



# 2023/2024 DELIVERY PROGRAM AND OPERATIONAL PLAN

# Acknowledgement of Country

Dubbo Regional Council acknowledge the Wiradjuri People who are the Traditional Custodians of the land. Council pay respect to all Elders past, present and emerging of the Wiradjuri Nation and extend that respect to other First Nations peoples who are present.

## Contents

About this document	3
Mayor's Message	4
Chief Executive Officer's Message	5
The Integrated Planning and Reporting Framework	6
Your Elected Councillors	7
Council structure	8
Delivery Program and Operational Plan	9
Theme 1 – Housing	10
Theme 2 – Infrastructure	15
Theme 3 – Economy	25
Theme 4 – Leadership	32
Theme 5 – Liveability	39
Theme 6 – Environmental Sustainability	48
Monitoring and review	54

# About this document

This document incorporates the 2022-2025 Delivery Program and 2023/2024 Operational Plan, which details Council's role in the delivery of services and projects to realise the long-term strategic goals of the community. It should be read in conjunction with the Towards 2040 Community Strategic Plan and Resourcing Strategy.

## Community Strategic Plan

The Community Strategic Plan identifies the main priorities and aspirations for the future of the Local Government Area. It is the highest level strategy that guides and influences the direction of Council, the community and other levels of Government over the coming years. It provides a blueprint for achieving the community's vision for the future, while being flexible and fit-for-purpose over the term of its life.

## Resourcing Strategy

The Resourcing Strategy identifies, in general terms, how Council will allocate resources to deliver the objectives of the Community Strategic Plan it is responsible for. It incorporates the Long Term Financial Management Plan, Workforce Management Strategy and Asset Management Strategy.

## Delivery Program

The Delivery Program identifies the principal activities Council will undertake over the four year Councillor term to implement the strategies and objectives established by the Community Strategic Plan. It addresses the full range of Council's operations, and is the key "go to" document for Councillors as it is a statement of commitment to the community.

## Operational Plan

The Operational Plan is updated annually and identifies the activities and projects Council will undertake during the financial year to address the principal activities in the Delivery Program. The Operational Plan includes an annual budget and revenue policy showing how Council will finance the activities and projects.

The Delivery Program and Operational Plan are combined in a single document to make it easier to understand, easier to read and more straightforward for our community.

# Mayor's Message

I am pleased to present the draft 2023/24 Delivery Program and Operational Plan. A year ago, Councillors provided you with a plan that responded to our environment while also being proactive and meeting upcoming challenges. We have focused on transparency, communication, community collaboration and outcomes. And over the past year, we have delivered on our focus.



We now welcome new challenges over the next twelve months, using this new Delivery Program and Operational Plan to guide us and help ensure we achieve your priorities.

Together as a community we have a strength and focus which ensures our region continues to prosper, grow and provide an excellent and affordable quality of life for all those who decide to live here.

This region is full of great experiences and opportunities.

Looking around the Local Government Area, there is variety offered by the city of Dubbo, the town of Wellington and the villages of Ballimore; Brocklehurst; Elong Elong; Eumungerie; Geurie; Mumbil; Stuart Town and Wongarbon along with the surrounding rural areas. Combined there is an amazing opportunity for great lifestyle and prosperity.

The region also provides excellent visitor experiences and amazing opportunities for everyone to live, work and play.

This plan strives to increase those experiences and opportunities and guide Councillors through the next twelve months as we make decisions as your elected representatives.

# Chief Executive Officer's Message

I am pleased to present the 2023/2024 Delivery Program and Operational Plan, which outlines the actions we are committed to delivering for our community in the year ahead.



Council continues to be focused at the highest level on providing essential services, supporting residents and businesses to thrive, collaborating with other tiers of government to provide the services you need, creating employment opportunities and working hard to improve our financial position.

The actions in this plan are aligned to Council's guiding principles and reflect our integrated approach to planning.

The plan is a blueprint for our staff and our elected representatives in achieving the goals the community has for our region, as well as ensuring services and resources are aligned to meet community expectation and needs.

We face challenges in the year ahead, but these also represent a great opportunity for us and the community. This plan provides us with the road map we follow for the upcoming year.

Council prides itself on its commitment to serving the community and providing you with a transparent, collaborative team that allow us to get the job done.

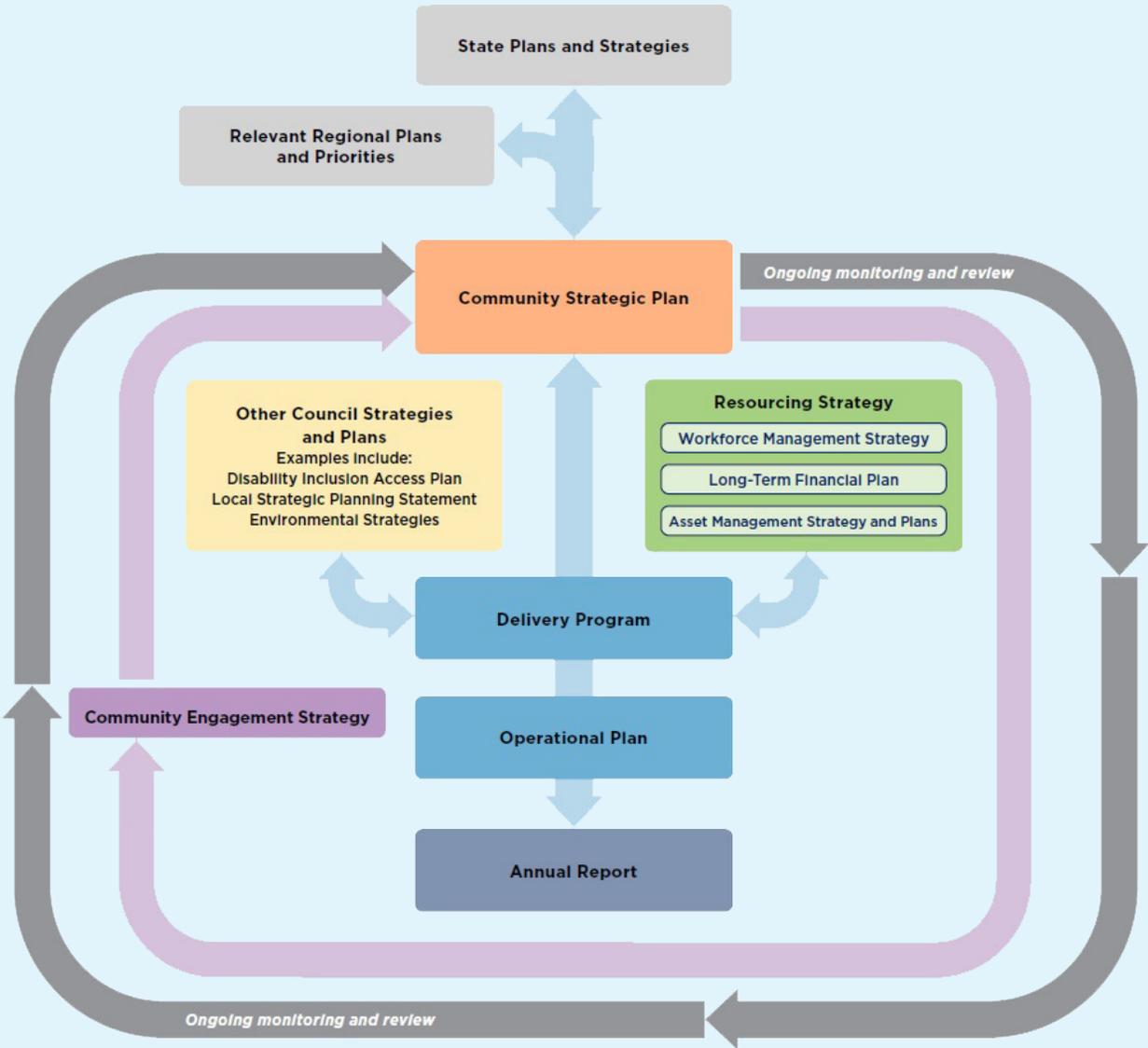
As we look to the year ahead we are guided by your vision for Dubbo – a great quality of life, greater opportunities to grow as a community and our balanced lifestyle and wellbeing.

We hope this report shows your our commitment as we continue to progress through these goals in order to ensure the region remains the best place to live, work and play.

# 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.

Council’s Integrated Planning and Reporting Framework is provided below:



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.

# 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

# Council structure

Council delivers services to the community through five divisions.



# Delivery Program and Operational Plan

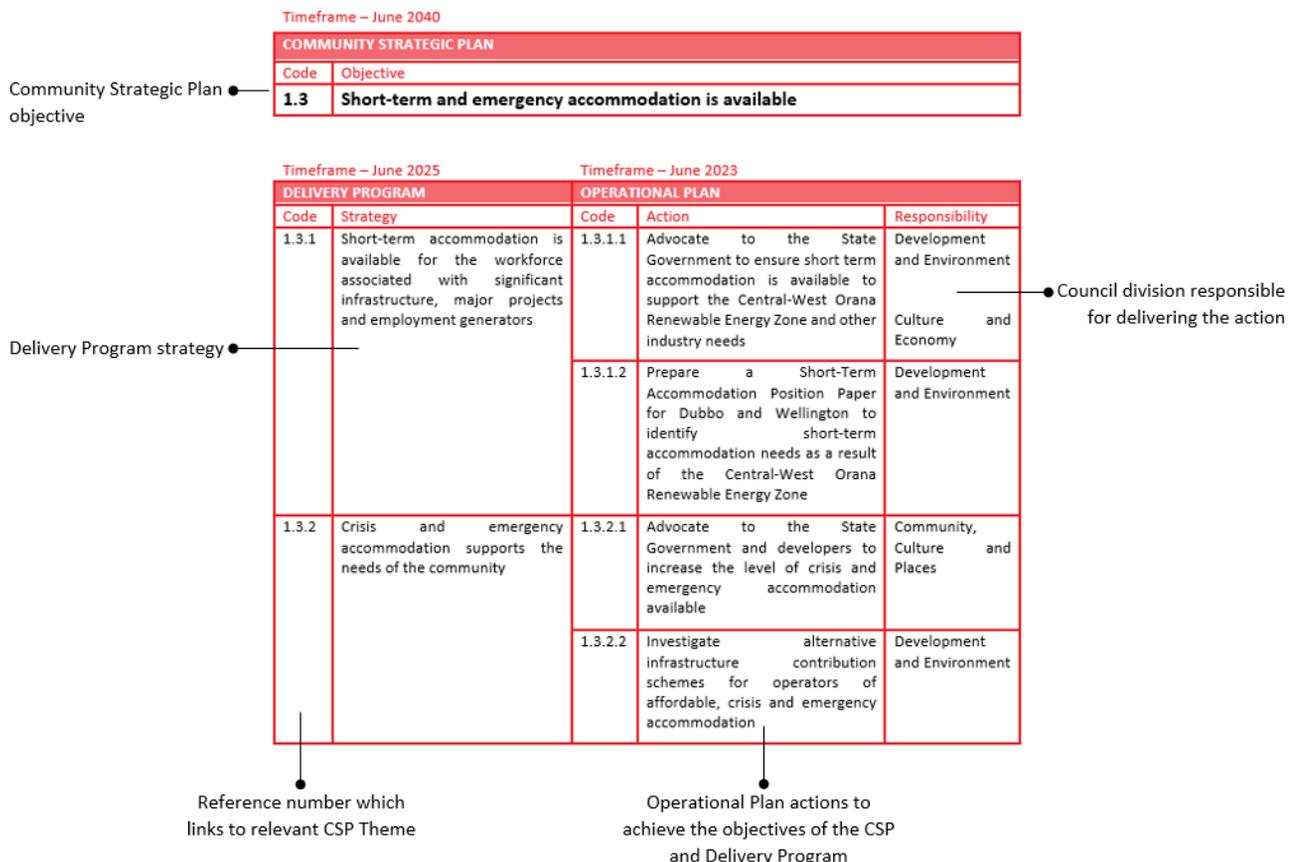
## How to read this section

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:



# 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.

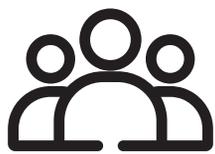
## Our Community Expects:

- 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:



SOCIAL



ECONOMIC



ENVIRONMENT

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
1.1	Housing meets the current and future needs of our community

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
1.1.1	A variety of housing types and densities are located close to appropriate services and facilities	1.1.1.1	Assess applications for residential housing in a timely manner	Development and Environment
1.1.2	Housing is affordable and secure	1.1.2.1	Undertake regular engagement with stakeholders to monitor issues impacting housing affordability and choice	Development and Environment
		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	Development and Environment
1.1.3	Urban renewal occurs in the Dubbo Central Business District and Wellington Town Centre	1.1.3.1	Review planning controls to ensure residential development is promoted in the Dubbo CBD and the Wellington Town Centre	Development and Environment
1.1.4	Public and social housing are integrated into residential areas	1.1.4.1	Advocate to the State Government and developers to increase the level of public and social housing	Community, Culture and Places
1.1.5	Development opportunities are communicated to the community	1.1.5.1	Undertake regular engagement and education activities with stakeholders to communicate development trends, permissibility of residential development, and processes	Development and Environment

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
1.2	An adequate supply of land is located close to community services and facilities

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
1.2.1	Land is suitably zoned, sized and located to facilitate a variety of housing types and densities	1.2.1.1	Implement the structure plan for North-West Residential Urban Release Area	Development and Environment
		1.2.1.2	Prepare a structure plan for land in the South-West Residential Urban Release Area	Development and Environment
		1.2.1.3	Prepare a R5 Large Lot Residential Strategy	Development and Environment
		1.2.1.4	Consider planning proposals in a timely manner	Development and Environment
		1.2.1.5	Review and make submissions on proposed changes to the Environmental Planning & Assessment Act, associated regulations and planning policies as opportunities arise	Development and Environment
		1.2.1.6	Develop a Master Plan for Keswick estate that investigates options and opportunities for rezoning to encourage a variety of housing types and densities around neighbourhood hubs	Organisational Performance
		1.2.1.7	Prepare a structure plan for residential land in Montefiores	Development and Environment
		1.2.1.8	Effective use of external sales and marketing resources to facilitate sales for future releases	Development and Environment
1.2.2	Adequate land is available in the villages for development	1.2.2.1	Prepare a Large Lot Residential Strategy for land in the peri-urban areas and villages	Development and Environment

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
1.2	An adequate supply of land is located close to community services and facilities

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
1.2.3	Development is supported by a strategic and affordable infrastructure framework	1.2.3.1	Maintain Council's development Contribution Framework and Planning Agreement frameworks and associated registers	Development and Environment
		1.2.3.2	Assess requests to enter into Planning Agreements and Works-In-Kind Agreements in a timely manner	Development and Environment
		1.2.3.3	Prepare a new Developer Servicing Plan for Water and Sewer infrastructure	Development and Environment
		1.2.3.4	Prepare a new Roads, Traffic Facilities and Car Parking developer contributions plan for Dubbo	Development and Environment
1.2.4	Rural and productive agricultural land is managed sustainably	1.2.4.1	Advocate to the State Government to ensure development in the Central-West Orana Renewable Energy Zone is compatible with the agricultural and primary land uses	Development and Environment
		1.2.4.2	Investigate funding and smart technology opportunities to expand the Urban Salinity Monitoring Network	Development and Environment

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>1.3</b>	<b>Short-term and emergency accommodation is available</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
1.3.1	Short-term accommodation is available for the workforce associated with significant infrastructure, major projects and employment generators	1.3.1.1	Partner with the State Government and other industry bodies to ensure short term accommodation is available to support the Central-West Orana Renewable Energy Zone and other industry needs	Strategy, Partnerships and Engagement
		1.3.1.2	Implement recommendations from the Short-Term Accommodation Position Paper for Dubbo and Wellington	Development and Environment
1.3.2	Crisis and emergency accommodation supports the needs of the community	1.3.2.1	Continue to work with State Government and developers to increase the level of crisis and emergency accommodation available	Community, Culture and Places
		1.3.2.2	Investigate alternative infrastructure contribution schemes for operators of affordable, crisis and emergency accommodation	Development and Environment

# 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:



ECONOMIC



ENVIRONMENT

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>2.1</b>	<b>The road transportation network is safe, convenient and efficient</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
2.1.1	Traffic management facilities enhance the safety and efficiency of the road transport network	2.1.1.1	Maintain effective processes to identify, consider and prioritise new or renewed traffic management facilities	Infrastructure
		2.1.1.2	Implement the Dubbo Regional Council Dubbo Transportation Strategic Plan in conjunction with Transport for NSW	Infrastructure
		2.1.1.3	Deliver and support initiatives in line with Transport for NSW's 2026 Road Safety Action Plan	Infrastructure

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>2.1</b>	<b>The road transportation network is safe, convenient and efficient</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
2.1.2	The road network meets the needs of users in terms of traffic capacity, functionality and economic and social connectivity	2.1.2.1	Update and maintain Council's Roads Asset Management Plan to inform future road programs	Infrastructure
		2.1.2.2	Undertake regular inspections to identify road defects and prioritise, schedule, and complete maintenance activities	Infrastructure
		2.1.2.3	Investigate opportunities to monitor the condition of the road network through smart technology	Infrastructure
		2.1.2.4	Undertake road infrastructure planning for the Dubbo Urban Release Areas	Infrastructure
		2.1.2.5	Undertake road infrastructure planning for the Central West Orana Renewable Energy Zone	Infrastructure
		2.1.2.6	Conduct a service review of rural road maintenance and use recommendations to help inform business improvement and decision making	Infrastructure
		2.1.2.7	Undertake a detailed analysis of car parking requirements in the Dubbo CBD that includes identifying future infrastructure needs and associated funding strategies	Infrastructure

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>2.1</b>	<b>The road transportation network is safe, convenient and efficient</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
2.1.2	The road network meets the needs of users in terms of traffic capacity, functionality and economic and social connectivity	2.1.2.8	Continue to secure route for the Western distributor in line with the Dubbo transportation Strategic Plan to support advocacy efforts for highway bypass	Infrastructure
		2.1.2.9	Ongoing advocacy to support new highway distributor route	Infrastructure
		2.1.2.10	Installation of the Blueridge link road	Infrastructure

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>2.1</b>	<b>The road transportation network is safe, convenient and efficient</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
2.1.3	Additional flood-free road access over the Macquarie River at Dubbo is provided	2.1.3.1	Progress a business case and feasibility analysis for an additional southern crossing of the Macquarie River in Dubbo	Infrastructure
2.1.4	Adequate and convenient car parking is available in commercial centres	2.1.4.1	Provide education programs and ensure compliance around parking problem/hot-spot areas, bus and school zones in the commercial centres	Development and Environment
		2.1.4.2	Analyse data from parking sensor trial in and around the Brisbane, Talbragar and Macquarie street shopping precincts in Dubbo and provide reports to Council	Development and Environment
		2.1.4.3	Ongoing analysis and solution identification for car parking and vehicle access in Dubbo and Wellington	Infrastructure

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
2.1	The road transportation network is safe, convenient and efficient

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
2.1.5	Council works collaboratively with government and stakeholders on transport-related issues	2.1.5.1	Work with regional stakeholders to explore strategic opportunities to improve access and connectivity including road, rail and port.	Strategy, Partnerships and Engagement
		2.1.5.2	Pursue opportunities for additional funding of road projects through the State and Federal Government	Infrastructure
		2.1.5.3	Collaborate with State and Federal governments in relation to transportation issues and limitations in the Central West Orana Renewable Energy Zone	Infrastructure
		2.1.5.4	Advocate to the State and Federal Government for funding for a business case for the western distributor road that incorporating the needs of heavy freight	Infrastructure
		2.1.5.5	Advocate to the State Government for additional overtaking lanes on the Mitchell Highway between Dubbo and Wellington	Infrastructure
		2.1.5.6	Collaborate with State and Federal Governments in relation to issues and truck configuration limitations on the Newell, Mitchell and Golden Highways	Infrastructure

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
2.2	Infrastructure meets the current and future needs of our community

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
2.2.1	Water and sewer infrastructure and services meet the needs of the community	2.2.1.1	Supply water to customers in accordance with Council's adopted service levels	Infrastructure
		2.2.1.2	Supply sewerage services to customers in accordance with Council's adopted service levels	Infrastructure
		2.2.1.3	Progress the Integrated Water Cycle Management Plan	Infrastructure
2.2.2	Solid waste management services meet the needs of the community	2.2.2.1	Supply solid waste services to customers in accordance with Council's adopted service levels	Development and Environment
		2.2.2.2	Implement the Local Government Area Solid Waste Strategy	Development and Environment
		2.2.2.3	Undertake a weekly organic waste service for Dubbo, Wellington, Wongarbron and Geurie	Development and Environment
		2.2.2.4	Undertake regular consultation and information programs on waste collection and facilities in the villages	Development and Environment
2.2.3	Urban drainage systems meet the needs of the community	2.2.3.1	The presentation of the Villages is maintained in accordance with the adopted Parks and Bushcare Program and other adopted strategies to effective resource maintenance activities	Infrastructure

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
2.2	Infrastructure meets the current and future needs of our community

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
2.2.4	Enhanced telecommunications coverage is available in the region	2.2.4.1	Advocate to the State and Federal Governments and providers to progress the Smart Region Strategy and for the continued and expeditious roll-out of internet, telecommunications and data services throughout the LGA	Strategy, Partnerships and Engagement
2.2.5	Council maintains infrastructure and delivers services at the adopted service levels as agreed with the community	2.2.5.1	Undertake regular monitoring of Council's Assets Management Strategy	Organisational Performance
		2.2.5.2	Asset Management Plans undergo annual monitoring and review to reflect any changes in asset condition or services level of the asset portfolio	Organisational Performance
		2.2.5.3	Undertake a review of Council's building assets to determine the present and future needs and opportunities for these assets	Organisational Performance
		2.2.5.4	Feasibility and options considered for Duke of Wellington Bridge	Community, Culture and Places
2.2.6	Council utilises a modern and efficient plant fleet that meets operational needs	2.2.6.1	Review the make-up of the fleet to ensure operational requirements are being met in a cost-effective manner	Infrastructure
		2.2.6.2	Monitor motor vehicle incidents involving Council vehicles and implement appropriate action as required	Infrastructure

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>2.3</b>	<b>The transportation systems support connections within and outside the region</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
2.3.1	Appropriate and well-connected rail infrastructure is available	2.3.1.1	Work with rail authorities to ensure the safety and functionality of existing level crossings	Infrastructure
		2.3.1.2	Advocate to the State Government to improve access and timing for passenger train services to reach major destinations	Strategy, Partnerships and Engagement
		2.3.1.3	Advocate to the State Government to ensure Dubbo is considered as part of the Fast Rail business case	Infrastructure
2.3.2	A network of cycleways and pedestrian facilities is provided and maintained	2.3.2.1	Review and implement the Pedestrian Access and Mobility Plan for the Local Government Area	Infrastructure
2.3.3	Public transport services are available in our villages	2.3.3.1	Collaborate with Transport for NSW as part of the 16 Cities Program to improve public transport services within the region	Infrastructure

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>2.3</b>	<b>The transportation systems support connections within and outside the region</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
2.3.4	Our community has convenient air access to a variety of destinations	2.3.4.1	Establish and maintain partnerships to promote air travel and support route viability and affordability	Organisational Performance
		2.3.4.2	Implement Strategic Growth Plan for Wellington Aerodrome and Recreation Park	Organisational Performance
		2.3.4.3	Maintain leases, licenses, fees and charges at the Dubbo Regional Airport and Wellington Aerodrome and Recreation Park in line with facility maintenance and long term development opportunities	Organisational Performance
2.3.5	Roadside environments and entrance statements are developed and maintained	2.3.5.1	Develop village maintenance and mowing service levels, including enabling volunteers, and communicate the results to village landowners	Infrastructure
		2.3.5.2	Monitor for hot-spots of illegal dumping	Development and Environment

# 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:



**ECONOMIC**

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>3.1</b>	<b>Visitor economy growth is supported</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
3.1.1	Diverse and unique visitor opportunities are explored, developed and supported	3.1.1.1	Implement Local Government actions in the Country and Outback Destination Management Plan	Strategy, Partnerships and Engagement
		3.1.1.2	Promote the region on destination marketing platforms and collaborative programs	Strategy, Partnerships and Engagement
		3.1.1.3	Operate Visitor Information Centres and provide information to tourists about the region's attractions, maps and other items relevant to tourism	Strategy, Partnerships and Engagement
		3.1.1.4	Implement Strategic Plans and Internal Business Strategies for the Old Dubbo Gaol	Community, Culture and Places
		3.1.1.5	Implement Strategic Plans and Internal Business Strategies for the Wellington Caves	Community, Culture and Places

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>3.1</b>	<b>Visitor economy growth is supported</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
3.1.1	Diverse and unique visitor opportunities are explored, developed and supported	3.1.1.6	Deliver the Destination Dubbo International Ready Project (Heritage Plaza, Wiradjuri Tourism Centre and Macquarie River Precinct) in accordance with approved budgets and timelines	Community, Culture and Places
		3.1.1.7	Opportunities to have e-Bikes available for community and visitors is explored	Strategy, Partnerships and Engagement
		3.1.1.8	Council partners with the Taronga Western Plains Zoo on the Regional Hospitality and Tourism Centre of Excellence Business Case to support the development of unique visitor opportunities	Strategy, Partnerships and Engagement
		3.1.1.9	Implement and monitor the Destination marketing Services Action Plan	Strategy, Partnerships and Engagement
		3.1.1.10	Develop a business case and feasibility analysis for renewing Phosphate Mine	Community, Culture and Places

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>3.1</b>	<b>Visitor economy growth is supported</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
3.1.2	Events that foster cultural, recreational and community interaction opportunities are supported	3.1.2.1	Economic and social event outcomes supported with funding in accordance with Council's Financial Assistance Policy	Community, Culture and Places
		3.1.2.2	Implement the Event Attraction and Support Strategy	Community, Culture and Places
		3.1.2.3	Implement strategic plans for the Dubbo and Wellington showgrounds	Community, Culture and Places
		3.1.2.4	Ongoing implementation of the Regional Event Action Plan to increase community events use of public space	Community, Culture and Places
3.1.3	Visitor accommodation is available	3.1.3.1	Develop and monitor tourism accommodation visitation reports	Strategy, Partnerships and Engagement
		3.1.3.2	Maintain and operate the Wellington Caves Holiday Complex	Community, Culture and Places

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>3.2</b>	<b>Employment opportunities are available in all sectors of our economy</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
3.2.1	Employment and investment opportunities for all sectors of the community are fostered	3.2.1.1	Develop and maintain strong partnerships with diverse advisory groups, industry representatives and government agencies to encourage economic growth	Strategy, Partnerships and Engagement
		3.2.1.2	Provide support to stakeholders seeking government funding in line with community strategic priorities	Strategy, Partnerships and Engagement
		3.2.1.3	Monitor and review policies and procedures to promote local business especially SMEs and Aboriginal organisations within the LGA	Organisational Performance
		3.2.1.4	Delivery of master planning and construction of Moffatt Estate	Organisational Performance
3.2.2	Traineeships and employment pathways are available for all sectors of the community	3.2.2.1	Advocate and support the employment of youth, Aboriginal, long-term unemployed and people with a disability in major public projects	Strategy, Partnerships and Engagement
		3.2.2.2	Collaborate with local schools, universities, businesses and government agencies to identify employment pathways and traineeship opportunities	Community, Culture and Places

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>3.2</b>	<b>Employment opportunities are available in all sectors of our economy</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
3.2.3	The growth, development and diversification of the agricultural industry is supported	3.2.3.1	Maintain the Dubbo Regional Livestock Markets to appropriately support the agricultural sector	Organisational Performance
3.2.4	The Dubbo Central Business District and Wellington Town Centre are supported by commercial activation programs and activities	3.2.4.1	Implement and measure outcomes of the Economic Development Services Action Plan	Strategy, Partnerships and Engagement
		3.2.4.2	Improve food safety outcomes and conduct regular food inspections of retail food businesses	Development and Environment
3.2.5	Neighbourhood shopping centres provide attractive and convenient services and facilities	3.2.5.1	Identify funding opportunities to develop and implement neighbourhood shopping centre enhancement plans for the existing neighbourhood shopping centres in Tamworth Street and Victoria Street	Infrastructure

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>3.3</b>	<b>A strategic framework is in place to maximise the realisation of economic development opportunities for the region</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
3.3.1	Land is suitably zoned, sized and located to facilitate a variety of development and employment generating activities	3.3.1.1	Undertake regular engagement with businesses in regards to land zoning, appropriateness of proposed sites and approval pathways	Development and Environment
3.3.2	The Dubbo Central Business District and Wellington Centre are supported by long-term plans	3.3.2.1	Implement and monitor the Wellington Town Centre Plan	Development and Environment
3.3.3	Major investment is proactively attracted and supported in line with regional opportunities	3.3.3.1	Create an investment attraction strategy that targets large scale opportunities related to new technology, renewable energy and public infrastructure	Strategy, Partnerships and Engagement
		3.3.3.2	Collaborate with supply chain business to help support a diverse and growing regional economy	Strategy, Partnerships and Engagement

# 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:



**CIVIC  
LEADERSHIP**

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>4.1</b>	<b>Council provides transparent, fair and accountable leadership and governance</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
4.1.1	Council encourages and facilitates two-way communication with and between stakeholders and the community	4.1.1.1	Administer the use of community engagement tools, platforms and practices	Strategy, Partnerships and Engagement
		4.1.1.2	Provide opportunities for the community to interact and communicate with Councillors	Organisational Performance
		4.1.1.3	Review existing and additional communication channels to support effective engagement and communications between Council, community and stakeholders	Strategy, Partnerships and Engagement
		4.1.1.4	Conduct a range of civic events and ceremonies, including Australia Day, Remembrance Day, Anzac Day, and Community Leaders Breakfast	Organisational Performance
		4.1.1.5	Collaborate with neighbouring LGAs to investigate and consider formal boundary adjustments for areas such as Yeoval and North Yeoval	Organisational Performance

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
4.1	<b>Council provides transparent, fair and accountable leadership and governance</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
4.1.2	Council's decision-making processes are open, transparent and accountable	4.1.2.1	Provide an annual report to the community	Strategy, Partnerships and Engagement
		4.1.2.2	Ensure Council meeting business papers, agendas and minutes are publicly available in accordance with legislation	Organisational Performance
		4.1.2.3	Ensure adopted strategies and key documents are available on Council's website following their adoption, and are easily accessible	Organisational Performance
		4.1.2.4	Ensure community awareness of Council funding program and effective provision of funding in accordance with Financial Assistance Policy	Strategy, Partnerships and Engagement
		4.1.2.5	Implement and measure outcomes of Communication Services Action Plan	Strategy, Partnerships and Engagement

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>4.1</b>	<b>Council provides transparent, fair and accountable leadership and governance</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
4.1.3	Council provides quality customer service	4.1.3.1	Implement and monitor the Customer Experience Strategy	Strategy, Partnerships and Engagement
		4.1.3.2	Ensure staff respond to customer requests and correspondence in accordance with Council's Customer Experience Charter	Strategy, Partnerships and Engagement
		4.1.3.3	Expand and promote services available through the DRC&Me Portal	Strategy, Partnerships and Engagement
		4.1.3.4	Ensure business continuity plans are in place for the provision of Council services, and implement when required	Organisational Performance
		4.1.3.5	Conduct the biennial Community Needs and Satisfaction Survey in May 2024	Strategy, Partnerships and Engagement
4.1.4	Statutory requirements are met and services are provided in a cost-effective and timely manner	4.1.4.1	Maintain the Integrated Planning and Reporting Framework	Strategy, Partnerships and Engagement
		4.1.4.2	Ensure governance reports to external agencies comply with statutory requirements	Organisational Performance
		4.1.4.3	Review and maintain appropriate governance frameworks	Organisational Performance
		4.1.4.4	Review and adopt the Audit Plan in accordance with Audit and Risk Management Committee	Organisational Performance
		4.1.4.5	Implement the Work Health and Safety Action Plan	Organisational Performance
		4.1.4.6	Manage and support the Audit and Risk Management Committee to facilitate and enhance risk accountability	Organisational Performance

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>4.2</b>	<b>The resources of Council are sustainably managed</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
4.2.1	The system of raising revenue is equitable, and revenue from grants and other income sources is maximised	4.2.1.1	Review the Statement of Review Policy for the year covered by the operational plan	Organisational Performance
		4.2.1.2	Review the rating structure	Organisational Performance
		4.2.1.3	Complete annual financial statements, other statutory reports and returns as required	Organisational Performance
		4.2.1.4	Completion of quarterly budget review statements	Organisational Performance
		4.2.1.5	Monitor the level of State and Federal government grants payable to Council, including Financial Assistance Grants and lodge submissions accordingly	Organisational Performance
		4.2.1.6	Invest Council funds in accordance with legislative requirements and Council's Investment Strategy and Policy	Organisational Performance
		4.2.1.7	The Long Term Financial Plan review annually and review in detailed as part of the 4yearly review of the Delivery Program	Organisational Performance
		4.2.1.8	Pursue opportunities for strategic alliances and collaboration with neighbouring Councils and regional stakeholders.	Strategy, Partnerships and Engagement

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
4.2	The resources of Council are sustainably managed

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
4.2.2	Technological capabilities meet the requirements of Council and the community	4.2.2.1	Ongoing implementation of the Smart Council Strategy to support to use of new technology to improving customer experience and organisational performance	Strategy, Partnerships and Engagement
		4.2.2.2	Maintain corporate information in accordance with the State Records Act	Strategy, Partnerships and Engagement
		4.2.2.3	Maintain a comprehensive and accurate Geographical Information System and effective internal and external service provision	Strategy, Partnerships and Engagement
		4.2.2.4	Maintain an accurate Land Information System database	Development and Environment
		4.2.2.5	Ongoing implementation of the Smart Region Strategy to create economic opportunity, support environmental sustainability, and promote wellbeing and safety is undertaken in conjunction with relevant functions of Council and key stakeholders	Development and Environment

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
4.2	The resources of Council are sustainably managed

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
4.2.3	A highly skilled, diverse and motivated workforce is maintained	4.2.3.1	Design and implement a new workforce management strategy	Organisational Performance
		4.2.3.2	Effectively manage the corporate training program to ensure value and return on investment	Organisational Performance
		4.2.3.3	Facilitate opportunities for employee engagement and feedback	Organisational Performance
		4.2.3.4	Design and implement an employee recognition program and implement annual performance management program	Organisational Performance
		4.2.3.5	Implement Council's Equal Employment Opportunity Management Plan and Aboriginal Employment Strategy	Organisational Performance
		4.2.3.6	Implement ongoing support and opportunity for professional development programs for all Councillors	Organisational Performance
4.2.4	The business activities of Council provide financial returns to the community	4.2.4.1	Develop and implement strategic plans for the Dubbo Regional Livestock Markets	Organisational Performance
		4.2.4.2	Provide cost-effective supply, contract administration and procurement services	Organisational Performance
4.2.5	Service reviews are conducted to improve the performance of Council	4.2.5.1	Implement adopted service review program to inform strategic business planning, organisational performance and Council decision making	Strategy, Partnerships and 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:



SOCIAL



ENVIRONMENT

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
5.1	The health and safety of the community is improved

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
5.1.1	Effective medical services and facilities are available	5.1.1.1	Advocate for appropriate health service provision and collaborate with government agencies and industry to support key work attraction initiatives	Community, Culture and Places
		5.1.1.2	Work with stakeholders in the Dubbo Health, Education and Wellbeing Precinct to support the growth of services and facilities	Development and Environment
5.1.2	The needs of older people and people with a disability are monitored to ensure appropriate services and facilities are available	5.1.2.1	Develop and implement strategic plans when making decisions that may impact older people and people with a disability	Community, Culture and Places
		5.1.2.2	Participate in regular interagency groups to assess the needs of older people and people with a disability	Community, Culture and Places
		5.1.2.3	Maintain and implement the Disability Inclusion Action Plan	Community, Culture and Places
5.1.3	There is an appropriate level of policing in our region	5.1.3.1	Participate in relevant crime prevention networks and help the community understand the enablers of crime	Community, Culture and Places
		5.1.3.2	Advocate to the State Government to provide 24-hour police services in Wellington	Community, Culture and Places
		5.1.3.3	Advocate to the State Government for the establishment of a Youth Koori Court in Dubbo	Community, Culture and Places

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
5.2	<b>Our First Nations communities and cultures are celebrated and enhanced</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
5.2.1	The health, education and socio-economic status of our First Nations communities is improved	5.2.1.1	Council undertakes high level communication activities to support local community to access information regarding 'the Voice' referendum with links to published Australian Government information	Community, Culture and Places
		5.2.1.2	Provide and maintain an Aboriginal liaison service and participate in advisory groups to support and assist our First Nations community	Community, Culture and Places
		5.2.1.3	Maintain positive working relationships with representative bodies such as the Aboriginal Working Party, Wellington Leaders Groups, traditional owners and Aboriginal Land Councils	Community, Culture and Places
		5.2.1.4	Maintain Supply Nation membership in Council's Procurement Policy to include the First Nations business sector	Organisational Performance
5.2.2	The culture of our First Nations communities is recognised and celebrated	5.2.2.1	Implement Council's Reconciliation Plan to address national Closing the Gap initiatives including health, cultural, economic and social outcomes	Community, Culture and Places
5.2.3	Items, areas and places of First Nations cultural heritage significance are protected and conserved	5.2.3.1	Collaborate with the First Nations communities to identify and protect items of cultural significance	Community, Culture and Places

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>5.3</b>	<b>The lifestyle and social needs of the community are supported</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
5.3.1	The social services requirements of our community are identified and met	5.3.1.1	Participate in interagency groups in regard to social service issues	Community, Culture and Places
		5.3.1.2	Provide support for the operations of the Dubbo and Wellington Neighbourhood centres and associated service providers	Community, Culture and Places
		5.3.1.3	Community service outcomes supported with funding in accordance with Council's Financial Assistance Policy	Community, Culture and Places
		5.3.1.4	A highly skilled, diverse and motivated workforce is maintained. Opportunities are explored to effectively enhance Council's related services and improve community outcomes through community based partnerships and volunteerism	Strategy, Partnerships and Engagement
		5.3.1.5	Multicultural audiences are catered for in corporate and destination communication platforms	Community, Culture and Places
5.3.2	A variety of youth activities and entertainment is available	5.3.2.1	Operate and resource the Youth Council and support participation in National Youth Week	Community, Culture and Places
5.3.3	People have access to a range of burial and interment options	5.3.3.1	Develop long term management plans for cemetery facilities and ensure required service support	Community, Culture and Places

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
5.3	The lifestyle and social needs of the community are supported

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
5.3.4	Our community values domestic, companion and other animals	5.3.4.1	Provide animal shelter and impounding services in Dubbo and Wellington	Development and Environment
		5.3.4.2	Complete construction of the new Dubbo Animal Shelter	Development and Environment
		5.3.4.3	Implement an education program to educate residents on the requirements of keeping companion animals	Development and Environment
		5.3.4.4	Deliver Ranger Services to assist with lost, stray, noisy or nuisance animals	Development and Environment

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
5.4	<b>Our community has access to a full range of educational opportunities</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
5.4.1	Access to a variety of high quality education facilities, opportunities and choice is available	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	Community, Culture and Places
		5.4.1.2	Provide ongoing support to Macquarie Conservatorium in exploring ongoing service provision in the LGA, including state government advocacy and funding application support	Community, Culture and Places
5.4.2	Childhood, pre-school and after hours care meets the needs of the community	5.4.2.1	Provide and maintain Family Day Care services in Dubbo and Wellington	Community, Culture and Places
		5.4.2.2	Advocate to the State Government and private education providers to provide and expand childcare, preschool and after-hours services in the villages	Community, Culture and Places
5.4.3	Access to a high standard of library services and facilities is available	5.4.3.1	Undertake a strategic review and options analysis of library services in the region	Community, Culture and Places
		5.4.3.2	Prepare an annual report on the Macquarie Regional Library	Community, Culture and Places
		5.4.3.3	Implement the findings of the Macquarie Regional Library Service Review	Community, Culture and Places

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
5.5	<b>Our community has access to a diverse range of recreational opportunities</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
5.5.1	Passive and active open space is located to maximise access and use by the community	5.5.1.1	Conduct a review of the Strategic Open Space Master Plan	Community, Culture and Places
		5.5.1.2	Identify government grants to further environmental restoration and rehabilitation works as part of the adopted Macquarie River Master Plan	Community, Culture and Places
		5.5.1.3	Engage with the community in the planning and development of public open space areas	Community, Culture and Places
		5.5.1.4	Develop Public Open Space Guidelines to identify standards for future developments	Community, Culture and Places
5.5.2	Unique recreation and open space facilities are available	5.5.2.1	Revitalise Pioneer Park in Wellington, including repair of flood damage to the facility	Community, Culture and Places
		5.5.2.2	Identify external funding opportunities to install shade for the multi-purpose courts at Rygate Park	Community, Culture and Places
5.5.3	Our sporting facilities cater for a wide range of events and opportunities	5.5.3.1	Undertake a review of the operational efficiency and effectiveness of the Aquatic Leisure Centre function	Community, Culture and Places
		5.5.3.2	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	Community, Culture and Places

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
5.6	<b>The diversity of our heritage, cultural services and facilities are maintained and promoted</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
5.6.1	Our community participates in and celebrates the high quality of cultural services and facilities available	5.6.1.1	Implement and monitor the SPARC Plan (Cultural Plan)	Community, Culture and Places
		5.6.1.2	Develop a seasonal program that attracts a range of shows and community events to the Dubbo Regional Theatre and Convention Centre	Community, Culture and Places
		5.6.1.3	Implement Strategic Plans and Internal Business Strategies for the Dubbo Regional Theatre and Convention Centre	Community, Culture and Places
		5.6.1.4	Develop a seasonal program that attracts a range of cultural and arts events to the Western Plains Cultural Centre	Community, Culture and Places
		5.6.1.5	Implement Strategic Plans and Internal Business Strategies for the Western Plains Cultural Centre	Community, Culture and Places
		5.6.1.6	Implement a Public Art Strategy for culture and space activation within the region	Community, Culture and Places
		5.6.1.7	Development of a future focused Cultural Precinct Plan at the Western Plains Cultural Centre	Community, Culture and Places

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
5.6	<b>The diversity of our heritage, cultural services and facilities are maintained and promoted</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
5.6.2	Culturally and Linguistically Diverse peoples' culture and heritage is celebrated	5.6.2.1	Collaborate with the culturally and linguistically diverse local community to identify needs and respond to opportunities for celebration of diversity in culture and heritage in the LGA	Community, Culture and Places
		5.6.2.2	Identify external funding opportunities to create a multicultural park, incorporating a mother language monument	Community, Culture and Places
		5.6.2.3	Maintain Sister Cities relationships and support opportunities for cultural exchange	Community, Culture and Places
5.6.3	Items of heritage significance are protected, conserved and adapted for re-use where appropriate	5.6.3.1	Heritage protection outcomes supported with funding in accordance with Council's Financial Assistance Policy	Development and Environment
		5.6.3.2	Provide a heritage advisory service to protect and enhance heritage assets, and to identify items of heritage significance	Development and Environment

# 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:



**ENVIRONMENT**

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
6.1	We achieve net zero emissions

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
6.1.1	Investment in renewable energy opportunities are encouraged and supported	6.1.1.1	Develop and implement appropriate policies to ensure new development and street lighting upgrades adopt LED technology	Infrastructure
		6.1.1.2	Collaborate with the State Government to ensure development in the Central-West Orana Renewable Energy Zone takes a strategic approach to community development	Development and Environment
		6.1.1.3	Implement the Energy Strategy and Implementation Plan	Development and Environment
		6.1.1.4	Maintain membership in the Cities Power Partnership	Development and Environment
6.1.2	Council buildings and facilities are energy efficient, carbon neutral and utilise renewable energy sources	6.1.2.1	Investigate opportunities for energy efficiency and renewable energy use for Council buildings and facilities, and implement where appropriate	Organisational performance
		6.1.2.2	Monitor and report the energy performance of Council buildings and facilities via Council's energy management tool	Development and Environment
		6.1.2.3	Implementation and application of Council's Sustainable Building Policy	Development and Environment
		6.1.2.4	Comply with Council's Net Zero Strategy	Development and Environment
		6.1.2.5	Conduct strategic review of opportunities for offsetting Council's electricity costs through renewable energy projects at high energy consumption sites	Infrastructure

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
6.1	We achieve net zero emissions

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
6.1.3	Alternative modes of transport are available	6.1.3.1	Investigate the provision of electric vehicle charging stations, along with opportunities to fund installation of these facilities	Development and Environment
		6.1.3.2	Collaborate with the State Government as part of the NSW Electric Vehicle Strategy	Development and Environment
6.1.4	Existing and new development is sustainable, has sufficient greenspace and efficiently uses resources	6.1.4.1	Investigate mechanisms and smart technologies to reduce the urban heat effect	Development and Environment
		6.1.4.2	Implement the Street Tree Master Plans and Street Tree Maintenance Guidelines to improve the quality of street appeal in the region in line with budget and resources	Community, Culture and Places
		6.1.4.3	Implement the Dubbo Regional Council Tree Preservation Order and Significant Tree Register 2023 (as resolved by Council)	Community, Culture and Places

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>6.2</b>	<b>We recognise, plan for and respond to the impacts of climate change</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
6.2.1	The impacts of climate change are identified and addressed through collaboration with our community and government	6.2.1.1	Support and encourage community groups and programs to undertake environmental restoration works	Community, Culture and Places
		6.2.1.2	Consider climate change risk planning for Council and Council's assets within the development of Council's Risk Management Framework and associated documents	Organisational Performance
		6.2.1.3	Adopt an urban forest tree canopy target and deliver against actions and associated policies	Development and Environment
6.2.2	Water supply is provided efficiently and sustainably to our community	6.2.2.1	Promote and encourage water savings initiatives to the community	Infrastructure
		6.2.2.2	Investigate activities and funding strategies to ensure long-term water security	Infrastructure
6.2.3	Waste management processes reduce our environmental footprint and impact on the environment	6.2.3.1	Investigate smart technology to improve waste management practices	Development and Environment
		6.2.3.2	Work with NetWaste on waste projects and opportunities for greater diversion from landfill	Development and Environment

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>6.3</b>	<b>Land use management sustains and improves the built and natural environment</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
6.3.1	The quality of the Macquarie, Talbragar and Bell river corridors are managed and enhanced	6.3.1.1	Support and encourage participation in Council's Parks and Bushcare Program	Infrastructure
6.3.2	Stormwater discharge into receiving waters is limited	6.3.2.1	Appropriately designed stormwater treatment devices and detention systems are to be implemented or conditioned on new or existing stormwater catchments where practical and in consideration of full lifecycle costs	Infrastructure
6.3.3	Endangered ecological communities, threatened species, habitats and environmental assets are protected	6.3.3.1	Advocate to the State Government for funding to map all endangered environmental assets	Development and Environment
		6.3.3.2	Advocate to the State Government for funding to restore degraded environments	Community, Culture and Places
		6.3.3.3	Report on the Weed Action Program (Department of Primary Industry)	Infrastructure
		6.3.3.4	Assess major infrastructure projects so that they reasonably avoid endangered ecological communities, threatened species, habitats and environmental assets	Development and Environment

Timeframe - June 2040

COMMUNITY STRATEGIC PLAN	
Code	Objective
<b>6.4</b>	<b>We plan for and mitigate the impacts of natural events and disasters</b>

Timeframe - June 2025

Timeframe - June 2024

DELIVERY PROGRAM		OPERATIONAL PLAN		
Code	Strategy	Code	Action	Responsibility
6.4.1	People and property are protected from fire-related incidents	6.4.1.1	Review bushfire prone mapping for the region	Development and Environment
6.4.2	Development does not place the community at risk from flood impacts	6.4.2.1	Prepare and adopt a Floodplain Risk Management Plan for Geurie	Infrastructure
		6.4.2.2	Complete planning activities for stormwater drainage and flooding works in Wongarbon, and investigate funding opportunities and mechanisms	Infrastructure
		6.4.2.3	Develop an appropriate flood planning policy for Eumungerie following adoption of the Floodplain Risk Management Plan	Infrastructure
6.4.3	Local emergency management organisations and local State Emergency Services are capable of responding to emergencies	6.4.3.1	Progress Council's Enterprise Risk management Framework and local Emergency Responses	Organisational Performance
		6.4.3.2	Coordinate Council's response and assist relevant agencies during emergencies and disasters	Organisational Performance

# Monitoring and review

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 measures and evaluates progress in the following ways:

THEME	MEASURE	RESPONSIBLE DIRECTORATE
Theme 1: Housing	Development applications and approvals for all housing types, relative to population growth	Development and Environment
	Increasing number and diversity of the house typologies planned for	Development and Environment
	Number of Planning Agreements that meet the needs of community	Development and Environment
	Residential Land Monitor and the maintenance of a land development pipeline	Development and Environment
	Strategic actions taken to contribute to decreased housing stress	Development and Environment
Theme 2: Infrastructure	Length of rural and urban roads constructed, rebuilt or re-sheeted	Infrastructure
	Length of cycleways and pathways constructed or rebuilt	Infrastructure
	Improved performance of the water utility service	Infrastructure
	Reduction in call-outs relating to the sewer network	Infrastructure
	Decreasing number of reported vehicle and pedestrian incidents	Infrastructure
	Development and implementation of key infrastructure strategies	Infrastructure
Theme 3: Economy	Increasing number of visitors to Council owned tourist facilities	Community, Culture and Places
	Increasing total tourist expenditure and average length of visitor stay	Strategy, Partnerships and Engagement
	Timely commercial and industrial development approvals	Development and Environment
	Value and number of business investment into the Region	Strategy, Partnerships and Engagement
	Plan, prepare and harness regional employment in new industries for positive regional outcomes	Strategy, Partnerships and Engagement

THEME	MEASURE	RESPONSIBLE DIRECTORATE
Theme 4: Leadership	Increasing community satisfaction in line with Council's Customer Experience Charter	Strategy, Partnerships and Engagement
	Effective community engagement practices undertaken in line with Council's Community Engagement Strategy	Strategy, Partnerships and Engagement
	Sustainable financial management practices and performance in accordance with regulators such as Office of Local Government benchmarks	Organisational Performance
	Behaviours of Councillors and staff meet community expectations and adhere to the Model Code of Conduct	Organisational Performance
	Community funding and support provided in a transparent and purposeful manner	Organisational Performance
Theme 5: Liveability	Responsive and partnered approaches to addressing social community challenges	Community, Culture and Places
	Community satisfaction with Council recreational and cultural facilities	Community, Culture and Places, Infrastructure
	Increasing annual attendance and participation in cultural events at Council facilities	Community, Culture and Places
	Number of children in child care facilities relative to demographic trends and socioeconomic needs	Community, Culture and Places
	Number of strategic placemaking activities supported or facilitated	Community, Culture and Places

THEME	MEASURE	RESPONSIBLE DIRECTORATE
Theme 6: Environmental Sustainability	Sustainable and strategic development of the open space network	Community, Culture and Places
	Progress towards targets adopted through policies relating to Net Zero commitments	Development and Environment
	Decreasing percentage of waste going to landfill	Development and Environment
	Increasing number of trees planted in public spaces each year	Community, Culture and Places

Council monitors progress in the following ways:

DOCUMENT	DESCRIPTION	FREQUENCY
Budget Review Statement	A revised estimate of income and expenditure with reference to the Statement of Council's Revenue Policy	Prior to 1 December, 1 March and 1 June
Progress Report	Report on the progress of achieving the Delivery Program principal activities	Present to Council at least every six months
Annual Report	Report on the achievements in implementing the Delivery Program principal activities and their effectiveness in achieving CSP objectives	Adopt by 30 November every year
State of our Region Report	Report on Council's achievements in implementing the CSP over the previous four years	Present at second meeting of a newly elected Council and include in Annual Report in year of an election

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

Ph: (02) 6801 4000  
[dubbo.nsw.gov.au](http://dubbo.nsw.gov.au)

