this precinct.	Short Term
North Industrial Precinct – Land use conflict	Investigate opportunities to create a buffer between the industrial and residential precincts. Also investigate opportunities to remove residential dwellings from the precinct.	Ongoing
East Dubbo Industrial Precinct –Whealers Lane	Investigate rezoning the IN2 Light Industrial zoned land on western side of Wheelers Lane to a commercial zone.	Short Term
Basalt Road Precinct – Montior Quarry Development	Quarry developments are monitored.	Ongoing
Blueridge – Structure Plan	Prepare a Structure Plan over the Blueridge Precinct to provide overarching guidance for the development of this precinct.	Short Term
Blueridge Precinct – ICA rezoning	Investigate whether further rezoning is required in this area in line with the ICA recommendation.	Long Term
Brocklehurst Precinct – Structure Plan	Prepare a Structure Plan over the Brocklehurst Precinct to provide overarching guidance for the development of this precinct.	Short Term
Brocklehurst Precinct – ICA Rezoning	Investigate whether further rezoning is required in this area in line with the ICA recommendation.	Long Term
Yarrandale Road Precinct – Structure Plan	Prepare a Structure Plan over the Yarrandale Road Precinct to provide overarching guidance for the development of this precinct.	Short Term
Zoo and Camp Road – Structure Plan	Prepare a Structure Plan over the Zoo and Camp Road Precinct to provide overarching guidance for the development of this precinct.	Short Term
Zoo and Camp Road Precinct – Camp Road rezoning	Investigate rezoning of SP3 land south of Camp Road to RU6 Transition zone.	Short Term
Railway and Kokoda Place – Kokoda Place rezoning	Investigate the rezoning of this land to a more appropriate zone.	Short Term

14. Monitoring

It is recommended this strategy generally be reviewed every 5 years to investigate changes in the economy, legislation, policies, community and development trends whilst examining demand and supply forecasts. The economy of Dubbo will be monitored by investigation of the employment characteristics and analysis of the forecasts. Planning legislation changes and planning trends will be monitored to facilitate the most modern and dynamic planning principals are implemented correctly and where appropriate. The communities vision for employment lands forms a critical component of public exhibition to encourage integration of Council policies and community views and aspirations.

The monitoring process is key in ensuring that the employment land strategy represents a living document creating synergies with Dubbo's employment lands. The process will support the document ensuring relevant population demographics, legislation, employment trends and forecast are discussed to achieve the orderly growth of employment lands in the former Dubbo LGA.

DRAFT



REPORT: Planning Agreement Policy (No Value Capture) - Results of Public Exhibition

AUTHOR: Senior Strategic Planner
REPORT DATE: 4 September 2018
TRIM REFERENCE: ID18/1414

EXECUTIVE SUMMARY

Council at its meeting on 13 August 2018 considered a report in respect of a draft Planning Agreement Policy (no Value Capture proposal). Council, in consideration of the report resolved as follows:

1. *That the draft Policy for Planning Agreements, included here in Appendix 1 of the report, be endorsed for the purposes of public exhibition only.*
2. *That the draft Policy for Planning Agreements be placed on public exhibition for a period of 14 days.*
3. *That correspondence be provided to all relevant stakeholders.*
4. *That following completion of the public exhibition process, a further report be provided to Council for consideration, including any submissions received."*

The draft Policy was placed on public exhibition from Monday 27 August 2018 to Monday 10 September 2018, inclusive. No submissions were received during the public exhibition period.

As no submissions were received during the public exhibition period, it is considered that no amendments to the draft Policy are necessary.

It is recommended that the draft Council Policy for Planning Agreements, as exhibited and provided here in **Appendix 1**, be adopted by Council.

ORGANISATIONAL VALUES

Customer Focused: The Planning Agreement Policy has been designed to provide consistent and clear information to the Development Industry and to the community in respect of Council's requirements for Planning Agreements.

Integrity: The Policy will guide Council and the Development Industry in respect to the preparation of Planning Agreements in accordance with the requirements of the Environmental Planning and Assessment Act, 1979.

One Team: Preparation of Planning Agreements requires the involvement of staff across various divisions within the organisation.

FINANCIAL IMPLICATIONS

Planning Agreements allow Council to negotiate an alternative means of generating income sources to fund public amenities, infrastructure and services or collect monetary contributions outside of the traditional developer contributions framework.

Ultimately, Planning Agreements provide a process for the provision of infrastructure and services faster than regular developer contributions under Section 7.11 and Section 7.12 of the Environmental Planning and Assessment Act, 1979.

POLICY IMPLICATIONS

This report recommends that Council adopt a draft Policy for preparing Planning Agreements.

If the draft Policy is ultimately adopted by Council, the Policy will guide the use of and how and when Council will enter into Planning Agreements.

RECOMMENDATION

- 1. That the draft Policy for Planning Agreements, included here in Appendix 1, be adopted.**
- 2. That an advertisement be placed in the local print media advising of Council's adoption of the Planning Agreement Policy.**
- 3. That the Planning Agreement Policy commence operation from the date it is advertised in local print media.**
- 4. That relevant stakeholders be advised of the Planning Agreement Policy's adoption.**

Lee Griffith
Senior Strategic Planner

BACKGROUND

Council at its meeting on 23 July 2018 considered a report in respect of a draft Planning Agreement Policy, including the value capture proposal. Council, in consideration of the report resolved as follows:

- “1. That a comprehensive review be undertaken of all development contributions across the board and a report be presented to the February Ordinary Meeting of Council.*
- 2. That there be an ongoing consultation process with all relevant stakeholders whilst the review is being undertaken.”*

Notwithstanding Council’s resolution as provided above, there remains a need to seek the adoption of a Planning Agreement Policy (without Value Capture), to assist in Council’s processing and consideration of requests to enter into a Planning Agreement and to provide the development industry and the public with clarity around the Planning Agreement process.

The Planning, Development and Environment Committee at its meeting on 13 August 2018 considered a report in respect of a draft Planning Agreement Policy, with the relevant components of the proposed Value Capture removed. Council, in consideration of the report resolved as follows:

- “1. That the draft Policy for Planning Agreements, included here in Appendix 1 of the report, be endorsed for the purposes of public exhibition only.*
- 2. That the draft Policy for Planning Agreements be placed on public exhibition for a period of 14 days.*
- 3. That correspondence be provided to all relevant stakeholders.*
- 4. That following completion of the public exhibition process, a further report be provided to Council for consideration, including any submissions received.*

The purpose of this report is to provide the results of the public exhibition period and to seek Council’s adoption of the draft Policy.

REPORT

The Planning, Development and Environment Committee at its meeting on 13 August 2018 considered a report in respect of the draft Council Policy for Planning Agreements (No Value Capture Proposal).

The Committee in consideration of the report resolved to place the draft Policy on public exhibition for a period of 14 days and provide correspondence to all relevant stakeholders.

1. Public Exhibition

The draft Policy for Planning Agreements (no Value Capture proposal) was placed on public exhibition from Monday 27 August 2018 to Monday 10 September 2018, inclusive.

The draft Policy was displayed at the Civic Administration Building, Dubbo, the Dubbo Branch of the Macquarie Regional Library and Council's website. An advertisement was also placed in local print media on 27 August 2018.

In addition, correspondence was sent to relevant stakeholders, including those contained in Council's Planning and Development Forum contacts list, the NSW Real Estate Institute (Orana Division) and local developers.

No submissions were received during this period in respect of the draft Policy.

It is recommended that the draft Council Policy for Planning Agreements (no Value Capture proposal) be adopted by Council.

SUMMARY

This report has sought Council's consideration of a draft Policy for Planning Agreements (**Appendix 1**). The draft Policy will assist Council's processing and consideration of requests to enter into a Planning Agreement and provide the development industry and the public with clarity around the Planning Agreement process. The draft Policy was placed on public exhibition for a period of 14 days in which no submissions were received.

It is recommended that the draft Policy, attached as **Appendix 1**, be adopted by Council.

Appendices:

- [1](#) Draft Planning Agreement Policy



DUBBO
REGIONAL
COUNCIL

COUNCIL POLICY

Planning Agreements

Date 30 July 2018

Council Resolution Date

Clause Number

Responsible Position Director Planning and Environment

Branch Strategic Planning Services

Division Planning and Environment

Version Draft

TRIM Reference Number ED18/102761

Review Period One (1) Year

Review Date

Consultation

Document Revision History	
Description	Date
Notes	

POLICY

PURPOSE

This Policy establishes a framework to guide the preparation of Planning Agreements. The purpose of this Policy is:

- (a) To establish an efficient, fair, transparent and accountable framework governing the use of planning agreements by the Council;
- (b) To enhance planning flexibility for Council and development proponents through the use of planning agreements;
- (c) To enhance the range and extent of development contributions made by development towards public facilities; and
- (d) To set out the Council's specific policies on the use of planning agreements.

BACKGROUND AND RELATED LEGISLATION

This Policy sets out Dubbo Regional Council's policy and procedures relating to planning agreements under the Environmental Planning and Assessment Act, 1979.

SCOPE

This policy applies to any proposed application by a developer for an instrument change or for development consent relating to any land in the Dubbo Regional Local Government Area.

DEFINITIONS

To assist in interpretation, the following definitions apply:

Term	Definition
Act	Environmental Planning and Assessment Act, 1979.
Development Application	Has the same meaning as in the Act.
Planning Agreement	A voluntary agreement between one or more planning authorities and a Developer: (a) who seeks to change an environmental planning instrument which may be for rezoning or other purpose); or (b) who has made, or proposes to make a Development Application.
Planning benefit	A development contribution that confers a net public benefit, that is, a benefit that exceeds the benefit derived from measures that would address the impacts of particular development on surrounding land or the wider community.
Planning obligation	Obligation imposed by a planning agreement on a developer requiring the developer to make a development contribution.
Public	The community as a whole or, where context requires, a section of the community.
Public benefit	The benefit enjoyed by the public as a consequence of a development

	contribution.
Public facilities	Public infrastructure, facilities, amenities and services.
Public purpose	Includes (without limitation) any of the following: (a) The provision of (or the recoupment of the cost of providing) public amenities or public services; (b) The provision of (or the recoupment of the cost of providing) affordable housing; (c) The provision of (or the recoupment of the cost of providing) transport or other infrastructure relating to land; (d) The funding of recurrent expenditure relating to the provision of public amenities or public services, affordable housing or other infrastructure; (e) The monitoring of the planning impacts of a development; and (f) The conservation and enhancement of the natural environment.
Regulation	The Environmental Planning and Assessment Regulation, 2000.

POLICY

1. Strategic objective for the use of Planning Agreements

Council's strategic objectives with respect to the use of Planning Agreements are as follows:

- (a) To provide an enhanced and more flexible development contributions system for Council;
- (b) To supplement or replace, as appropriate, the application of Section 7.11 and 7.12 of the Act to development;
- (c) To give all stakeholders in development greater involvement in determining the type, standard and location of public facilities and other public benefits;
- (d) To allow the community, through the public participation process under the Act, to gain an understanding as to the redistribution of the costs and benefits of development in order to realise community preferences for the provision of public benefits; and
- (e) To lever planning benefits from development wherever appropriate.

2. Fundamental principles governing the use of planning agreements

The Council's use of planning agreements will be governed by the following principles:

- (a) Planning decisions may not be bought or sold through planning agreements;
- (b) Development that is unacceptable on planning grounds will not be permitted because of planning benefits offered by developers that do not make the development acceptable in planning terms;
- (c) The Council will not allow planning agreements to improperly influence the exercise of its functions under the Act, Regulation or any other Act or law;

- (d) The Council will not use planning agreements for any purpose other than for a planning purpose;
- (e) The Council will not seek benefits under a planning agreement that are unrelated to particular development;
- (f) The Council will not allow the interests of individuals or groups to outweigh the public interest when considering a proposed planning agreement; and
- (g) The Council will not improperly rely on its statutory position in order to extract unreasonable public benefits from developers under planning agreements.

3. Circumstances in which Council will consider negotiating a Planning Agreement

The Council may negotiate a Planning Agreement with a developer in connection with any proposed application by the developer for an instrument change or for development consent relating to any land in the Dubbo Regional Local Government Area.

Some examples of circumstances where Planning Agreement may be appropriate include:

- (a) To compensate for the loss of, or damage to, a public amenity, service, resource or asset caused by the development through its replacement, substitution, repair or regeneration;
- (b) Meet the demands created by the development for new public infrastructure, amenities and services;
- (c) Address a deficiency in the existing provision of public facilities in the Council's Local Government Area;
- (d) Achieve recurrent funding in respect of public facilities;
- (e) Prescribe inclusions in the development that meet specific planning objectives of the Council;
- (f) Monitor the planning impacts of development; and
- (g) Secure planning benefits for the wider community.

The acceptance of an offer to enter into a planning agreement is at the absolute discretion of Council.

4. Acceptability test to be applied to all Planning Agreements

The Council will apply the following test in order to assess the desirability of a proposed planning agreement:

- (a) Is the planning agreement directed towards a proper or legitimate planning purpose having regard to its statutory planning controls and other adopted planning policies and the circumstances of the case?

- (b) Does the planning agreement result in a public benefit?
- (c) Does the planning agreement provide for a reasonable means of achieving the relevant purpose?
- (d) Can the planning agreement be taken into consideration in the assessment of the relevant rezoning application or development application?
- (e) Will the planning agreement produce outcomes that meet the general values and expectations of the community and protect the overall public interest?
- (f) Are there any relevant circumstances that may operate to preclude the Council from entering into the proposed planning agreement?

5. Relationship to Section 7.11 or Section 7.12 contributions

Normally public benefits in Planning Agreements are additional to required contributions. By exception, a Planning Agreement may partly or fully exclude the application of section 7.11 or section 7.12 contributions in relation to developments, the subject of a Planning Agreement.

The ability in a Planning Agreement to partly or wholly exclude the application of section 7.11 or section 7.12 contributions gives Council a degree of flexibility to redistribute the financial, social and environmental costs and benefits of a development. This flexibility provides the opportunity to address issues that may not have been anticipated or may not be able to be appropriately addressed with the more rigid requirements of section 7.11 or section 7.12 contributions.

Where a Planning Agreement partly or fully excludes the application of section 7.11 or section 7.12 contributions, the Act prevents Council from imposing a condition of development consent requiring the payment of those contributions except to the extent that it requires the payment of the balance of those contributions where the Planning Agreement only partly excludes them.

A Planning Agreement may also exclude the benefits provided under such agreement being considered in the assessment of section 7.11 or section 7.12 contributions. In such cases, the Act precludes the application of section 7.11(6) which would otherwise require the consideration of any land, money or material public benefit contributed to the consent authority when assessing section 7.11 contributions or 7.12 contributions.

6. Public notification

A Planning Agreement cannot be entered into, amended or revoked unless public notice is given and the Planning Agreement is first made publicly available for inspection for a minimum period of 28 days.

If the Planning Agreement is in connection with a Development Application, the public notice shall be given, if practicable, as part of the public notification of the Development Application.

If the Planning Agreement is in connection with a proposal for an Instrument Change, the public notice shall be given, if practicable, as part of any public notice of the relevant planning proposal.

Amendments may be required as a result of public submissions or for other reasons. Where amendments are required to a draft Planning Agreement, the amended draft Planning Agreement may be re-exhibited at Council's discretion.

7. Pooling of Development Contributions

Where a proposed planning agreement provides for a monetary contribution by the developer, the Council may seek to include a provision permitting money paid under the agreement to be pooled with money paid under other planning agreements. Pooling may be appropriate to allow public benefits to be provided in a fair and equitable way, particularly essential infrastructure anywhere in the Dubbo Regional LGA.

8. Methodology for valuing public benefits under a Planning Agreement

The value of a benefit proposed under a Planning Agreement will be determined prior to the agreement being publicly notified.

a) Dedication of land

Where the Development Contribution under a Planning Agreement includes the dedication of land and the value of that land is to be taken into account, Council may seek the services of an appropriately qualified land valuer as appointed by Council and at the cost of the Developer in order to value the land being dedicated.

b) Works for a public purpose

If a Development Contribution under a Planning Agreement is for the carrying out of works for a public purpose, Council may value that Development Contribution on the basis of a cost estimate for the works. This may be prepared by a suitably qualified professional, such as a quantity surveyor, appointed by Council and paid for by the proponent.

c) Works required as part of a development consent

In the event a Planning Agreement proposes works and services that would normally be provided as a condition of development consent, those works and services will be deemed to have no value under the Planning Agreement.

9. Costs

The costs of preparing, negotiating, executing, varying and monitoring compliance with the Planning Agreement, including any external or internal costs to Council together with the cost of employing independent consultants and/or independent third parties are all costs associated with entering into a Planning Agreement. Generally, Council will require that all reasonable costs are met by the Developer.

10. Registration of planning agreements

In accordance with Section 7.6 of the Act, Council will generally require a planning agreement to contain a provision requiring the developer to agree to registration of the agreement on the title to the land to which the agreement applies. The costs associated with the registration shall be borne by the developer.

11. Monitoring and review

Council will monitor the performance of the Developer's obligations under the Planning Agreement.

RESPONSIBILITIES

The Director Planning and Environment is responsible for the enforcement of this Policy.

DRAFT



DUBBO REGIONAL
COUNCIL

REPORT: Council Assisted Clean-up at Nanima Village Wellington

AUTHOR: Manager Social Services
REPORT DATE: 21 August 2018
TRIM REFERENCE: ID18/1329

EXECUTIVE SUMMARY

Nanima Village was established in 1910 on the eastern outskirts of Wellington. Nanima Village was the first Aboriginal Reserve to be established in NSW west of the Blue Mountains with responsibility for the village resting with the Wellington Local Aboriginal Lands Council (WLALC). There have been ongoing issues in relation to the dumping of rubbish and cars in and around the village over a period of time. The WLALC have approached Dubbo Regional Council seeking assistance in the removal of this rubbish and cars along with the waiving of fees associated with the dumping of same at Council controlled facilities. Assistance has also been sought in relation to the placing of bollards to restrict vehicle access into the common land area where most of the rubbish is being dumped. The cost and detail associated with the removal of this rubbish and subsequent dumping is detailed within the body of this report.

ORGANISATIONAL VALUES

Customer Focused: Council is committed to assisting and acting proactively to provide services to those in the community who may lack the resources to undertake fundamental tasks in relation to maintaining their amenity.

Integrity: Council has approached this project with consultation and guidance provided by the Organisation responsible for the area. The project will also be implemented with the assistance of this Organisation.

One Team: This project will be undertaken with the collaboration of a number of Council Divisions and funded programs provided externally to Council.

FINANCIAL IMPLICATIONS

The cost to Council is detailed in the body of this report. Funded for the tipping fees shall be allocated through the Waste Services function with additional required funds being provided as a community services obligation through the Community and Recreation division.

POLICY IMPLICATIONS

The waiving of fees cannot be delegated for determination and accordingly is now before Council for determination.

RECOMMENDATION

- 1. That Council provide use of equipment and work crews in relation to the clean-up, provision of bollards and the waiving of tip dumping fees at Nanima Village noting that this is estimated to cost \$27,118.**
- 2. That Council facilitate financial assistance from a provider of skip bins to offset any cost that may be incurred by Council. Estimated cost being \$3,000.**
- 3. That Council provide advice and support in relation to the clean-up at Nanima Village.**

John Watts

Manager Social Services

REPORT

Nanima Village was established in 1910 on the eastern outskirts of Wellington. Nanima Village was the first Aboriginal Reserve to be established in NSW west of the Blue Mountains with responsibility for the village resting with the Wellington Local Aboriginal Lands Council (WLALC). There have been ongoing issues in relation to the dumping of rubbish and cars in and around the village over a period of time. The WLALC have approached Dubbo Regional Council seeking assistance in the removal of this rubbish and cars along with the waiving of fees associated with the dumping of same at Council controlled facilities. Assistance has also been sought in relation to the placing of bollards to restrict vehicle access into the common land area where most of the rubbish is being dumped. The cost and detail associated with the removal of this rubbish and subsequent dumping is shown below.

Remove rubbish from common land adjacent to Nanima Road (on top of hill above Nanima Village) and install 10 x concrete road blocks. Crew - 1 x 4 man gang for 1 x day	\$6,194
Remove 7 x cars and 2 x caravans to Wellington tip (tip fees free for car bodies and metal caravans provided there is no rubbish inside the vehicles or caravans). Crew - 1 x 4 man gang for 1 x day	\$3,474
Removal of 8 x truck and dog loads of general rubbish from Nanima Village to the Wellington Tip	\$17,450
Provision of 6 skip bins, removal and tip fees for the dumping of rubbish	\$3,000
Total cost	\$30,118

WLALC are responsible for the area located at Nanima Village and will shortly be assuming responsibility for the houses located there. The issue of rubbish dumping has been problematic over the years with not only the residents of Nanima Village dumping rubbish in the village but people either visiting or driving through also dumping rubbish. There is also an ongoing problem associated with the dumping of cars in the village and surrounds.



DUBBO REGIONAL
COUNCIL

REPORT: Increase to Bank Guarantee Facility Limit

AUTHOR: Statutory Reporting Accountant
REPORT DATE: 5 September 2018
TRIM REFERENCE: ID18/1410

EXECUTIVE SUMMARY

The purpose of this report is to consider an increase of Council's bank guarantee facility limit with National Australia Bank (NAB) in relation to major project construction occurring in the Local Government Area. This report recommends that Council increase the facility limit from \$10,000 to \$50,000.

ORGANISATIONAL VALUES

Customer Focused: The construction of major projects that require a bank guarantee can continue without interruption while waiting on additional bank guarantees.

Integrity: All council bank guarantees are placed with a reputable bank.

One Team: Council's banking facility is managed under one portfolio.

FINANCIAL IMPLICATIONS

The bank guarantee facility limit with National Australia Bank will increase from \$10,000 to \$50,000.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

1. That Councils bank guarantee facility limit with the National Australia Bank be increased from \$10,000 to \$50,000.
2. That the Chief Executive Officer be authorised to complete any documentation under delegated "Power of Attorney".

Michael Howlett
Statutory Reporting Accountant

BACKGROUND

Council currently has a bank guarantee facility limit of \$10,000 with National Australia Bank. The limit was created when a bank guarantee in favour of Essential Energy from Dubbo Regional Council was needed to progress construction at the Cootha Sewage Treatment Plant. The frequency of bank guarantees was uncertain at the time the \$10,000.00 limit was set.

It was determined in August 2018 that Council required an additional \$10,000 bank guarantee in favour of Essential Energy to progress construction of the Rural Fire Service training facility. The options provided by National Australia Bank were:

- Option 1 – Proceed with increasing the bank guarantee facility limit
- Option 2 – Not to proceed with increasing the bank guarantee facility limit and wait for the existing bank guarantee to be returned to NAB, to allow a subsequent bank guarantee to be issued.

Essential Energy are placing the following in their “Creation of Easement: Customer Deed” legal document under Section 3.2:

- (1) *The Customer must provide to Essential Energy on or before the date of this Deed, or at any other such time as agreed in writing by Essential Energy, an irrevocable and unconditional undertaking in favour of Essential Energy which:*
 - a) *Does not contain an expiry date before 5 years from the date of this Deed;*
 - b) *Is issued by a bank as defined by the Banking Act 1959 (Cth) or a financial organisation approved by Essential Energy;*
 - c) *Is an amount of \$10,000 or such other amount as required by Essential Energy;*
and
On terms otherwise acceptable to Essential Energy, as security for the performance by the Customer of all of the obligations of the Customer under this Deed (Bank Guarantee).
- (2) *The Customer must at all times ensure the Bank Guarantee is kept current and enforceable and it must be renewed if it is to expire not less than 6 months prior to such expiry date and must be renewed for a period of 5 years or such other period as reasonably nominated by Essential Energy;*
- (3) *If Essential Energy makes a demand on the Bank Guarantee the Customer must provide a replacement Bank Guarantee for the balance of the amount after the demand is made within 7 (seven) days of receiving a request to do so by Essential Energy.*
- (4) *Despite anything contained in this clause, Essential Energy will be entitled from time to time to make a claim on the Bank Guarantee for any amount payable by the Customer pursuant to this Deed if the payment is not made within 7 days of receiving a request for payment from Essential Energy or any amount payable to Essential Energy as a result of any breach of any of the covenants, terms and conditions of this Deed by the Customer.*

- (5) *Following completion of all of the obligations of the Customer under this Deed, Essential Energy shall return any Bank Guarantee it then holds.*

Option 2 is not viable as it is not certain when bank guarantees are returned to Council for cancellation.

NAB have advised Council that it can proceed using option 1 by undertaking the following:

- Chief Executive Officer to sign a Business Letter of Variation document under Power of Attorney.
- Council to provide a copy of the Resolution pursuant to which it has agreed to enter into and execute the Business Letter of Variation document in favour of NAB.
- The signed Business Letter of Variation document is to be returned to NAB.
- A 'Bank Guarantee Request' is to be signed by two of Council's signatories and returned to NAB when a new bank guarantee is to be issued.



DUBBO REGIONAL
COUNCIL

REPORT: Sale of Council land - Lot 24 DP 715331

AUTHOR: Manager Property Assets
REPORT DATE: 3 September 2018
TRIM REFERENCE: ID18/1402

EXECUTIVE SUMMARY

Lot 24 DP 715331 is a narrow strip of land adjoining Fitzroy Street that was required to be dedicated to Council by the adjoining owner in 1985 for future road widening. In 1996, the RTA (now RMS) confirmed road widening plans were not proceeding.

The adjoining owner has sought to reacquire Lot 24 from Council on at least three occasions, since 1996, but this has not been finalised due to different circumstances each time. The adjoining owner is again pursuing the reacquisition of Lot 24.

A valuation was undertaken in 2014 on behalf of Council with an assessed market value of \$13,000 exc. GST. This sale price is deemed to still be relevant given that Lot 24 has no development potential and a single land parcel, it is zoned *E3 – Environmental Conservation*, and is situated within the 1 in 100 flood zone.

ORGANISATIONAL VALUES

Customer Focused: the sale of Council owned Lot 24 will enable the adjoining owner to have legal access to a public road.

Integrity: the sale price has been arrived at using an independent valuation firm engaged by Council.

One Team: Other Divisions within Council have been consulted regarding the proposed sale of Lot 24.

FINANCIAL IMPLICATIONS

The proceeds of the sale of Lot 24 DP 715331 will be retained in the Property Assets portfolio to fund miscellaneous property investigations on behalf of all Divisions of Council.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

1. That Council owned Lot 24 DP 715331 be sold to the owner of adjoining Lot 201 DP 1210163 for \$13,000 exc. GST.
2. That each party are responsible for their own legal fees.
3. That the Chief Executive Officer be authorised to complete any documentation under delegated "Power of Attorney".

Simon Tratt

Manager Property Assets

BACKGROUND

In 1985 the owner of the adjoining Lot 201 DP 1210163, Laurington Investments Pty Ltd, was required to dedicate the 10 metre wide strip known as Lot 24 DP 715331 for future possible road widening, at no cost to Council. In 1996 the Roads and Traffic Authority confirmed there was no longer any intention to widen this portion of Fitzroy Street.

Lot 24 DP 715331 has an area of 1,878 m² and was reclassified to 'operational land' on 24 December 2004 with Government Gazette No. 204.

In 2010 arrangements were made for Council to sell Lot 24 to the adjoining owner for \$11,700 exc. GST though the sale at that time did not proceed. In June 2014 the adjoining owner again sought to acquire Lot 24. A new valuation was undertaken by Opteon Property Group on behalf of Council with a market value of \$13,000 exc. GST. On 22 October 2014 the adjoining owner agreed to the sale price but again the sale did not proceed due to further considerations to be given by both parties to such sale.



Image 1. Council owned Lot 24 DP 715331 highlighted in red

REPORT

Laurington Investments Pty Ltd is again seeking to purchase back this portion of land so as to provide legal access onto a public road (Fitzroy Street). Currently lot 201 is landlocked.

Lot 24 is entirely impacted by the 1 in 100 flood level, as is the majority of the privately owned adjoining Lot 201. Lot 24 is predominantly zoned *E3 – Environmental Conservation*, with a small section in the southern end of the land parcel zoned *IN2 Light Industrial*.

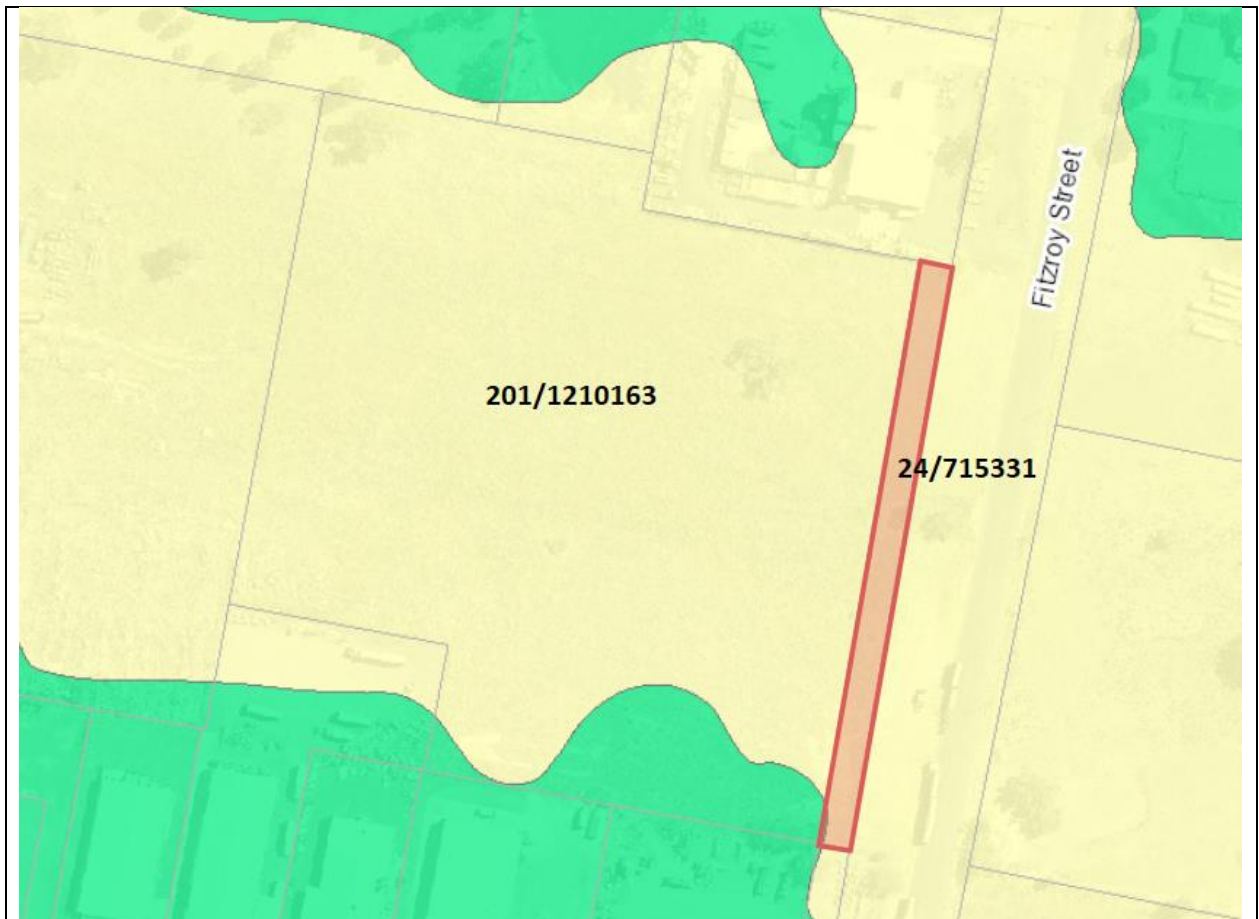


Image 2. Flood impact on Council owned Lot 24 DP 7153331 and surrounding area

Council's Manager Recreation and Open Space has again been consulted regarding the proposed sale of Lot 24 and has advised he has no objection to such sale. Council's former Technical Services Division (now Infrastructure and Operations) provided written confirmation on 10 September 1996 they had no objection to the reacquisition of Lot 24 by the adjoining owner.

As the land is heavily impacted by potential flooding, is zoned for environmental conservation, and is a narrow strip of land that is not capable of being developed independently, there is no upward pressure on land value. There is also no potential buyer other than the owner of adjoining Lot 201. As such, it is deemed appropriate to arrange the sale of Lot 24 for \$13,000 exc. GST as per the 2014 valuation report by Opteon Property.

SUMMARY

The sale by Council of Lot 24 DP 715331 to the owner of adjoining Lot 201 will then provide Lot 201 with legal access to a public road.



REPORT: Proposed Road Closure - Walkway connecting Davidson Drive and Sturt Circle - Disposal to adjoining owners

AUTHOR: Property Development Officer
REPORT DATE: 10 September 2018
TRIM REFERENCE: ID18/1419

EXECUTIVE SUMMARY

In 2014 Council received representations from adjoining owners that the walkway between Sturt Circle and Davidson Drive in East Dubbo should be closed due to antisocial behaviour. Pursuant to works and services committee report WSC14/95 it was resolved at the Council meeting of 22 September 2014 that the closure of the walkway should be pursued.

Notwithstanding, the closure of this walkway has not been attended to and remains outstanding. Accordingly the adjoining owners of 76 Sturt Circle and 13 Davidson Drive have made further representations to council to have the walkway closed as soon as possible.

Consistent with a recent property valuation prepared by Aspect Property dated 7 August 2018, it has now been agreed with the owners of these properties, Mr Michael Madden, and Mr Laurie and Mrs Sharna Boxall, that subject to the required road closure process being fulfilled, they will purchase their portions of the walkway for \$8,415.00 and \$7,560.00 excluding GST respectively.

This agreement is recommended to Council for approval.

ORGANISATIONAL VALUES

Customer Focused: This report is provided to Council to ensure that the closure of a walkway, which has been identified as an area for antisocial behaviour since 2014, is pursued and finalised as soon as possible.

Integrity: The agreement for the purchase of the walkway has been made in accordance with the recommendations of a Property Valuation Report prepared by Aspect Property dated 7 August 2018.

One Team: Council's Property Assets group has directly supported Council's Infrastructure and Operations Directorate in securing an agreements for the disposal of the walkway to two adjoining owners.

FINANCIAL IMPLICATIONS

Council will incur administrative costs associated with the property valuation, road closure process, survey plan and easement creation, plan registration, title adjustments, contract preparations and contract exchange. Costs associated with this would be in the order of \$10,000. The costs to close the pathway will be absorbed by Council. The remaining income from the sale of the land will be held in the restricted asset for road development.

The purchasers are responsible for their own legal costs in relation to this matter.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

- 1. That Council undertake the road closure process required by the Roads Act 1993 to have the walkway between Sturt Circle and Davidson Drive closed.**
- 2. That following the road closure process, a further report be made to Council to consider all submissions made and for Council to make a final decision on the closure.**
- 3. That, subject to a final decision by Council, the portion adjoining 13 Sturt Circle be disposed of to adjoining owner Mr Michael Madden, for \$8,415 excluding GST.**
- 4. That, subject to a final decision by Council, the portion adjoining 76 Davidson Drive be disposed of to adjoining owners, Mr Laurie and Mrs Sharna Boxall, for \$7,560 excluding GST.**
- 5. That the Chief Executive Officer be authorised to complete any documentation under delegated "Power of Attorney".**

Alex Noad

Property Development Officer

BACKGROUND

In 2014, council received representations from adjoining owners about the need to close the walkway between Sturt Circle and Davidson Drive in East Dubbo. The representations were prompted by antisocial behaviour taking place in the walkway, such as vandalism, criminal activity and the disposal of syringes. The representations were supported by a petition of 22 signatories who reside in the local area.

The matter was investigated by the Manager of Civil Infrastructure and Waste at that time and a report was made to Council, resolving that the closure of the walkway should be pursued, through the lodgement of a road closure application to the Department of Industries – Crown Lands, and that negotiations for the disposal of the walkway should be undertaken with the adjoining owners thereafter. The report of the Works and Services Committee WSC14/95 was approved by Council at its meeting of 22 September 2014.

REPORT

The recommendations of the WSC14/95 to pursue the closure of the walkway have not been attended to as required and the walkway has remained open.

As such, the adjoining owners have continued to make representations to Council to have the walkway closed as soon as possible. The adjoining owners, Mr Michael Madden of 76 Sturt Circle, and Mr Laurie and Mrs Sharna Boxall of 13 Davidson Drive have reiterated the antisocial behaviour has continued, that the closure needs to occur, and that they will purchase half of the walkway each upon its closure. The location of the walkway and the location of the adjoining owners are shown in Figures 1 & 2 below.

Responding to this situation, Council has recently had a property valuation of the walkway undertaken with a view to disposing of the laneway to these two (2) adjoining owners. The Valuation Report, prepared by Aspect Property dated 7 August 2018, has identified that the market value of each half (portion) is as follows:

- Sturt Circle portion - \$8,415 exc. GST; and,
- Davidson Drive portion - \$7,560 exc. GST.

The valuation figures are based on the land parcels being ready to offer for sale. As such, Council will absorb the costs of closing the road, preparation of contracts, plan creation and title registration to enable the land to be sold with freehold title.

As of 7 September 2018, the adjoining owners have agreed to purchase their respective portions of the laneway at these market values, subject to the road (walkway) closure process being undertaken by Council as required.



Figure 1: Locality of Walkway (green outline) between Sturt Circle and Davidson Drive, adjacent 76 Sturt Circle (orange outline) and 13 Davidson Drive (red outline).



Figure 2: Aerial photo of walkway between Sturt Circle and Davidson Drive to be closed and disposed of to owners of 76 Sturt Circle and 13 Davidson Drive.

In 2018 the road closure process detailed under the Roads Act 1993, was amended to empower Council's to close Council public roads in consultation with the Department of Industry – Crown lands, relevant authorities and surrounding landholders, rather than by an application to Department as was the case in 2014 when the Council resolution pursuant to WSC14/95 was made.

To this end, Council has received a road status report from Infotrack, (an information broker authorised by the NSW Land Registry Services), that the walkway is deemed to be a Council road. Pursuant to the Roads Act 1993, *Clause 38E Effect of notice of Closure*, the walkway would vest in Council upon closure and council may dispose of it to the adjoining land holders as agreed.

Further, pursuant to Roads Act 1993, *'Clause 38A When Council may close council public road'*, it is considered that the walkway is not reasonably required for present or future use, that it is not required for continuity of and existing road network, and that its closure will not prevent practical vehicle access to any surrounding land. When the surrounding road network is viewed and considered, it is apparent that good road and pedestrian connectivity will remain throughout the locality if the walkway is closed.

SUMMARY

The need for the walkway between Sturt Circle and Davidson Drive in East Dubbo to be closed was recognised by Council in 2014. It is an outstanding issue which needs to be attended to by Council.

Two adjoining owners have continued to make representations to council that the walkway should be closed as soon as possible due to continuing antisocial behaviour. Based on a property valuation by Aspect property, it has now been agreed that subject to the required road closure process being fulfilled these owners will purchase their half of the walkway for market value.