

2024/2025
DELIVERY
PROGRAM AND
OPERATIONAL
PLAN





Acknowledgement of Country

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

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Mayor's Message

I am delighted to introduce the 2024/2025 Delivery Program and Operational Plan, marking another significant stride toward our community's sustainable future. Over the last year, your council, led by dedicated councillors, embarked on a journey to tackle pressing challenges head-on. Our collective efforts have laid a strong foundation, setting the stage for an even more focused and ambitious pursuit of prosperity for our community.

The strength and unity within our community are our greatest assets, driving us toward a future where prosperity, growth, and an exceptional quality of life are accessible to all. Our region is a tapestry of opportunities and rich experiences, and our actions in the upcoming year will be a testament to our commitment to harnessing these assets for the betterment of everyone who calls this place home.

Our roadmap for the year ahead is clear: we will engage in strategic planning and forge meaningful partnerships, particularly with entities aligned with the Central-West Oran Renewable Energy Zone, to bring our collective vision to life. A significant portion of our efforts will be dedicated to the renewal of our assets, with an emphasis on enhancing our infrastructure, including bridges and roads across our cities, towns, and villages, to ensure they meet the needs of our growing region.

Improving our assets is more than just an investment in infrastructure; it's a commitment to using them more intelligently and sustainably, paving the way for a future that we can all be proud of. This plan is not just a document but a guiding light for the council, ensuring that every decision made is in the best interest of the vibrant community we serve.

As your elected representatives, we are here to listen, act, and lead with integrity, ensuring that our shared journey toward a brighter future is inclusive, thoughtful, and forward-looking. Let's embrace this journey together, with optimism and a shared vision for the prosperity of our beloved community.

“Our region is a tapestry of opportunities”



Chief Executive Officer's Message

On behalf of the team at Dubbo Regional Council I am pleased to present the 2024/2025 Delivery Program and Operational Plan, which outlines the actions we are committed to delivering for our community in the year ahead.

As the custodian of community infrastructure and in the provision of services to community, the Plan illustrates our commitment to improve the long term financial sustainability of Council, maximise opportunities through collaboration with the other tiers of government and non-government sectors and continue our ongoing focus on business improvement and community engagement.

Our region faces many opportunities and some wicked challenges. They include, but are not limited to, the uncertainties in the national economy juxtaposed with the knowledge that we will be a region that sees billions invested in new energy projects in coming years. A similar tension exists as Council focuses on renewing existing assets to ensure long term sustainability but at the same time we must also invest to meet the needs of a growing and more diverse population.

The Delivery Program and Operation Plan is the result of strategically considering these types of matters against the high level goals of our Towards 2040 Community Strategic Plan and how we can, within our means, put those goals into action over the next twelve months.

We hope you enjoy reading through the 2024/2025 Delivery Program and Operational Plan where you can see the commitment to delivering outcomes for our community.

“the Plan illustrates our commitment to improve the long term financial sustainability...”

Your Elected Councillors



Mayor
Mathew Dickerson



Deputy Mayor
Richard Ivey



Councillor
Joshua Black



Councillor
Lewis Burns



Councillor
Shibli Chowdhury



Councillor
Vicki Etheridge



Councillor
Jessica Gough



Councillor
Damien Mahon

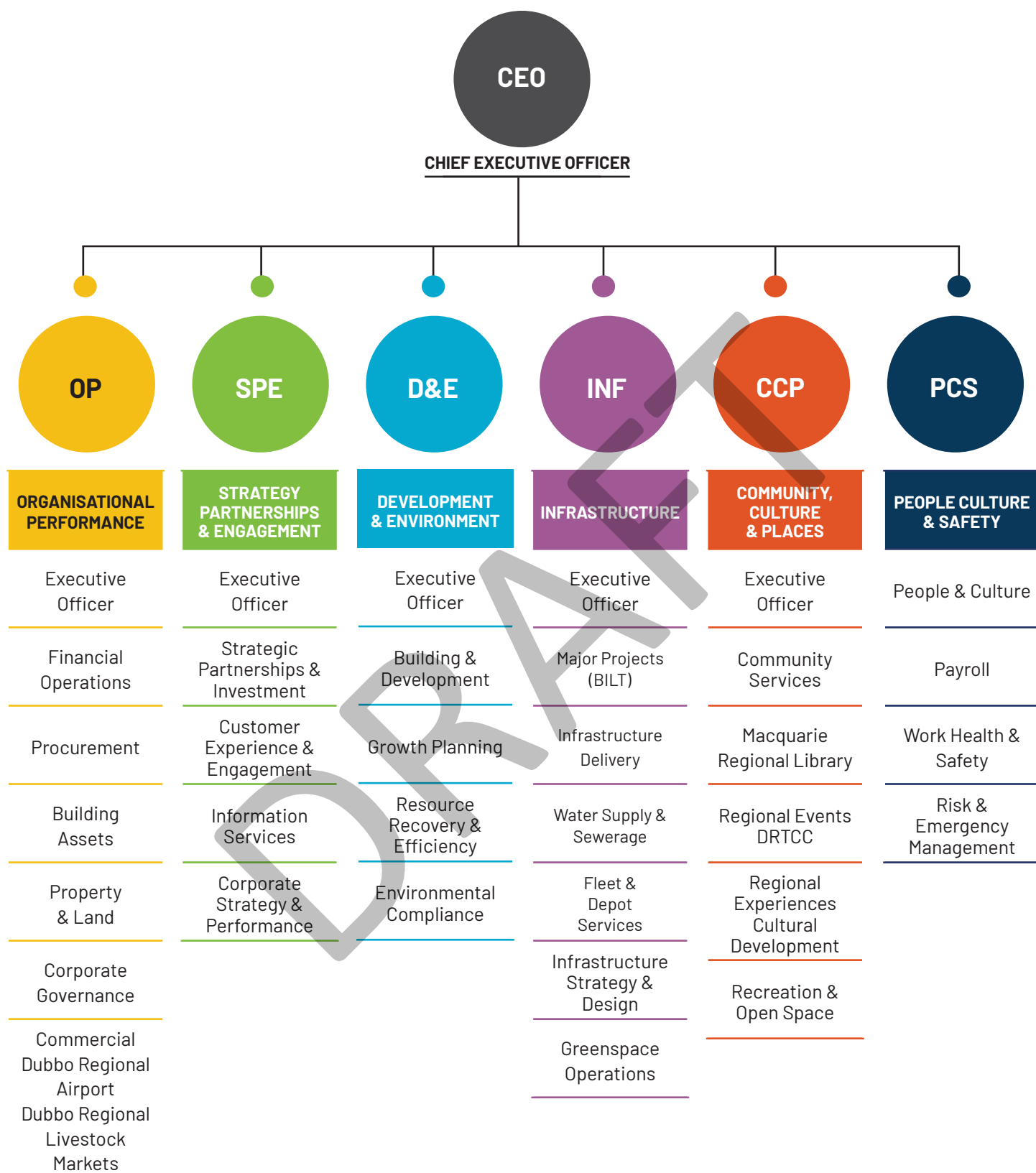


Councillor
Pamella Wells



Councillor
Matthew Wright

Our Structure



Delivering on Community Aspirations

This Plan reflects the final year of the adopted Delivery Program from 2021.

It is presented in alignment with the Towards 2040 Community Strategic Plan which identified the following Dubbo Region community aspirations:



AFFORDABLE LIVING

Variety of housing types, locations and price points

Plan and manage land use



LIFESTYLE OPPORTUNITIES

Growth of villages and rural areas



URBAN INFRASTRUCTURE

Well-maintained road, sewer, water and stormwater infrastructure



VILLAGE INFRASTRUCTURE

Well-maintained, fit for purpose and new infrastructure



ENVIRONMENT AND SUSTAINABILITY

Plan for climate change

Protect and manage natural assets and resources



THRIVING ECONOMY

Strong and diverse local jobs and businesses

Strong visitor economy that attracts significant tourists



CULTURE AND HERITAGE

Variety of culture, history, art and creativity

A range of unique experiences

Recognising First Nations heritage



QUALITY OF LIFE

Quality and variety of public spaces and amenities

Safe and healthy communities



COLLABORATION

Active engagement between the community and Council



TRANSPARENCY

Clear and accountable decision making

Understanding of resource allocation

This Operational Plan reflects the six themes identified in the Community Strategic Plan to create clear alignment on the community aspirations and visions, through to community priorities (the Delivery Program objectives) and the operational level strategies and actions.



HOUSING

We are a well-designed region that includes a variety of housing types, densities, locations and price points



INFRASTRUCTURE

We have well-maintained, fit for purpose and new infrastructure that helps our community grow



ECONOMY

We have a strong and diverse local economy that provides employment opportunities for people of all ages and abilities



LEADERSHIP

We have leaders who are engaged, transparent, accountable, and represent the best interest of our community



LIVEABILITY

We are a diverse, vibrant, safe and healthy region that includes a variety of public spaces and amenities



ENVIRONMENT AND SUSTAINABILITY

We have a healthy natural environment that is resilient to the impacts of climate change and natural hazards

Council is the key driver of the Towards 2040 Community Strategic Plan, but its implementation is the shared responsibility of all community stakeholders. Council has an important role to play in advocating for and partnering with other stakeholders including government agencies, non-government organisations, community groups and individuals.

As the Community Strategic Plan is a Community Plan, not solely a Council plan, for each action Council's role in delivering on the community priorities is identified.



PROVIDER

Deliver the services and programs to meet the needs of the community



LEADER

Act as leaders and identify key community issues that stakeholders should respond to



COLLABORATOR

Support and work in partnership with stakeholders to deliver benefits to the community



ADVOCATOR

We ensure major priorities for the community are known and promoted to other decision-making organisations

Alignment with state and regional priorities

The below table reflects how the priorities of the Dubbo Region community identified in the Delivery Program, and therefore supportive actions in the operational plan, align to key state and regional strategies.

	HOUSING 	INFRASTRUCTURE 	ECONOMY 	LEADERSHIP 	LIVEABILITY 	ENVIRONMENTAL SUSTAINABILITY 
Central Orana Regional Economic Development Strategy (REDS) 2023 Update		✓	✓			
Regional Development Australia – Orana Strategic Plan	✓	✓	✓			✓
NSW Aboriginal Land Council Strategic Plan 2023 - 2026	✓			✓		✓
NSW Department of Planning, Housing and Infrastructure Central West and Orana Regional Plan 2041	✓				✓	✓
NSW Regional Investment Attraction Strategy 2022-2027	✓	✓	✓			✓
National Cultural Policy—Revive: a place for every story, a story for every place Office for the Arts					✓	
2023 Commonwealth Closing the Gap Implementation Plan National Indigenous Australians Agency	✓			✓		

The Operational Plan reflects and incorporates the delivery of regional and corporate strategies and plans adopted by Dubbo Regional Council.

HOUSING 	INFRASTRUCTURE 	ECONOMY 	LEADERSHIP 	LIVEABILITY 	ENVIRONMENTAL SUSTAINABILITY 
Dubbo Urban Areas Development Strategy: Residential	Dubbo Transportation Strategy	Wellington Town Centre Plan	Engagement and Participation Plan	Disability Inclusion Action Plan (2022/2025)	DRC Zero Emissions Fleet Strategy and Implementation Plan
Wellington Settlement Strategy	Drought Contingency and Water Emergency Management Plan	Dubbo CBD Precincts Plan	Dubbo Regional Council Aboriginal Employment Strategy	Dubbo Region Cultural Plan SPARC (2020-2025)	Dubbo Regional Council Net Zero Framework
Dubbo Local Strategic Planning Statement		Smart Region Strategy	Smart Council Strategy	Dubbo Regional Recreation Strategy 2030	Energy Strategy and Implementation Plan 2020-2025
Dubbo North West Urban Release Area Masterplan			Reconciliation Action Plan (RAP) (in draft)	Community Safety and Crime Prevention Action Plan (to be drafted)	Sustainable Waste Strategy (to be drafted)
			Investment Strategy		
			Customer Experience Strategy		

Service Review Program

To meet the Integrated Planning and Reporting (IP&R) requirements of the Office of Local Government all Councils are required to undertake a service review program, and these must be identified within Council's Delivery Program.

Listed below is the adopted 2024 – 2025 Service Review Program. The program identified 8 service areas to be reviewed.

Undertaking these reviews is referenced within the Operational Plan and therefore there will be a level of reporting provided through this Plan. In addition, further detailed reports on the Services Review Program are provided to the Audit, Risk and Improvement Committee quarterly and Council quarterly.

SERVICE REVIEW	SCOPE OF REVIEW
Corporate system review Level 2 review	The review will seek independent advice to review capabilities and shortcomings of corporate system across key functions including service provision from external system providers.
Visitor Information Services – Dubbo and Wellington Level 2 review	The review will establish insight to current service delivery and financial analysis of the Dubbo and Wellington Visitor Information Centres as combined and separate entities and examine accreditation and industry benchmarking. It will also provide analysis of challenges and opportunities and explore opportunities for service delivery partnerships both within Council and with external stakeholders.
Major projects management – internal service delivery: Stage 2 Level 2 review	The review will consider project management systems and processes for capital and non-capital projects across organisation. It will undertake system evaluation in context of project management service structure and strategic asset management requirements.
Major Infrastructure Delivery: Wheelers Lane Stage 1 and 2 Level 1 review	The review will review the project at all stages from design, procurement and installation. It will also assess potential capability and capacity gaps in service delivery as well as opportunities to apply learnings to other infrastructure projects.
Community, recreation and cultural services review: Stage 1 service definition Level 1 review	The review will establish insight to current service delivery of cultural services; recreation services and community services including definition of core services, service levels and performance indicators. It will undertake gap or overlap analysis of each defined service with existing resources and financial capacity.
Airport Operations Level 1 review	The review will consider current service design, structure and capacity in context of regulations, risk and operational requirements in addition to stakeholder expectations and satisfaction.

Evaluation

As Council implements the Delivery Program and Operational Plan, we need to keep track of our progress. Monitoring and evaluation of the Plan ensures that strategies and actions are being provided to our community in a timely and financially sustainable manner.

Council provides progress reporting against the Delivery Program and Operational Plan every six months to Council and community.

Further performance reporting includes:

- Monthly financial snapshot to Council and community
- Monthly facility performance snapshot to Council and community
- Annual report annually
- State of the Region report

A list of Corporate Measures is included as Appendix 1.

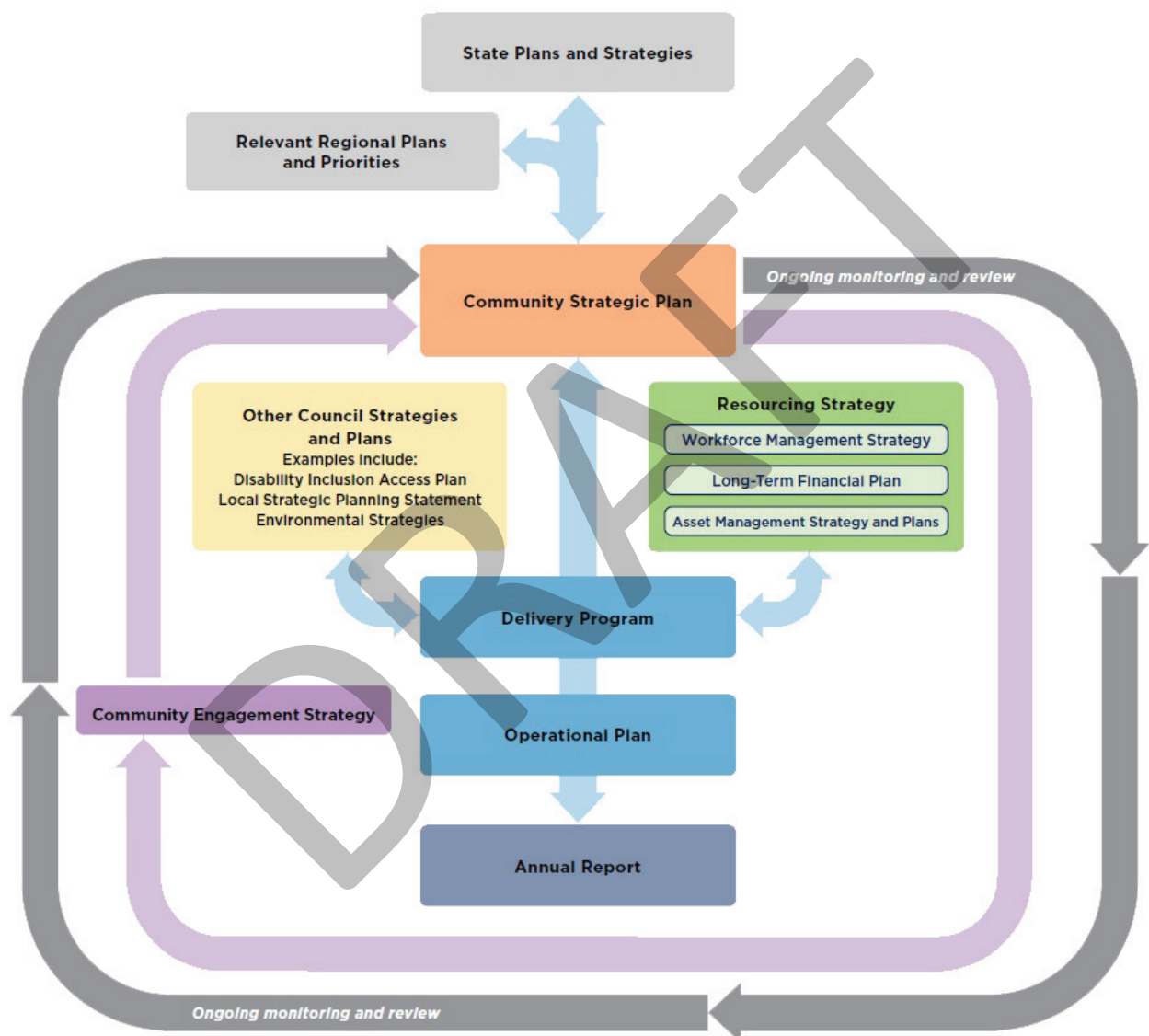


The Integrated Planning and Reporting Framework

The Delivery Program and Operational Plan are part of Council's Integrated Planning and Reporting Framework.

The Framework is a suite of plans that identify a vision for the future and strategic actions to achieve them. It requires Council to undertake 'whole of council' planning for the short, medium and long term future. It allows Council to draw various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future.

The Integrated Planning and Reporting Framework is provided below:



Delivery Program and Operational Plan

How to read this section

This Plan is linked to the Towards 2040 Community Strategic Plan as actions are grouped by themes and strategies. When preparing the Community Strategic Plan, our community identified the following common themes:

1. Housing
2. Infrastructure
3. Economy
4. Leadership
5. Liveability
6. Environmental Sustainability

The actions under each theme and strategy are concise statements of how Council will achieve the overall objectives of the community in one particular area of Council's operations.

A guide to interpreting this Plan is provided below:

Community Strategic
Plan objective

1.1: Housing meets the current and future needs of our community

1.1.1: A variety of housing types and densities are located close to appropriate services and facilities

Action Code	Action Name	Responsible Officer Position
1.1.1.1	Assess applications for residential housing in a timely manner.	Manager Building & Development Services

Delivery Program
strategy

1.1.2: Housing is affordable and secure

Action Code	Action Name	Responsible Officer Position
1.1.2.1	Undertake regular engagement with stakeholders to monitor issues impacting housing affordability and choice.	Manager Growth Planning
1.1.2.2	Investigate mechanisms to incentivise the development and release of new residential zoned land to assist the timely release of new housing supply.	Manager Growth Planning

Council Officer
responsible for
delivering the action

Reference number which links to
relevant CSP Theme

Operational Plan actions to achieve
the objectives of the CSP and Delivery
Program

Theme 1 – Housing

Housing choice, affordability and availability holds great importance across our community. Council holds a number of roles across the housing spectrum, including setting appropriate policy positions through planning instruments, assessing applications in a timely manner, building relationships with stakeholders, and negotiating with government in respect of the need and demand for short-term, public housing and crisis accommodation.

Our Community Expects:

- Red tape to be cut to manage costs for the housing industry
- A variety of housing styles, types and densities
- Planning controls to provide for the development of a variety of housing styles, types and densities
- Rental accommodation to be available at a range of price points
- Residential land to be available in Dubbo and Wellington
- Affordable housing to be available in the region
- Better planning and more opportunities for growth in our villages and rural areas
- Urban renewal to occur in the Dubbo CBD and Wellington Town Centre
- Council to work proactively with the residential development industry to realise the economic potential of the region.

Our Partners:

- Department of Planning and Environment
- Department of Communities and Justice
- Development industry
- Real Estate industry
- Finance industry
- First home buyers
- Residential land owners
- Not-for-profit and affordable social housing providers

Alignment to quadruple bottom line:



Increasing number of housing approvals for diverse housing types



Community satisfaction with Council management of residential development



Assess and determine residential development applications in a timely manner



Level of community satisfaction with Development Approvals



New residential developments support our diverse community needs



Residential Land Monitor maintained

1.1: Housing meets the current and future needs of our community

1.1.1: A variety of housing types and densities are located close to appropriate services and facilities

Action Code	Action Name	Responsible Officer Position
1.1.1.1	Assess applications for residential housing in a timely manner.	Manager Building & Development Services

1.1.2: Housing is affordable and secure

Action Code	Action Name	Responsible Officer Position
1.1.2.1	Undertake regular engagement with stakeholders to monitor issues impacting housing affordability and choice.	Manager Growth Planning
1.1.2.2	Investigate mechanisms to incentivise the development and release of new residential zoned land to assist the timely release of new housing supply.	Manager Growth Planning

1.1.3: Urban renewal occurs in the Dubbo Central Business District and Wellington Town Centre

Action Code	Action Name	Responsible Officer Position
1.1.3.1	Prepare an issues paper for a Dubbo CBD Strategy.	Manager Growth Planning

1.1.4: Public and social housing are integrated into residential areas

Action Code	Action Name	Responsible Officer Position
1.1.4.1	Advocate and collaborate with the State Government and developers to increase the level of affordable community and social housing.	Manager Growth Planning

1.1.5: Development opportunities are communicated to the community

Action Code	Action Name	Responsible Officer Position
1.1.5.1	Undertake regular engagement and education activities with stakeholders to communicate development trends, permissibility of development, and processes.	Manager Building & Development Services

1.2: An adequate supply of land is located close to community services and facilities

1.2.1: Land is suitably zoned, sized and located to facilitate a variety of housing types and densities

Action Code	Action Name	Responsible Officer Position
1.2.1.1	Ongoing Implementation the Master Plan for the North-West Residential Urban Release Area.	Manager Growth Planning
1.2.1.2	Ongoing Implementation of the Master Plan for the Central-West Residential Urban Release Area.	Manager Growth Planning
1.2.1.3	Review and make submissions on proposed changes to the planning system as opportunities arise.	Manager Growth Planning
1.2.1.4	Develop and implement the Master Plan for Keswick Estate.	Manager Property & Land Development
1.2.1.5	Develop and Implement the Master Plan for the residential land in Montefiores.	Manager Growth Planning

1.2.2: Adequate land is available in the villages for development

Action Code	Action Name	Responsible Officer Position
1.2.2.1	Prepare funding opportunities to undertake Large Lot Residential Strategies for land in the peri-urban areas and villages.	Manager Growth Planning

1.2.3: Development is supported by a strategic and affordable infrastructure framework

Action Code	Action Name	Responsible Officer Position
1.2.3.1	Maintain Council's Development Contribution Framework and Planning Agreement frameworks and associated registers.	Manager Growth Planning
1.2.3.2	Assess requests to enter into Planning Agreements in a timely manner.	Manager Growth Planning
1.2.3.3	Review infrastructure contributions plans for Dubbo.	Manager Growth Planning

1.2.4: Rural and productive agricultural land is managed sustainably

Action Code	Action Name	Responsible Officer Position
1.2.4.1	Cumulative impacts of the development of the Central West Orana Renewable Energy Zone (CWOREZ) are strategically planned for.	Manager Growth Planning

1.3: Short-term and emergency accommodation is available

1.3.1: Short-term accommodation is available for the workforce associated with significant infrastructure, major projects and employment generators

Action Code	Action Name	Responsible Officer Position
1.3.1.1	Housing opportunities for short term workers in the region are explored and strategically planned for.	Manager Growth Planning

1.3.2: Crisis and emergency accommodation supports the needs of the community

Action Code	Action Name	Responsible Officer Position
1.3.2.1	Continue to work with State Government and developers to increase the level of crisis and emergency accommodation available.	Director Community Culture & Places

Theme 2 – Infrastructure

The provision and maintenance of infrastructure is a key consideration for Council and the community. Council holds a number of roles in relation to local roads, advocacy for state roads, water, sewer, stormwater, pedestrian and bicycles and generally how we move around the region. The provision of appropriate infrastructure provides economic development opportunities and ensures our community can continue to benefit.

Our Community Expects:

- Urban and rural infrastructure to be well-maintained and fit-for-purpose
- Internet speed to be world standard
- Better mobile and telecommunications coverage in our villages
- Council assets to be managed in a sustainable and cost-effective manner
- The Dubbo Regional Airport to provide access to a variety of destinations
- The Wellington Aerodrome and Recreation Park to remain a vital asset for the Wellington community
- Expanded public transport services
- Additional bridges across the Macquarie River
- Overtaking lanes on the Mitchell Highway between Dubbo and Wellington

Our Partners:

- Transport for NSW
- Australia Rail Track Corporation
- Department of Planning and Environment
- Department of Infrastructure, Transport, Regional Development and Communications
- Transport industry
- Cycling, running and walking groups
- Telecommunications providers
- Energy providers
- Public and community transport providers

Alignment to quadruple bottom line:



Levels of community satisfaction with sealed roads



Levels of community satisfaction with unsealed roads



Levels of community satisfaction with street lighting



Level of community satisfaction with Waste & Recycling Facilities (Dubbo, Wellington & villages)



Levels of community satisfaction with maintenance and provision of footpaths



Passengers utilising airport

2.1: The road transportation network is safe, convenient and efficient

2.1.1: Traffic management facilities enhance the safety and efficiency of the road transport network

Action Code	Action Name	Responsible Officer Position
2.1.1.1	Maintain effective processes to identity, consider and prioritise new or renewed traffic management facilities.	Manager Infrastructure Strategy & Design

2.1.2: The road network meets the needs of users in terms of traffic capacity, functionality and economic and social connectivity

Action Code	Action Name	Responsible Officer Position
2.1.2.1	Implement the 2020 Dubbo Regional Council Dubbo Transportation Strategic Plan in conjunction with Transport for NSW.	Manager Infrastructure Strategy & Design
2.1.2.2	Investigate opportunities to monitor the condition of the road network through smart technology.	Manager Infrastructure Delivery
2.1.2.3	Undertake road infrastructure planning for the Dubbo Urban Release Areas.	Manager Infrastructure Strategy & Design
2.1.2.4	Undertake the design for stage 2 of the Blueridge link road which will connect the new road alignment in Blueridge Estate through to the Mitchell Highway.	Manager Infrastructure Strategy & Design

2.1.3: Additional flood-free road access over the Macquarie River at Dubbo is provided

Action Code	Action Name	Responsible Officer Position
2.1.3.1	Finalise a business case and feasibility analysis for an additional southern crossing of the Macquarie River in Dubbo.	Manager Infrastructure Strategy & Design

2.1.4: Adequate and convenient car parking is available in commercial centres

Action Code	Action Name	Responsible Officer Position
2.1.4.1	Undertake a detailed analysis of car parking requirements in the Wellington CBD that includes identifying future infrastructure needs.	Manager Infrastructure Strategy & Design
2.1.4.2	Undertake a detailed analysis of car parking requirements in the Dubbo CBD that includes identifying future infrastructure needs.	Manager Infrastructure Strategy & Design
2.1.4.3	Monitor parking sensor data from around the Brisbane, Talbragar and Macquarie street shopping precincts in Dubbo, to facilitate greater public access to parking spaces.	Manager Environmental Compliance

2.1.5: Council works collaboratively with government and stakeholders on transport-related issues

Action Code	Action Name	Responsible Officer Position
2.1.5.1	Work with regional stakeholders for the transportation of oversized and over mass components related to the Central West and Orana Renewable Energy Zone.	Director Infrastructure
2.1.5.2	Pursue opportunities for additional funding of road projects through the State and Federal Government.	Manager Infrastructure Delivery
2.1.5.3	Advocate to the State and Federal Government for funding for a business case for the western distributor road that incorporates the needs of heavy freight.	Manager Infrastructure Strategy & Design
2.1.5.4	Advocate to the State Government for additional overtaking lanes on the Mitchell Highway between Dubbo and Wellington.	Director Infrastructure
2.1.5.5	Advocate and collaborate with State and Federal Governments in relation to issues and truck configuration limitations on the Golden Highway.	Director Infrastructure

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

2.2.1: Water and sewer infrastructure and services meet the needs of the community

Action Code	Action Name	Responsible Officer Position
2.2.1.1	Quarterly meetings are held with NSW Health and the Department of Climate Change, Energy, the Environment and Water to review the operation of the Dubbo drinking water supply system.	Manager Water Supply & Sewerage
2.2.1.2	Quarterly meetings are held with NSW Health and the Department of Climate Change, Energy, the Environment and Water to review operation of the sewerage treatment system.	Manager Water Supply & Sewerage
2.2.1.3	Complete the upgrade of Troy Gully Sewerage Pump Station.	Manager Strategy Water Supply & Sewerage
2.2.1.4	Complete the upgrade of Geurie Raw water pump station.	Manager Strategy Water Supply & Sewerage
2.2.1.5	Finalise modelling for the Integrated Water Cycle Management Plan and develop an issues paper.	Manager Strategy Water Supply & Sewerage
2.2.1.6	Complete the fluoride dosing system in Dubbo.	Manager Strategy Water Supply & Sewerage

2.2.2: Solid waste management services meet the needs of the community

Action Code	Action Name	Responsible Officer Position
2.2.2.1	Kerbside domestic waste services are provided to customers in accordance with Council's adopted service levels.	Manager Resource Recovery & Efficiency
2.2.2.2	Prepare and implement the Local Government Area Waste Strategy.	Manager Resource Recovery & Efficiency

2.2.3: Urban drainage systems meet the needs of the community

Action Code	Action Name	Responsible Officer Position
2.2.3.1	Develop and have adopted by Council maintenance service levels for Recreation and Open Space assets.	Manager Recreation & Open Space

2.2.4: Enhanced telecommunications coverage is available in the region

Action Code	Action Name	Responsible Officer Position
2.2.4.1	Collaborate with the Regional Tech Hub (RTH) on the Wellington Project to help resolve connectivity issues for businesses in Wellington.	Manager Strategic Partnerships & Investment

2.2.5: Council maintains infrastructure and delivers services at the adopted service levels as agreed with the community

Action Code	Action Name	Responsible Officer Position
2.2.5.1	Asset Management Plans undergo annual monitoring and review to reflect any changes in asset condition or service levels of the asset portfolio.	Manager Resource Recovery & Efficiency
2.2.5.2	Review Council's building assets to determine the present and future needs and opportunities for these assets.	Manager Building Assets
2.2.5.3	Complete construction of Saxa Road Comobella Bridge.	Manager Infrastructure Delivery
2.2.5.3	Review Council's building assets to determine the present and future needs and opportunities for these assets.	Manager Building Assets
2.2.5.6	Complete construction of Burrendong Bridge Number 1.	Manager Infrastructure Delivery
2.2.5.7	Complete construction of Molong Street Bridge, Stuart Town.	Manager Infrastructure Delivery
2.2.5.8	Complete reconstruction of Ballimore Road.	Manager Infrastructure Delivery
2.2.5.8	Complete rehabilitation Saxa Road (Maryvale - Bakers).	Manager Infrastructure Delivery
2.2.5.9	Commence construction of Blueridge Link Road Stage 1.	Manager Infrastructure Delivery
2.2.5.10	Continue construction of River Street West Collector Road Stage 1 including the intersection on the Newell Highway.	Manager Infrastructure Delivery

2.2.6: Council utilises a modern and efficient plant fleet that meets operational needs

Action Code	Action Name	Responsible Officer Position
2.2.6.1	Complete a full review of light vehicles in consideration of the Zero Emissions Fleet Strategy goals, including consideration of Electric Vehicles and associated infrastructure.	Manager Fleet & Depot Services

2.3: The transportation systems support connections within and outside the region

2.3.1: Appropriate and well-connected rail infrastructure is available

Action Code	Action Name	Responsible Officer Position
2.3.1.1	Advocate to the State Government to improve access and timing for passenger train services to reach major destinations.	Manager Strategic Partnerships & Investment

2.3.2: A network of cycleways and pedestrian facilities is provided and maintained

Action Code	Action Name	Responsible Officer Position
2.3.2.1	Review and implement the Pedestrian Access and Mobility Plan for the Local Government Area.	Manager Infrastructure Strategy & Design

2.3.3: Public transport services are available in our villages

Action Code	Action Name	Responsible Officer Position
2.3.3.1	Undertake activities to understand public transport needs within the Villages and advocate the outcomes.	Manager Strategic Partnerships & Investment

2.3.4: Our community has convenient air access to a variety of destinations

Action Code	Action Name	Responsible Officer Position
2.3.4.1	Establish and maintain partnerships to promote air travel, emergency management and support route viability and affordability.	Manager Dubbo Regional Airport
2.3.4.2	Progress the Wellington Aerodrome and Recreation Park Strategic plan.	Manager Commercial Strategy

2.3.5: Roadside environments and entrance statements are developed and maintained

Action Code	Action Name	Responsible Officer Position
2.3.5.1	Develop and adopt village maintenance and mowing service levels.	Manager Greenspace Operations
2.3.5.2	Identify and respond to notifications of hot-spot areas for illegal dumping and implement appropriate measures where necessary to reduce instances of illegal dumping.	Manager Environmental Compliance

Theme 3 – Economy

The form and function of the local economy, including the importance of our visitor economy, key industry sectors, and attracting further economic development, is a key consideration for Council. Council has a role in providing leadership in the region to both promote the significant economic development opportunities available and to partner with existing business, industry and providers to ensure our workforce has the appropriate range of skills and experience to meet industry demands.

Our Community Expects:

- Local employment opportunities for people of all ages and abilities
- A vibrant and diverse local economy that supports local businesses and opportunities for development, and attracts appropriately-skilled and qualified professionals
- The region to be promoted as a transport and logistics hub
- The region to be promoted as a 'Gateway to Western NSW'
- Revitalised Central Business Districts and Town Centres, with beautification treatments and opportunities for placemaking
- Our villages to be marketed to increase their visitation and economic activity
- The Dubbo Regional Airport to provide access to a variety of destinations
- The Wellington Aerodrome and Recreation Park to remain a vital asset for the Wellington community
- The region to be promoted as a Mining Services Centre and Critical Minerals Hub to create advanced manufacturing jobs
- A variety of agritourism, cultural tourism and visitor economy opportunities
- The benefits of the Brisbane to Melbourne Inland rail to be leveraged for business and industry

Our Partners:

- Destination NSW
- Regional Development Australia
- Chamber of Commerce and business providers
- Tourism and visitor providers
- Education and training institutions
- Department Planning and Environment
- Department of Premier and Cabinet

Alignment to quadruple bottom line:



Community satisfaction with promotion of region as a tourism destination



Community satisfaction with Wellington Caves



Community satisfaction with Old Dubbo Gaol



Increase overnight visitors to the region



Average Accommodation occupancy



Community satisfaction with Council's management of commercial & industrial development

3.1: Visitor economy growth is supported

3.1.1: Diverse and unique visitor opportunities are explored, developed and supported

Action Code	Action Name	Responsible Officer Position
3.1.1.1	Advocate for and support tourism businesses in the region.	Manager Strategic Partnerships & Investment
3.1.1.2	Promote the region on destination marketing platforms and collaborative programs.	Manager Strategic Partnerships & Investment
3.1.1.3	Develop the Visitor Services Action Plan.	Manager Strategic Partnerships & Investment
3.1.1.4	Progress strategic plans and strategies for the Old Dubbo Gaol.	Manager Regional Experiences
3.1.1.5	Progress strategic plans and strategies for the Wellington Caves.	Manager Regional Experiences
3.1.1.6	Complete construction of the Old Dubbo Gaol Heritage Plaza.	Manager Regional Experiences
3.1.1.7	Complete construction of the Macquarie River Foreshore Event Precinct.	Manager Recreation & Open Space
3.1.1.8	Progress the Wiradjuri Cultural Tourism Centre, including an associated community led operating model.	Manager Regional Experiences
3.1.1.9	Council partners with the Taronga Western Plains Zoo on the Regional Tourism Activation Fund Round 2 - New Serengeti Plains Visitor Experience and Eco Accommodation Tourism Infrastructure Project to support the development of unique visitor opportunities.	Director Strategy Partnership & Engagement

Action Code	Action Name	Responsible Officer Position
3.1.1.10	Develop action plan in response to the findings of the Phosphate Mine business case and feasibility analysis.	Manager Regional Experiences
3.1.1.11	Implement and monitor the Marketing Services Action Plan.	Manager Strategic Partnerships & Investment

3.1.2: Events that foster cultural, recreational and community interaction opportunities are supported

Action Code	Action Name	Responsible Officer Position
3.1.2.1	Cultural, recreational and community events are supported through Council's Financial Assistance Policy.	Manager Regional Events
3.1.2.2	Develop the Dubbo Region Events Strategy.	Manager Regional Events
3.1.2.3	The Business Plan for the Dubbo Showground is reviewed and updated each year including the maintenance schedule and asset renewal.	Manager Regional Events
3.1.2.4	The Business Plan for the Wellington Showground is reviewed and updated each year including the maintenance schedule and asset renewal.	Manager Regional Events

3.1.3: Visitor accommodation is available

Action Code	Action Name	Responsible Officer Position
3.1.3.1	Develop and monitor tourism accommodation visitation reports.	Manager Strategic Partnerships & Investment
3.1.3.2	Partner with the State Government and other industry bodies to ensure that tourist and visitor accommodation is protected from the impacts of major projects.	Manager Strategic Partnerships & Investment

3.2: Employment opportunities are available in all sectors of our economy

3.2.1: Employment and investment opportunities for all sectors of the community are fostered

Action Code	Action Name	Responsible Officer Position
3.2.1.1	Develop and maintain strong partnerships with diverse advisory groups, industry representatives and government agencies to encourage economic growth.	Manager Strategic Partnerships & Investment
3.2.1.2	Monitor and review policies and procedures to promote local business especially SMEs and Aboriginal organisations within the LGA.	Manager Procurement
3.2.1.3	Complete civil construction works for Moffatt Estate Stage 4.	Manager Property & Land Development

3.2.2: Traineeships and employment pathways are available for all sectors of the community

Action Code	Action Name	Responsible Officer Position
3.2.2.1	Advocate and support the employment of youth, Aboriginal, long-term unemployed and people with a disability by proponents of major projects.	Manager Strategic Partnerships & Investment
3.2.2.2	Collaborate with local schools, universities, business and government agencies to identify employment pathways and traineeship opportunities.	Manager Strategic Partnerships & Investment
3.2.2.3	Complete a detailed business case for the Renewable Energy Awareness and Career Training (REACT) Centre.	Manager Strategic Partnerships & Investment

3.2.3: The growth, development and diversification of the agricultural industry is supported

Action Code	Action Name	Responsible Officer Position
3.2.3.1	Advocate to government agencies for increased support for business, including the potential to decentralise government services to improve processes for the supply chain for agricultural related products from the region.	Manager Strategic Partnerships & Investment

3.2.4: The Dubbo Central Business District and Wellington Town Centre are supported by commercial activation programs and activities

Action Code	Action Name	Responsible Officer Position
3.2.4.1	Implement and measure outcomes of the Economic Development Services Action Plan.	Manager Strategic Partnerships & Investment

3.3: A strategic framework is in place to maximise the realisation of economic development opportunities for the region

3.3.1: Land is suitably zoned, sized and located to facilitate a variety of development and employment generating activities

Action Code	Action Name	Responsible Officer Position
3.3.1.1	Undertake regular engagement with businesses in regards to land zoning, appropriateness of proposed sites and approval pathways.	Manager Building & Development Services

3.3.2: The Dubbo Central Business District and Wellington Centre are supported by long-term plans

Action Code	Action Name	Responsible Officer Position
3.3.2.1	Implement and monitor opportunities to contribute to the Wellington Town Centre Plan.	Manager Growth Planning

3.3.3: Major investment is proactively attracted and supported in line with regional opportunities

Action Code	Action Name	Responsible Officer Position
3.3.3.1	Provide investment attraction services including; location identification, up to date investment collateral and investor concierge services to assist with positive economic outcomes for the Dubbo Region.	Manager Strategic Partnerships & Investment
3.3.3.2	Collaborate with supply chain businesses to help support a diverse and growing regional economy	Manager Strategic Partnerships & Investment

Theme 4 – Leadership

Council aims to ensure the delivery of the actions and initiatives is achieved by a variety of connected stakeholders, including all levels of government, our community and other interconnected service providers. The long term sustainable use of resources, asset management, financial sustainability and the importance of a united Council ensures our community can continue to benefit.

Our Community Expects:

- Council to be open, transparent and accountable
- To be a key component in Council's decision making processes
- Council to provide a focus on customer service and close the feedback loop
- Our elected officials to work together for the betterment of the region
- Council to sustainably manage finances to ensure there is no impact to land rates
- Council to employ a skilled and experienced workforce to deliver the actions and initiatives included in this Plan
- Council to seek all relevant grant funding opportunities to ensure there are no impacts to land rates
- Positive media coverage of our region

Our Partners:

- Department of Premier and Cabinet
- Office of Local Government
- All members of the community

Alignment to quadruple bottom line:



Level of community satisfaction with the visibility and involvement of elected officials within the community



Level of community satisfaction that decisions by elected body are made in the interest of the community



Engagement with community across a variety of methods



Engagement with community on Council social channels



Level of community satisfaction with Council's provision of information



Level of community satisfaction with Council being a well-run and managed Council

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

4.1.1: Council encourages and facilitates two-way communication with and between stakeholders and the community

Action Code	Action Name	Responsible Officer Position
4.1.1.1	Progress the adopted Community Engagement Strategy including Community Participation Plan 2023-2027 and implement improvement actions.	Manager Customer Experience
4.1.1.2	Provide opportunities for the community to interact and communicate with Councillors.	Manager Governance & Internal Control
4.1.1.3	Conduct a range of civic events and ceremonies, including Australia Day, Remembrance Day and Anzac Day.	Manager Governance & Internal Control
4.1.1.4	Collaborate with neighbouring LGAs to investigate and consider formal boundary adjustments.	Director Strategy Partnership & Engagement

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

Action Code	Action Name	Responsible Officer Position
4.1.2.1	Ensure Council meeting business papers, agendas and minutes are publicly available in accordance with legislation.	Manager Governance & Internal Control
4.1.2.2	Collaborate with community organisations to progress the objectives of the Community Strategic Plan, including supporting community awareness of external grant opportunities.	Director Strategy Partnership & Engagement
4.1.2.3	Implement and measure outcomes of Communication Services Action Plan.	Manager Strategic Partnerships & Investment

Action Code	Action Name	Responsible Officer Position
4.1.2.4	An informed response to the outcomes of the Organisational Sustainability Review and Improvement Plan is provided to new elected body.	Chief Executive Officer

4.1.3: Council provides quality customer service

Action Code	Action Name	Responsible Officer Position
4.1.3.1	Implement and monitor the Customer Experience Strategy.	Manager Customer Experience
4.1.3.2	Monitor the adopted Customer Experience Charter and ensure the standards are followed in relation to customer requests and correspondence.	Manager Customer Experience
4.1.3.3	Expand and promote services available through the DRC&ME Portal.	Manager Customer Experience
4.1.3.4	Ensure business continuity plans are in place for the provision of Council services and implement when required.	Manager Governance & Internal Control
4.1.3.5	Undertake regular surveys to obtain community insights.	Manager Customer Experience

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

Action Code	Action Name	Responsible Officer Position
4.1.4.1	Maintain the Integrated Planning and Reporting Framework.	Director Strategy Partnership & Engagement
4.1.4.2	Ensure governance reports to external agencies comply with statutory requirements.	Manager Governance & Internal Control
4.1.4.3	Review and adopt the Audit Plan in accordance with Audit Risk and Improvement Committee.	Manager Governance & Internal Control
4.1.4.4	Implement the Work Health and Safety Action Plan.	Manager People Culture & Safety
4.1.4.5	Manage and support the Audit, Risk and Improvement Committee to facilitate and enhance risk accountability.	Manager Governance & Internal Control

4.2: The resources of Council are sustainably managed

4.2.1: The system of raising revenue is equitable, and revenue from grants and other income sources is maximised

Action Code	Action Name	Responsible Officer Position
4.2.1.1	Ensure adherence to the Office of Local Government Compliance and Reporting Requirements.	Chief Financial Officer
4.2.1.2	Considered approach to grant attraction opportunities focusing on renewals.	Director Strategy Partnership & Engagement

4.2.2: Technological capabilities meet the requirements of Council and the community

Action Code	Action Name	Responsible Officer Position
4.2.2.1	Implement the Smart Council Strategy Action Plan.	Chief Information Officer
4.2.2.2	Effective service provision of Council's Geographical Information System.	Chief Information Officer
4.2.2.3	Maintain an accurate Land Information System database.	Manager Building & Development Services
4.2.2.4	Progress the Smart Region Strategy.	Manager Growth Planning

4.2.3: A highly skilled, diverse and motivated workforce is maintained

Action Code	Action Name	Responsible Officer Position
4.2.3.1	Implement and revise the Workforce Management Strategy to identify future workforce requirements.	Manager People Culture & Safety
4.2.3.2	Review and align learning initiatives and compliance to ensure value and effective capability building.	Manager People Culture & Safety
4.2.3.3	Support employee feedback and engagement through an annual pulse check and review of action planning.	Manager People Culture & Safety
4.2.3.4	Implement the initiatives designed under the Inclusion Diversity and Belonging strategy.	Manager People Culture & Safety

4.2.4: The business activities of Council provide financial returns to the community

Action Code	Action Name	Responsible Officer Position
4.2.4.1	Implement the outcomes of the Dubbo Regional Livestock Markets Business Structure Service Review.	Manager Commercial Strategy

4.2.5: Service reviews are conducted to improve the performance of Council

Action Code	Action Name	Responsible Officer Position
4.2.5.1	Implement the adopted service review program to inform strategic business planning, organisational performance and Council decision making.	Director Strategy Partnership & Engagement

Theme 5 – Liveability

The quality of life and the liveability of our community is underpinned by a number of key elements, including access to health care, education, safety, community facilities, recreation and open space areas, and a greater understanding of our First Nations and European heritage.

Our community wants opportunities that support wellbeing and a sense of belonging.

Our Community Expects:

- Provision of First Nations communities cultural heritage opportunities
- Effective medical services and facilities to available, including a residential drug and alcohol rehabilitation centre, more specialist medical and allied health practitioners, and greater resources for mental health facilities and services
- 24 hour policing to be provided across the region
- Access to a full range of educational opportunities
- Access to a full range of recreational and sporting opportunities
- Promotion of the heritage assets of Wellington and our villages
- A variety of high quality cultural services and facilities to be available
- Increased opportunities for public art

Our Partners:

- Department of Premier and Cabinet
- Department of Education
- Department of Communities and Justice
- Department of Planning and Environment
- Western NSW Local Health district
- Orana-Mid Western Police
- Aboriginal Land Councils, First Nations organisations and the First Nations community
- Education and training institutions
- Not-for-profit and non-government organisations
- Sporting groups and associations

Alignment to quadruple bottom line:



Level of community satisfaction with sporting grounds



Level of community satisfaction with Event support within the community



Level of Community satisfaction with services for Aboriginal & Torres Straight Islander, Seniors, Youth and Disabled being supported



Community satisfaction with Urban tree maintenance & management



Level of community satisfaction with Library services & programs



Level of community satisfaction with Playgrounds & public spaces

5.1: The health and safety of the community is improved

5.1.1: Effective medical services and facilities are available

Action Code	Action Name	Responsible Officer Position
5.1.1.1	Advocate for appropriate health service provision and collaborate with government agencies and industry to support key work attraction initiatives.	Manager Strategic Partnerships & Investment
5.1.1.2	Work with stakeholders in the Dubbo Health, Education and Wellbeing Precinct to support the growth of services and facilities.	Manager Strategic Partnerships & Investment

5.1.2: The needs of older people and people with a disability are monitored to ensure appropriate services and facilities are available

Action Code	Action Name	Responsible Officer Position
5.1.2.1	Participate in regular interagency groups to inform strategic plans that address the needs of older people and people with a disability.	Manager Community Services
5.1.2.2	Maintain and implement the Disability Inclusion Action Plan.	Manager Community Services

5.1.3: There is an appropriate level of policing in our region

Action Code	Action Name	Responsible Officer Position
5.1.3.1	Implement the adopted Community Safety and Crime Prevention Plan.	Manager Community Services

5.2: Our First Nations communities and cultures are celebrated and enhanced

5.2.1: The health, education and socio-economic status of our First Nations communities is improved

Action Code	Action Name	Responsible Officer Position
5.2.1.1	Provide and maintain an Aboriginal liaison service and participate in advisory groups to support and assist our First Nations community.	Manager Community Services
5.2.1.2	Maintain Supply Nation membership in Council's Procurement Policy to include the First Nations business sector.	Manager Procurement

5.2.2: The culture of our First Nations communities is recognised and celebrated

Action Code	Action Name	Responsible Officer Position
5.2.2.1	Implement Council's Reconciliation Action Plan to address national Closing the Gap initiatives including health, cultural, economic and social outcomes.	Manager Community Services

5.2.3: Items, areas and places of First Nations cultural heritage significance are protected and conserved

Action Code	Action Name	Responsible Officer Position
5.2.3.1	Effective working relationships with First Nations community representatives that deliver protection and enhanced broader community understanding for matters and items of cultural significance.	Chief Executive Officer

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

5.3.1: The social services requirements of our community are identified and met

Action Code	Action Name	Responsible Officer Position
5.3.1.1	Participate in interagency groups in regard to social services issues.	Manager Community Services
5.3.1.2	Community service outcomes are supported with funding in accordance with Council's Financial Assistance Policy.	Manager Community Services
5.3.1.3	Opportunities for community-based partnerships are explored to enhance Council's related services and improve community outcomes.	Director Community Culture & Places
5.3.1.4	Diverse audiences are catered for in corporate and destination communication platforms.	Manager Strategic Partnerships & Investment

5.3.2: A variety of youth activities and entertainment is available

Action Code	Action Name	Responsible Officer Position
5.3.2.1	Develop and implement the Youth Strategy.	Manager Community Services

5.3.3: People have access to a range of burial and interment options

Action Code	Action Name	Responsible Officer Position
5.3.3.1	Develop long term management plans for cemetery facilities and ensure required service support.	Manager Community Services

5.3.4: Our community values domestic, companion and other animals

Action Code	Action Name	Responsible Officer Position
5.3.4.1	Complete construction of the new Dubbo Animal Shelter.	Manager Environmental Compliance
5.3.4.2	Implement an education program to educate residents on the requirements of keeping companion animals.	Manager Environmental Compliance

5.4: Our community has access to a full range of educational opportunities

5.4.1: Access to a variety of high quality education facilities, opportunities and choice is available

Action Code	Action Name	Responsible Officer Position
5.4.1.1	Advocate for appropriate primary, secondary and tertiary education service provision and collaborate with government agencies and industry to support key worker attraction initiatives.	Manager Strategic Partnerships & Investment

5.4.2: Childhood, pre-school and after hours care meets the needs of the community

Action Code	Action Name	Responsible Officer Position
5.4.2.1	Provide and maintain Family Day Care services in Dubbo and Wellington.	Manager Community Services
5.4.2.2	Implement the activity work plan under Communities for Children.	Manager Community Services

5.4.3: Access to a high standard of library services and facilities is available

Action Code	Action Name	Responsible Officer Position
5.4.3.1	Implement the findings of the Macquarie Regional Library Service Review.	Manager Macquarie Regional Library
5.4.3.2	Implement the Macquarie Regional Library Operational Plan.	Manager Macquarie Regional Library

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

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

Action Code	Action Name	Responsible Officer Position
5.5.1.1	Review and implement the Strategic Open Space Master Plan.	Manager Recreation & Open Space
5.5.1.2	Engage with the community in the planning and development of public open space areas.	Manager Recreation & Open Space
5.5.1.3	Implement the Public Open Space Guidelines to identify standards for future development.	Manager Recreation & Open Space

5.5.2: Unique recreation and open space facilities are available

Action Code	Action Name	Responsible Officer Position
5.5.2.1	Complete the repair of flood damage areas of Pioneer Park in Wellington.	Manager Recreation & Open Space
5.5.2.2	Complete the planning proposal for the reclassification and rezoning of Alexander Bell Memorial Park.	Manager Recreation & Open Space
5.5.2.3	Complete design and engagement of contractor for renewal of Elston Park water park.	Manager Recreation & Open Space
5.5.2.4	Complete renewal of Cameron Park pedestrian lighting.	Manager Recreation & Open Space

5.5.3: Our sporting facilities cater for a wide range of events and opportunities

Action Code	Action Name	Responsible Officer Position
5.5.3.1	Actively engage and collaborate with sports user groups and Dubbo Regional Sports Council to support effective asset management and development and viable and responsive service delivery.	Manager Recreation & Open Space
5.5.3.2	Complete irrigation renewal at John McGrath Oval.	Manager Recreation & Open Space
5.5.3.3	Progress irrigation renewals of Victoria Park number 2 and 3 ovals.	Manager Recreation & Open Space
5.5.3.4	Complete construction of amenity block at Victoria Park that meets community needs.	Manager Recreation & Open Space

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

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

Action Code	Action Name	Responsible Officer Position
5.6.1.1	Implement the 2024/2025 action plan (SPARC).	Manager Regional Experiences
5.6.1.2	Develop and curate a season program each year at Dubbo Regional Theatre and Convention Centre offering a diverse range of shows and genres.	Manager Regional Events
5.6.1.3	The Dubbo Regional Theatre and Convention Centre Business Plan is reviewed and updated annually including the maintenance schedule and asset renewal program.	Manager Regional Events
5.6.1.4	Progress and implement the strategic plans and strategies for the Western Plains Cultural Centre.	Manager Regional Experiences

5.6.2: Culturally and Linguistically Diverse peoples' culture and heritage is celebrated

Action Code	Action Name	Responsible Officer Position
5.6.2.1	Collaborate with the culturally and linguistically diverse local community to identify needs and respond to opportunities for celebration.	Manager Community Services
5.6.2.2	Prepare and implement the Master Plan for Multicultural Garden.	Manager Recreation & Open Space
5.6.2.3	Maintain Sister Cities relationships and support opportunities for cultural exchange.	Manager Regional Experiences

5.6.3: Items of heritage significance are protected, conserved and adapted for re-use where appropriate

Action Code	Action Name	Responsible Officer Position
5.6.3.1	Provide a heritage advisory service to protect and enhance heritage assets, and to identify items of heritage significance.	Manager Building & Development Services

Theme 6 – Environmental Sustainability

Our unique natural environment must be preserved while recognising the need for sustainably managing growth and development. Council and our community can become more sustainable by promoting renewable energy, reducing waste and protecting our natural resources. We face national and global challenges that need co-ordinated solutions and education across all levels of society to achieve more sustainable ways of living.

Our Community Expects:

- The use of renewable energy to be encouraged, supported and increased
- Electric vehicles to become more prevalent, with charging stations located in key areas
- Growth and development to be sustainable, with minimal impacts on the environment
- The impacts of climate change to be recognised and planned for
- The impacts on important biodiversity, ecological communities, environmental assets and endangered habitats to be minimised
- To be resilient against natural events and disasters, including fires, flooding and drought
- Master-planning our river environments to guide their use, restoration and conservation

Our Partners:

- Department of Planning and Environment
- Department of Primary Industries
- National Parks and Wildlife Service
- Environment Protection Authority
- State Emergency Services and local emergency management groups
- Development industry
- Local environment groups

Alignment to quadruple bottom line:



Reduction in emissions from Council operations



Ongoing Installation of behind the meter PV systems across Council's facilities



Level of community satisfaction with Environmental education & awareness



Level of community satisfaction with waste & recycling initiatives



Tonnes of Waste recovered (avoiding landfill)



Level of community satisfaction with Council's Planning and response in natural events and disasters

6.1: We achieve net zero emissions

6.1.1: Investment in renewable energy opportunities are encouraged and supported

Action Code	Action Name	Responsible Officer Position
6.1.1.1	Collaborate with the State Government to ensure the deployment of the Central-West Orana Renewable Energy Zone takes a strategic approach to community development.	Manager Growth Planning
6.1.1.2	Implement the Energy Strategy and Implementation Plan.	Manager Resource Recovery & Efficiency

6.1.2: Council buildings and facilities are energy efficient, carbon neutral and utilise renewable energy sources

Action Code	Action Name	Responsible Officer Position
6.1.2.1	A review of the energy use of Council buildings is undertaken to identify opportunities for renewable energy use.	Manager Building Assets
6.1.2.2	Monitor and report the energy performance of Council buildings and facilities via Council's energy management tool.	Manager Building Assets
6.1.2.3	Implementation the application of Council's Sustainable Building Policy.	Director Organisational Performance
6.1.2.4	The Net Zero Framework is implemented.	Manager Resource Recovery & Efficiency
6.1.2.5	Review the top five energy consuming water and sewer sites and investigate opportunities for offsetting Councils electrical costs.	Manager Strategy Water Supply & Sewerage

6.1.3: Alternative modes of transport are available

Action Code	Action Name	Responsible Officer Position
6.1.3.1	Investigate the provision of electric vehicle charging stations, along with opportunities to fund installation of these facilities.	Director Organisational Performance

6.1.4: Existing and new development is sustainable, has sufficient greenspace and efficiently uses resources

Action Code	Action Name	Responsible Officer Position
6.1.4.1	Investigate policy mechanisms to reduce the urban heat effect.	Manager Recreation & Open Space
6.1.4.2	Implement the Street Tree Master Plans and Street Tree Maintenance Guidelines in line with budget and resources.	Manager Recreation & Open Space
6.1.4.3	Implement the Significant Tree Register and the Tree Removal-Amenity valuation for public trees policy.	Manager Recreation & Open Space
6.1.4.4	Further development of a Tree Preservation Order in accordance with the resolutions of Council.	Manager Recreation & Open Space
6.1.4.5	Circular industrial opportunities are targeted for the Region to maximise opportunities from the Central West and Orana Renewable Energy Zone, other major infrastructure and developments in the Region.	Chief Executive Officer

6.2: We recognise, plan for and respond to the impacts of climate change

6.2.1: The impacts of climate change are identified and addressed through collaboration with our community and government

Action Code	Action Name	Responsible Officer Position
6.2.1.1	Council's strategic planning for services and infrastructure incorporates adaptation to the impact of climate change.	Chief Executive Officer
6.2.1.2	Climate change risk planning for Council and Council's assets is included within Council's Risk Management Framework and associated documents by December 2024.	Manager People Culture & Safety
6.2.1.3	Adopt an urban forest tree canopy target and target external funding opportunities such as Voluntary Planning Agreements.	Manager Recreation & Open Space

6.2.2: Water supply is provided efficiently and sustainably to our community

Action Code	Action Name	Responsible Officer Position
6.2.2.1	Promote and encourage water savings initiatives to the community.	Manager Water Supply & Sewerage
6.2.2.2	Investigate activities and funding strategies to ensure long-term water security.	Manager Strategy Water Supply & Sewerage

6.2.3: Waste management processes reduce our environmental footprint and impact on the environment

Action Code	Action Name	Responsible Officer Position
6.2.3.1	Investigate smart technology to improve waste management practices.	Manager Resource Recovery & Efficiency
6.2.3.2	Work with NetWaste on waste projects and opportunities for greater diversion from landfill.	Manager Resource Recovery & Efficiency

6.3: Land use management sustains and improves the built and natural environment

6.3.1: The quality of the Macquarie, Talbragar and Bell river corridors are managed and enhanced

Action Code	Action Name	Responsible Officer Position
6.3.1.1	Review the Parkes and Bushcare Program in line with the adopted Volunteer Framework.	Manager Greenspace Operations

6.3.2: Stormwater discharge into receiving waters is limited

Action Code	Action Name	Responsible Officer Position
6.3.2.1	Implement adopted drainage strategies.	Manager Infrastructure Strategy & Design

6.3.3: Endangered ecological communities, threatened species, habitats and environmental assets are protected

Action Code	Action Name	Responsible Officer Position
6.3.3.1	Investigate funding opportunities targeted to the restoration of degraded environments.	Manager Recreation & Open Space
6.3.3.2	Report on the Weed Action Program (Department of Primary Industry).	Manager Greenspace Operations
6.3.3.3	Assess major infrastructure projects so that they reasonably avoid endangered ecological communities, threatened species, habitats and environmental assets.	Manager Building & Development Services

6.4: We plan for and mitigate the impacts of natural events and disasters

6.4.1: People and property are protected from fire-related incidents

Action Code	Action Name	Responsible Officer Position
6.4.1.1	Implement outcomes arising from the certification of Bushfire Prone Land Mapping.	Director Strategy Partnership & Engagement

6.4.2: Development does not place the community at risk from flood impacts

Action Code	Action Name	Responsible Officer Position
6.4.2.1	Commence the Wellington Flood Study.	Manager Infrastructure Strategy & Design
6.4.2.2	Complete the Ballimore Village Flood Study.	Manager Infrastructure Strategy & Design

6.4.3: Local emergency management organisations and local State Emergency Services are capable of responding to emergencies

Action Code	Action Name	Responsible Officer Position
6.4.3.1	The adopted Local Emergency Management Plan (EMPLAN) is up to date and utilised in emergency situations.	Manager People Culture & Safety
6.4.3.2	Progress the business case and associated government financial support for the strengthening and lengthening of Dubbo Regional Airport runway to cater for Rural Fire Service air fleet.	Director Organisational Performance
6.4.3.3	Coordinate Council's response and assist relevant agencies during emergencies and disasters.	Manager People Culture & Safety
6.4.3.4	Collaborate with Narromine Shire Council to Implement the outcomes of the Drought Resilience Plan.	Manager Strategic Partnerships & Investment

Corporate Measures

THEME	Community Priority	Measures	Target	2023/2024 Baseline	Source
1: Housing	1.1: Housing meets the current and future needs of our community	Level of community satisfaction with range of affordable housing	Greater than 3.0	TBC	Community Insight Survey
		Increasing number of housing approvals for diverse housing types	Single dwellings consist of no greater than 50% of approvals	#new measure	DRC FY Data
		Increasing number of housing approvals for diverse housing types	Single dwellings consist of no greater than 50% of approvals	#new measure	DRC FY Data
		Assess and determine residential development applications in a timely manner	Maintain	#new measure	DRC FY Data
		Residential Land Monitor maintained	6 monthly updates	Updated every six months	DRC Data
		Level of community satisfaction with Development Approvals	Greater than 3.0	TBC	Community Insight Survey
	1.2: An adequate supply of land is located close to community services and facilities	New residential developments support our diverse community needs.	Greater than 3.0	TBC	Community Insight Survey
	1.3: Short-term and emergency accommodation is available	Regular strategic meeting with Social Housing Providers and stakeholders	Minimum four progress meetings a year	4	DRC FY Data
2: Infrastructure	2.1: The road transportation network is safe, convenient and efficient	Levels of community satisfaction with Traffic management	Greater than 3.0	TBC	Community Insight Survey
		Levels of community satisfaction with sealed roads	Greater than 3.0	TBC	Community Insight Survey
		Levels of community satisfaction with unsealed roads	Greater than 3.0	TBC	Community Insight Survey

THEME	Community Priority	Measures	Target	2023/2024 Baseline	Source
	2.2: Infrastructure meets the current and future needs of our community	Levels of community satisfaction with Street lighting	Greater than 3.0	TBC	Community Insight Survey
		Level of community satisfaction with Waste & Recycling Facilities (Dubbo, Wellington & villages)	Greater than 3.0	TBC	Community Insight Survey
		Levels of community satisfaction with maintenance and provision of footpaths	Greater than 3.0	TBC	Community Insight Survey
	2.3: The transportation systems support connections within and outside the region	Community satisfaction with Airports (Dubbo Regional & Bodangora airstrip)	Greater than 3.5	TBC	Community Insight Survey
		Passengers utilising Airport	Increasing	TBC	DRC FY Data
3: Economy	3.1: Visitor economy growth is supported	Community satisfaction with promotion of region as a Tourism destination	Greater than 3.0	TBC	Community Insight Survey
		Community satisfaction with Visitor Information Centres (Dubbo and Wellington)	Greater than 3.0	TBC	Community Insight Survey
		Community satisfaction with Wellington Caves	Greater than 3.5	TBC	Community Insight Survey
		Community satisfaction with Old Dubbo Gaol	Greater than 3.5	TBC	Community Insight Survey
		Increase overnight visitors to the region	Increase 2%	553,200	TRA 2 year average to Sept

THEME	Community Priority	Measures	Target	2023/2024 Baseline	Source
		Increase average spend of domestic night visitors in the region	Increase 2%	\$279	TRA 2 year average to Sept
		Average Accommodation occupancy	Maintain	TBC	DRC Occupancy Report
	3.3: A strategic framework is in place to maximise the realisation of economic development opportunities for the region	Community satisfaction with Council's management of commercial & industrial development	Greater than 3.0	TBC	Community Insight Survey
		Community satisfaction with support for local business development	Greater than 3.0	TBC	Community Insight Survey
		Implementation of Region Economic Development Strategy	Minimum four progress meetings a year	#new measure	DRC Data
4: Leadership	4.1: Council provides transparent, fair and accountable leadership and governance	Level of community satisfaction with the visibility and involvement of elected officials within the community	Greater than 3.0	TBC	Community Insight Survey
		Level of community satisfaction that decisions by elected body are made in the interest of the community	Greater than 3.5	TBC	Community Insight Survey
		Engagement with Community across a variety of methods - YourSay online portal - Average feedback/ conversation rate - Face to Face Community Conversations	Increasing 4.5% 8	#new measure	DRC Calendar year Data

THEME	Community Priority	Measures	Target	2023/2024 Baseline	Source
		Engagement with community on Council Social channels	Increasing	#new measure	DRC Calendar year Data
		Debt Service cover ratio	Greater than 2x*	6.13	DRC Financial Statement
		Level of community satisfaction with Council's engagement with the community	Greater than 3.5	TBC	Community Insight Survey
		Level of community satisfaction with Council's provision of information	Greater than 3.0	TBC	Community Insight Survey
		Unrestricted current ratio	Greater than 1.5x*	3.04	DRC Financial Statement
	4.2: The resources of Council are sustainably managed	Level of community satisfaction with Council's Financial management	Greater than 3.0	TBC	Community Insight Survey
		Level of community satisfaction with Council' being a well-run and managed Council	Greater than 3.5	TBC	Community Insight Survey
		Operating Performance Ratio	Greater than 0%*	-1.44	DRC Financial Statement
		Level of community satisfaction with Council managing commercial business to benefit the community	Greater than 3.0	TBC	Community Insight Survey
		Own source operating revenue ratio	Greater than 60%*	60.16	DRC Financial Statement
		Total Recordable Incident Rate (organisation safety)	Below 4	#new measure	DRC Data

THEME	Community Priority	Measures	Target	2023/2024 Baseline	Source
5: Liveability	5.1: The health and safety of the community is improved	Level of community satisfaction with sporting grounds	Greater than 3.5	TBC	Community Insight Survey
		Level of community satisfaction with Heath inspections & enforcement	Greater than 3.0	TBC	Community Insight Survey
	5.2: Our First Nations communities and cultures are celebrated and enhanced	Implementation of Reconciliation Action Plan	100% of annual actions	TBC	DRC data
	5.3: The lifestyle and social needs of the community are supported	Level of community satisfaction with Event support within the community	Greater than 3.5	TBC	Community Insight Survey
		Level of Community satisfaction with services for Aboriginal & Torres Straight Islander, Seniors, Youth and Disabled being supported	Greater than 3.0	TBC	Community Insight Survey
		Community satisfaction with Urban tree maintenance & management	Greater than 3.0	TBC	Community Insight Survey
		Community satisfaction with Dubbo Regional Theatre & Convention Centre	Greater than 3.5	TBC	Community Insight Survey
		Community satisfaction with Aquatic Centres (Dubbo, Wellington, Geurie)	Greater than 3.0	TBC	Community Insight Survey
	5.4: Our community has access to a full range of educational opportunities	Level of community satisfaction with Library services & programs	Greater than 3.0	TBC	Community Insight Survey
		Level of Community satisfaction with Macquarie Regional Libraries (Dubbo and Wellington)	Greater than 3.5	TBC	Community Insight Survey

THEME	Community Priority	Measures	Target	2023/2024 Baseline	Source
	5.1: The health and safety of the community is improved	Level of community satisfaction with sporting grounds	Greater than 3.5	TBC	Community Insight Survey
		Level of community satisfaction with Heath inspections & enforcement	Greater than 3.0	TBC	Community Insight Survey
	5.5: Our community has access to a diverse range of recreational opportunities	Level of community satisfaction with Playgrounds & public spaces	Greater than 3.0	TBC	Community Insight Survey
		Parks and open spaces for recreational activities	Greater than 3.0	TBC	Community Insight Survey
		Number of bookings for recreation and Open Spaces venues	Increasing	#new measure	DRC Data
	5.6: The diversity of our heritage, cultural services and facilities are maintained and promoted	Level of community satisfaction with Arts & Cultural services & programs	Greater than 3.0	TBC	Community Insight Survey
		Visitation to regional experiences	Increasing	TBC	DRC FY Data (Caves/ODG/WPCC)
		Events at Council Facilities	Maintain	TBC	DRC FY Data (events and Shows at DRTCC, WCC, and Showgrounds)

THEME	Community Priority	Measures	Target	2023/2024 Baseline	Source
6: Environmental Sustainability	6.1: We achieve net zero emissions	Reduction in emissions from Council operations	A 35% reduction in emissions from Council operations by FY 2028	Compared to FY 2022 100,000	DRC Net Zero Framework
		Domestic Waste - FOGO Tonnes per month	Increasing	#new measure	DRC Data
		Domestic waste - Recycling tonnes per month	Increasing	#new measure	DRC Data
		Domestic waste - diverted from landfill tonnes per month	Increasing	#new measure	DRC Data
		Ongoing Installation of behind the meter PV systems across Council's facilities	300kW in FY2024 and 300kW in FY2025	Increase 300 kW per year	DRC Net Zero Framework
	6.2: We recognise, plan for and respond to the impacts of climate change	Level of community satisfaction with Environmental education & awareness	Greater than 3.0	TBC	Community Insight Survey
		Level of community satisfaction with Urban tree preservation planning and planting	Greater than 3.0	TBC	Community Insight Survey
	6.3: Land use management sustains and improves the built and natural environment	Level of community satisfaction with waste & recycling initiatives	Greater than 3.0	TBC	Community Insight Survey
	6.4: We plan for and mitigate the impacts of natural events and disasters	Level of community satisfaction with Council's Planning and response in natural events and disasters	Greater than 3.0	TBC	Community Insight Survey

KEY

#new measure

3.0 indicates more satisfaction with dissatisfaction and DRC aims for satisfaction with these assets, facilities and services areas

3.5 + indicates high satisfaction and DRC aims to achieve high satisfaction with these with these assets, facilities and services areas