

Delivery Program 2018 – 2022







Progress Report July – December 2021

How to read this report:

This heading is a key theme of the 2040 Community Strategic Plan

This heading is the 2040 Community Strategic Plan objective

Code	4 Year Focus	1 Year Focus	Status	Responsible Directorate
This is the reference number in the Delivery Program	This is the description of the strategy as it appears in the Delivery Program	This is the description of the action as it appears in the Operational Plan	A traffic light is provided to show the status of the action	This is the Council division who is responsible for this action



Status Option	Definition	Legend
Completed	Action completed for the year and there will be no further resources needed to deliver it	
Tracking	Action underway and is progressing as planned	
Not tracking	There is an issue that has delayed progress with this action, or it has not started due to an issue	
Not due to start	Action not scheduled to start until later in the year and can be updated in the relevant quarter	
Cancelled/deferred	Action will not happen this year	
Not updated	No update has been made for this action	



Theme 1: Housing

1.1: Residential housing opportunity meets the current and projected needs of our community



Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
1.1.1	A variety of residential housing types is located close to appropriate services and facilities	Planning provisions are implemented to ensure adequate supply and choice is available		Development and Environment
		Applications for residential housing development are assessed in a timely manner		Development and Environment
		Issues impacting housing affordability in Dubbo and Wellington are monitored		Development and Environment
1.1.2	Residential accommodation is designed to meet the needs of our ageing population	Advocate to government for a review of State Environmental Planning Policy (Housing for Seniors or People with a Disability) 2004 to reflect the changing needs of an ageing population		Development and Environment
		Land use strategies identify land for seniors housing		Development and Environment
1.1.3	Urban renewal is encouraged in the Dubbo Central Business District to provide a variety of housing choice that makes efficient use of existing infrastructure and facilities	Planning controls are constantly reviewed to ensure residential development is promoted in the Dubbo CBD		Development and Environment
1.1.4	New public and social housing is integrated into existing residential areas	Advocate to state government to review State Environmental Planning Policy (Affordable Rental Housing) 2009		Development and Environment
		Advocate to state government for the renewal of existing public and social housing stock		Liveability

1.2: Residential development is well-designed







Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
1.2.1	A high level of residential amenity is achieved in all new development	Urban design guidance is implemented that promotes and achieves well-designed development and neighbourhoods that include passive recreation opportunities		Development and Environment
		Residential development provides an appropriate level of residential amenity for adjoining and adjacent residents and ensures future occupants have an acceptable quality of life		Development and Environment




Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
1.2.2	The character and amenity of established residential areas is maintained and enhanced	Planning instruments include appropriate controls to manage the density of development, promote good quality development and the enhancement of neighbourhoods		Development and Environment
1.2.3	New residential developments are designed in accordance with safer-by-design principles	Safer-by-design principles are incorporated into Council planning decisions		Development and Environment

1.3: Residential development opportunities are provided in the villages to facilitate rural lifestyle housing options



Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
1.3.1	Adequate land is available in the villages for development	Review the supply of open space for recreation in the villages		Liveability
		An Issues Paper is prepared to guide the future strategic direction of the villages		Development and Environment

1.4: An adequate supply of land is maintained close to established community services and facilities

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
1.4.1	There is adequate land suitably zoned to meet a variety of residential development opportunity	A land supply pipeline is maintained and monitored regularly		Development and Environment
		A structure plan is prepared for land within the North-West and South-West Residential Urban Release Area		Development and Environment
1.4.2	Planning instruments and policies reflect the intent and direction of adopted land use strategies and facilitate sustainable development	A rural land use strategy is prepared for the former Wellington Local Government Area		Development and Environment
		The comprehensive Local Environmental Plan is finalised in accordance with legislative requirements		Development and Environment
		A district land use strategy is prepared for Brocklehurst		Development and Environment
1.4.3	Residential and other development is supported by the provision of a	A Developer Contributions System is developed and maintained for the Dubbo Regional Local Government Area		Development and Environment

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
	strategic and affordable infrastructure framework	Requests to enter into Planning Agreements are considered by Council for infrastructure and included in the Developer Contributions System		Development and Environment
1.4.4	Residential development does not impact the agricultural production potential of rural land	Rural development strategies are implemented and monitored		Development and Environment
		Planning controls include provisions to manage rural land use conflict		Development and Environment



1.5: Neighbourhoods are designed and enhanced to ensure social cohesion and connectivity

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
1.5.1	The design of neighbourhoods reflects the form and function and promotes connectivity and social cohesion	Planning controls include the provision of a minimum Internal Connectivity Index to promote access and connectivity within new estates and neighbourhoods		Development and Environment
		Neighbourhood and subdivision design guidelines are developed and included in the Development Control Plans		Development and Environment

1.6: Opportunities for short-term and visitor accommodation are provided









Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
1.6.1	Short-term and visitor accommodation is provided to support existing business, industry and tourist activities	A review of short-term and visitor accommodation needs is undertaken on a regular basis		Development and Environment
		Monitor government response to emerging visitor/short term accommodation trends such as Airbnb, Stayz and free camping		Development and Environment
1.6.2	Short-term accommodation associated with significant infrastructure and other projects is planned in existing urban areas	Planning instruments are suitably amended to include controls for short term accommodation in residential areas		Development and Environment
1.6.3	Short term crisis/emergency accommodation is available to support the needs of the community	Monitor government response to crisis/temporary accommodation demands		Liveability

1.7: The importance of the local development industry to the continued residential growth and development of the Local Government Area is recognised




Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
1.7.1	The local residential development industry is recognised as a key driver of the local economy	Requests for site-specific planning controls are processed in accordance with legislative requirements		Development and Environment
		Regular engagement programs are undertaken with development industry stakeholders on building and development issues, emerging legislative changes and ongoing service requirements and expectations of the industry		Development and Environment









Theme 2: Infrastructure

2.1. : Opportunities for use of renewable energy are increased





Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
2.1.1	Investment in renewable energy opportunities are encouraged and supported	Advocate to government to review state planning controls to promote renewable energy development		Development and Environment
		Renewable energy opportunities are planned for in Council land use strategies		Development and Environment
2.1.2	Street lighting is provided in accordance with required standards and is cost effective and energy efficient	Review sustainability performance report on a six monthly basis to benchmark street lighting in the Local Government Area		Infrastructure
		Develop and implement appropriate policies to ensure all new developments and future street lighting upgrades adopt LED technology		Infrastructure
2.1.3	Council buildings and facilities are energy efficient and welcome opportunities for renewable energy supply	Opportunities for energy efficiency and renewable energy use for Council buildings and facilities are investigated and implemented where appropriate		Organisational Performance
		The energy performance of Council buildings and facilities, where monitored via Council's energy management tool, is regularly reported		Development and Environment
		Council develops and implements a policy which sets energy efficient benchmarks in the design and construction of major capital works and building projects		Development and Environment
		Council implements practices to optimize fleet performance and reduce fuel use and greenhouse gas emissions		Infrastructure












2.2. : Our road transportation network is safe, convenient and efficient

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
2.2.1	Council promotes a high level of road safety to users	The road safety strategy is implemented for the Local Government Area in conjunction with Roads and Maritime Services		Infrastructure
		An annual road safety action plan is prepared and implemented for the Local Government Area		Infrastructure
2.2.2	Council provides traffic management facilities to enhance	Existing traffic management facilities are maintained in a safe and effective operational condition		Infrastructure


Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
	the safety and efficiency of the road transport network	The need for additional traffic management facilities is established and an ongoing program is prepared and implemented for these facilities		Infrastructure
2.2.3	Council's road network meets the transport needs of users in terms of traffic capacity, functionality and economic and social connectivity	A rolling village road sealing program is implemented		Infrastructure
		A rural road sealing program is investigated and implemented		Infrastructure
		Council's Roads Asset Management Plan is maintained and updated to inform future road programs		Infrastructure
		Opportunities for additional funding of road projects is actively pursued through state and federal governments		Infrastructure
2.2.5	Council works collaboratively with government and stakeholders on transport-related issues	An advocacy role with state and federal governments in relation to issues and truck configuration limitations on the Newell, Mitchell and Golden highways is undertaken		Infrastructure
		Advocate for the provision of additional overtaking lanes on the Mitchell Highway between Dubbo and Wellington		Infrastructure
		Work with rail authorities to ensure the safety and functionality of existing level crossings		Infrastructure








2.3.: Infrastructure meets the current and future needs of our community

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
2.3.1	Council's water and sewer infrastructure and services comply with appropriate regulations to meet the needs of the community and facilitate a future population of 100,000	Advocate to government for Council to maintain its role as the water and sewer authority for the Local Government Area		Infrastructure
		Water is supplied to customers in accordance with Council's adopted service levels		Infrastructure
		Sewerage services are provided to customers in accordance with Council's adopted service levels		Infrastructure
		The Integrated Water Cycle Management Plan is updated and finalised in consultation with proponents		Infrastructure

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
		Further sustainable water sources are investigated to maintain growth and development of the Local Government Area		Infrastructure
		Water savings initiatives are encouraged and actively promoted to the community		Infrastructure
		Non-potable water supply is investigated for Stuart Town		Infrastructure
		The provision of sewerage services to unserved villages is investigated		Infrastructure
2.3.2	Council's solid waste management services comply with legislation and meet the current and future needs of the community	Solid waste services are provided to customers in accordance with Council's adopted service levels		Development and Environment
		A solid waste strategy is prepared and adopted for the Local Government Area		Development and Environment
		A weekly organic waste service is implemented for Dubbo, Wellington, Wongarbron and Geurie		Development and Environment
		An ongoing waste minimisation education program is undertaken		Development and Environment
		A feasibility analysis of a recyclable material facility is prepared for the Whylandra Waste Facility		Development and Environment
2.3.3	Council's urban drainage systems comply with legislation and meet the current and future needs of the community	Council's urban drainage systems are safe and effective in managing stormwater in accordance with industry and Council-adopted service levels		Infrastructure
		The urban drainage network is developed and managed in an environmentally sustainable manner		Infrastructure













2.4. : Our transportation networks are planned to accommodate future growth and development of the Local Government Area

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
2.4.1	Transportation Strategies are developed for the Local Government Area that facilitates access throughout the region and	The transportation network facilitates connection of Urban Release Areas in Dubbo across the Macquarie River and to employment opportunities and services		Infrastructure


Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
	ensures residential growth areas are well-connected to employment areas and services			
2.4.2	Community and business have convenient air access to a variety of destinations	A master plan is maintained and implemented for the Dubbo City Regional Airport		Culture and Economy
		Dubbo City Regional Airport operates as a compliant, innovative regional service		Culture and Economy
		Leases, licenses, fees and charges at Dubbo City Regional Airport and Wellington Aerodrome and Recreation Park are maintained in line with facility maintenance and long term development opportunities		Culture and Economy
		Council establishes and maintains partnerships to promote air travel and to support route viability and affordability		Culture and Economy
		A review is undertaken to support long term planning of the Wellington Aerodrome and Recreation Park		Culture and Economy
2.4.3	Business and industry are supported through the provision of appropriate and well-connected road and rail infrastructure	Facilitate information sharing, input and advocate for improvements in transportation networks on behalf of business and Industry		Infrastructure
		Suitable heavy vehicle access to the Dubbo Regional Livestock Markets is developed and maintained in conjunction with industry stakeholders and users		Culture and Economy

2.5. : Our diverse transportation system supports connections within and outside the region

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
2.5.1	State transportation infrastructure and services are maintained and enhanced	Council has ongoing input into the Transport for NSW Strategy 2056 and the associated subsidiary strategies		Infrastructure
		Advocate to the State government to improve access and timing for passenger train services to reach major destinations such as Sydney		Infrastructure
2.5.2	Roadside environments and entrance statements are strategically developed and maintained	A Local Government Area town and village entrance plan is developed to beautify entrances to Dubbo, Wellington and the villages		Liveability













Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
2.5.3	A high level of pedestrian accessibility is provided	A 10 year program of footpath renewals and upgrades is developed and implemented to Council-adopted service levels		Infrastructure
2.5.4	Additional flood-free road access over the Macquarie River at Dubbo is provided	Advocate to state government for the construction of an additional flood-free crossing of the Macquarie River in Dubbo		Infrastructure
		Options for an additional southern crossing of the Macquarie River in Dubbo are investigated		Infrastructure
2.5.5	A network of cycleways and pedestrian facilities is provided and maintained	A 10 year cycleway network plan is implemented to Council's adopted service levels		Infrastructure
		Planning controls include requirements for the provision of pedestrian and bicycle facilities		Development and Environment
		New developments provide for appropriate bicycle storage options		Development and Environment
2.5.6	Adequate and convenient car parking is available in commercial centres	A review of planning instruments, including off-street vehicle parking requirements is undertaken		Development and Environment
		Off-street parking facilities in the Dubbo Central Business District are promoted		Infrastructure
2.5.7	Alternative modes of transport are encouraged	Planning controls contain provisions to encourage public transport facilities within specific development types		Development and Environment
		Planning controls contain provisions to encourage alternative modes of transport		Development and Environment
		The provision of electric vehicle charging stations is investigated along with opportunities to fund installation of these facilities		Development and Environment
2.5.8	Non-private transport services are available in our villages	In collaboration with providers, the availability of non-private transport is encouraged through examination of government and other incentives		Liveability

2.6. : Community and business have access to the highest standard of telecommunications networks and facilities




Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
2.6.1	Enhanced telecommunications coverage is available throughout the Local Government Area	Council engages with government and providers to advocate the expeditious roll-out of enhanced telecommunications/data services		Executive Services

Theme 3: Economy



3.1. : Visitor economy growth is supported through product development, enhancement and strategic management

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
3.1.1	Diverse and unique tourism opportunities are explored, developed and supported	Implementation of Local Government Actions in the Country and Outback Destination Management Plan are supported		Culture and Economy
		Support growth in Tourism Product offering through the business development of Council owned tourism related businesses and implementation of strategic business plans and masterplans		Culture and Economy
3.1.2	Value and appeal to regional visitors is increased through packaging, trails and collaborative campaigns	Regional Events are encouraged to package accommodation and regional experiences in line event promotions and ticket bundles		Culture and Economy
		Regional Events are promoted on destination marketing platforms and in collaborative campaigns		Culture and Economy
		The Great Big Adventure Pass is promoted and supports level one partners and affiliates		Culture and Economy
		Regional Experiences collaborate to increase attraction of the education tourism market and establish industry partnerships where appropriate		Culture and Economy
		The \$12m Destination Dubbo International Ready Project is progressively delivered in accordance with approved budgets and timelines		Culture and Economy
3.1.3	The performance of the visitor economy is monitored	Monthly tourism reports are developed measuring accommodation visitation		Culture and Economy
		Research is undertaken to identify risks and opportunities relating to the visitor experience in the region		Culture and Economy
3.1.4	Visitor experiences in the Local Government Area are of high quality, relevance and value for visitors	Research is undertaken for the Old Dubbo Gaol to measure and act on visitor and user satisfaction		Culture and Economy
		An event development and support program is implemented, including event funding and industry network and training		Culture and Economy
3.1.5	Events that provide for activities that foster cultural and recreational opportunities and community interaction are supported	The Event Attraction and Support Strategy is reviewed and implemented for the Local Government Area		Culture and Economy




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

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
3.2.1	Employment opportunities for all sectors of the community that support economic growth are fostered	Partnerships are developed and maintained to ensure our workforce has the appropriate skills and experience to meet industry requirements		Culture and Economy
		Actively pursue and respond to opportunities for business and industry investment in the Local Government Area		Culture and Economy
3.2.2	Traineeships and employment pathways are available for all sectors of the community	Advocate and support the employment of youth, Aboriginal, long-term unemployed and people with a disability in major public projects		Culture and Economy

3.3.: The opportunities and benefits of living, working and visiting the region are promoted












Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
3.3.1	Marketing programs encourage new residents and skill attraction	Promotion of employment and lifestyle opportunities is undertaken for the Local Government Area		Culture and Economy
3.3.2	Marketing initiatives include local industry collaboration through input, funding and delivery of promotional programs	A collaborative partnership program is delivered to promote the region in conjunction with industry stakeholders, Destination Network and Destination NSW		Culture and Economy


3.4. : A strong agricultural sector with a continuing capacity to be a significant contributor to the local, regional and national economy is encouraged

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
3.4.1	The growth and development of our agricultural sector to further diversify and increase value adding is supported	Value-add and associated opportunities for the agricultural sector are sought and supported as appropriate		Culture and Economy
3.4.2	Capacity of the agricultural industry is supported through effective planning, investment attraction and support	Planning instruments protect agricultural activities from encroachment by incompatible land use activities		Development and Environment
		Transport infrastructure, including truck stops, are supported		Development and Environment





Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
		The Dubbo Regional Livestock Markets are supported by long term strategic planning and asset investment		Culture and Economt

3.5. : The long-term economic growth of the Local Government Area is realised




Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
3.5.1	Opportunity for long-term growth and investment across sectors and industry is leveraged	Strong partnerships are developed with diverse advisory groups, industry representatives and government agencies to encourage economic growth		Culture and Economy
3.5.2	Opportunities and unique offerings in the Local Government Area are promoted	Strong partnerships are developed with major infrastructure and business investors to support establishment and workforce planning		Culture and Economy
		Economic development advocacy and advice is provided		Culture and Economy
		General town planning advice is available to businesses and individuals in regards to land zoning, appropriateness of proposed sites and approval pathways		Development and Environment
3.5.3	Government funding opportunities are strategically and proactively pursued	Maximise government funding opportunities through in-house grant and data support		Culture and Economy
		Support and advice is provided to industry and community groups seeking government funding		Culture and Economy
3.5.4	New business and industry are established in the Local Government Area	Monitor and act on opportunities presented through major infrastructure projects to leverage business and supply chain opportunities		Culture and Economy
3.5.5	Business and industry are encouraged to grow, diversify and upskill workers	Business development programs are supported and delivered if required in line with local business needs		Culture and Economy
		Skill and workforce development opportunities are coordinated, facilitated and promoted		Culture and Economy
3.5.6	Investment in the Local Government Area as a driver of growth in the region is a key priority for government, industry and the local community	'Spend local' campaigns are undertaken		Culture and Economy
		Positive local purchasing policies are implemented		Organisational Performance












Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
		Regional industry businesses and capabilities are supported through connection with priority government projects and investment opportunities		Culture and Economy

3.6. : The Local Government Area is recognised as a leading regional centre in Australia through the development of a united and positive image of the region



Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
3.6.1	Destination brands for Dubbo and Wellington are maintained and supported	Marketing activities are undertaken to proactively promote Dubbo and Wellington in the media, online and through Visitor Information Centres		Culture and Economy
3.6.2	Progressive digital communications and e-commerce opportunities are explored and implemented to improve economic outcomes	An effective and responsive Council website, social media presence and digital broadcast channels are maintained to maximise the reach of Council's messaging and brand		Executive Services
		Engaging and responsive destination websites and social media channels are maintained for the region		Culture and Economy
		The Local Government Area is promoted effectively online via all digital communication platforms		Culture and Economy

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

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
3.7.1	Economic development stakeholders are actively engaged in providing insight and ideas for economic development responses to opportunities and challenges	Key advisory groups and stakeholders relevant to encouraging economic development are actively consulted		Culture and Economy
3.7.2	Strategic land use strategies establish a land use hierarchy for the location of employment generating activities	Review of the Wellington Town Strategy is commenced with the preparation of a constraints and opportunities paper		Development and Environment
		Investigate land use zoning and development controls for the Wellington Town Centre		Development and Environment


Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
3.7.3	Planning controls ensure adequate and suitable land is available for new development opportunities	Planning controls include a suitable suite of zones and provisions encouraging business and industry development		Development and Environment
3.7.4	Neighbourhood shopping centres are located to provide attractive and convenient services and facilities to support new and established neighbourhoods without adversely impacting on the Dubbo Central Business District	Neighbourhood shopping centre enhancement plans are developed and implemented for the existing neighbourhood shopping centres in Myall Street, Tamworth Street, Boundary Road, Victoria Street and Bourke Street		Infrastructure
3.7.5	The business activities of Council are an important sector of the local economy and provide financial returns to the community	An internal business plan for the Dubbo Regional Livestock Markets is implemented in line with the facility masterplan		Culture and Economt
		Strategic Plans and Internal Business Plans are developed, maintained and implemented as relevant for the Dubbo and Wellington Showgrounds		Culture and Economy
		Research is undertaken for the Dubbo Showground to measure and act on visitor and user satisfaction		Culture and Economy
		Opportunity for increased income streams for the Dubbo Showground are sought		Culture and Economy
		Leases and Licenses for the Dubbo Showground and Wellington Showground are reviewed and maintained with clear accountabilities for all parties		Culture and Economy
		Council retains ownership and facility management of Dubbo Regional Livestock Markets to appropriately support agriculture sector and deliver broader economic benefit to the region		Culture and Economt
		Council provides leadership and input on regional, state and national saleyard industry strategic issues and opportunities		Culture and Economt
		Monitor Council's land development activities and principle objectives		Organisational Performance
		A residential development strategy and marketing strategy is prepared for Council-owned land in the Keswick Estate		Organisational Performance

3.8. : The Dubbo Central Business District and the Wellington Town Centre are strategically managed to promote occupation, activity and investment



Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
3.8.1	The Dubbo Central Business District and the Wellington Town Centre are supported by commercial activation programs and activities	Night time economy growth is supported through planning and development approvals including Central Business District and Town Centre events		Development and Environment
		Central Business District and Town Centre spaces are used to connect the community through activities that support these centres		Culture and Economy
		Collaborative 'place-based' Central Business District and Town Centre marketing/activation programs are explored and implemented		Culture and Economy
3.8.2	The Dubbo Central Business District and Wellington Town Centre planning, development and investment are supported by long-term plans	Our competitive advantage and our competitive edge are actively promoted in the region and catchment areas of the Local Government Area		Culture and Economy
		Landlords and business within the Central Business District and Town Centre are supported and encouraged to invest in infrastructure improvements to their properties		Development and Environment
		A Development Strategy for the Dubbo Central Business District is prepared and adopted		Development and Environment
		The Wellington Town Centre Plan is continually implemented and monitored		Development and Environment

Theme 4: Community Leadership







4.1. : Our community is active and engaged















Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
4.1.1	There is demonstrated unity throughout the community	An annual report is provided to the community on Council's progress in the delivery of the 2040 Community Strategic Plan		Development and Environment















4.2. : Our civic leaders represent the community















Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
4.2.1	The community acknowledges that Dubbo Regional Council is a representative and responsive Council	A community survey is undertaken to determine community satisfaction levels of the elected Councillor's		Executive Services
		An induction training course is delivered to Councillors with information about the functions of Council and managing relationships with the community		Executive Services






4.3. : The resources of Council are appropriately managed

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
4.3.1	The organisation displays the elements of sound management and strategic planning	An Integrated Planning and Reporting Framework is maintained		Development and Environment
		Annual financial statements and other statutory reports and returns are completed as required		Organisational Performance
		An Operational Plan (including budget) review is undertaken by Council on a quarterly basis		Development & Environment
		Update the Councillor's Notebook annually and incorporate any requirements under the Local Government Act or other legislation applicable to the elected representatives		Executive Services
		Provide funding to permit Councillors to undertake individual training programs		Executive Services
		Review the Asset Management Strategy and Corporate Asset Management plans		Organisational Performance

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
		Update Council's long term financial planning model annually		Organisational Performance
		Cost-effective supply, contract administration and procurement services are provided		Organisational Performance
		Pursue opportunities for strategic alliances and/or resource sharing with neighbouring councils		Organisational Performance
		Implement an annual strategic internal audit program		Executive Services
		Undertake a review of Council's building assets to determine the present and future needs and opportunities for these assets		Organisational Performance
		Cost-effective store services are provided		Infrastructure
4.3.2	The system of raising revenue is regarded as equitable and revenue from grants and other income sources is maximised	An annual review of the Revenue Policy is undertaken		Organisational Performance
		Provide relevant information and reporting in regard to accessing grant funding		Culture and Economy
		Monitor the level of state and federal government grants payable to local government including Financial Assistance Grants and lodge submissions accordingly		Organisational Performance
		An annual review of the rating structure is undertaken		Organisational Performance
		Council funds are invested in accordance with legislative provisions and Council's adopted Investment Policy and Strategy		Organisational Performance
		Council business activities return dividends to minimise the reliance on rate income		Executive Services
4.3.3	Information management capabilities meet the requirements of the organisation and the community	An Information Services Strategy is prepared and maintained		Chief Information Officer
		Information technology capability is kept up-to-date and is sufficient to meet business needs		Chief Information Officer

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
		e-Based solutions for the submission of applications, payments, customer enquiries and other interactions with Council are developed and maintained		Development and Environment
		Corporate information is maintained in accordance with the State Records Act		Chief Information Officer
		A comprehensive and accurate Geographical Information System is maintained		Chief Information Officer
		An accurate Land Information System database is maintained		Development and Environment
4.3.4	Council's ability and capacity to deliver services and respond to emergencies is enabled by the utilisation of a modern and efficient plant fleet that meets operational needs	The make-up of the fleet is reviewed to ensure operational requirements are being met in a cost-effective manner		Infrastructure
An annual plant report is provided to the CEO			Infrastructure	
Monitor motor vehicle incidents involving Council vehicles and implement appropriate action as required			Infrastructure	
4.3.5	Council strives for transparency and is an organisation that values two way communication with stakeholders and the broader community	Provide support to Council staff when implementing community consultation procedures in accordance with Council's Community Engagement and Communications Policy		Executive Services
A Community Engagement Strategy based on the principles of collective impact is implemented when undertaking engagement with the community			Executive Services	
The adopted Social Media Policy is implemented by Council			Executive Services	
A Community Needs Survey is conducted			Executive Services	
Appropriate governance frameworks are in place			Executive Services	
Ensure the values and reputation of Council are upheld through the delivery of clear guidelines for inward and outward sponsorship			Executive Services	
4.3.6	A corporate culture with an emphasis on quality customer	A Customer Experience Strategy is implemented and monitored		Organisational Performance

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
	service and community engagement is demonstrated by Council	Business continuity plans are in place for the provision of Council services		Executive Services
		An annual Corporate Communications Strategy is prepared and adopted by Council		Executive Services
		An annual Internal Communications Strategy is prepared and maintained		Executive Services
4.3.7	A highly skilled and motivated workforce is maintained	The corporate training program is implemented		Executive Services
		Establish a process to review contractor management across the organisation and develop a contractor safety compliance strategy		Executive Services
		Review position descriptions and amend accordingly based on the new capability framework		Executive Services
		A succession plan and program is developed and clear career pathways are identified for our people		Executive Services
		Explore solutions to manage employee engagement and feedback		Executive Services
		Review and standardise volunteer management practices		Executive Services
		Develop an overarching strategy that improves our leadership and safety capabilities across the organisation		Executive Services
		Develop a recognition program to reward our people		Executive Services
		Continue to build a culture of performance by enhancing our Performance Development frameworks and Pulse systems		Executive Services
		A new Equal Employment Opportunities Management Plan is developed to ensure we aim for cultural diversity and increase opportunities for minority groups across the organisation		Executive Services
		Develop strategies that complement the Employee Value Proposition and Employer Brand		Executive Services





Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
		Develop an audit program that ensures workplace health and safety management systems are being implemented and enable the organisation to meet the requirements of the Work Health and Safety Act		Executive Services
4.3.8	Council is financially sustainable and has the ability to maintain infrastructure and deliver services at the adopted service levels as agreed with the community	Initiatives are developed to respond to financial sustainability issues		Organisational Performance
		An annual assessment is undertaken to determine Council's current and future financial sustainability		Organisational Performance
		An Asset Management Strategy is adopted and implemented		Development and Environment
		Detailed Asset Management Plans are prepared and implemented for each of Council's asset classes		Organisational Performance

4.4.: Statutory requirements are met and services are provided to the organisation in a cost-effective and timely manner







Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
4.4.1	The organisation meets all statutory requirements	An up-to-date database of Council's statutory requirements is maintained		Executive Services




Theme 5: Liveability

5.1.: Our City, town and villages are well-maintained, are welcoming, showcase their heritage and what they have to offer










Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
5.1.1	Our towns and villages are sustainable and promoted for their range of lifestyle opportunity	Support is provided to village community groups to help them build capacity, deliver improved services and build social connection within the villages		Liveability
5.1.2	The community participates in community/volunteer programs that build social connections and improve the amenity of our neighbourhoods	Council supports community initiatives		Liveability
		Council facilitates and enables the not-for-profit sector to provide volunteering opportunities for Council and a wide cross-section of the community		Liveability
5.1.3	The City of Dubbo is recognised as being attractive and welcoming	The street tree maintenance guidelines are implemented to improve the quality of street appeal in the Dubbo region		Liveability



5.2.: The health of the community is maintained and enhanced

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
5.2.1	The health of the community is maintained through the availability of effective medical services and facilities	Support and advocate to the Western NSW Local Health Network to attract general and specialist medical practitioners to be based in the Local Government Area and available to service the wider region		Liveability
		Advocate to government to ensure adequate resources are provided to maintain regional service levels at the Dubbo Base Hospital		Liveability
		Advocate to, facilitate and enable government and private sector investment to expand medical and allied health services in Dubbo		Liveability
		Advocate to, facilitate and enable government and private sector investment to expand medical and allied health services in Wellington		Liveability
		Work with stakeholders within the Dubbo Health, Education and Wellbeing Precinct to prepare individual master plans for their respective campus' to support continued coordinated growth of services and facilities		Development and Environment
		Advocate for, facilitate and support the completion and expansion of Macquarie Homestay		Liveability






Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
		Support government to undertake a review of mental health needs and facilities in the Local Government Area		Liveability
5.2.2	The needs of older people and people with a disability are monitored to ensure appropriate services and facilities are available in the region	Strategic plans are developed, formally adopted and utilised by Council when making decisions that may impact on older people, people with a disability and the Aboriginal community		Liveability
		Participate in interagency groups in respect of the needs of older people and people with a disability		Liveability

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



Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
5.3.1	The social services requirements of our community are met	Strategic plans are developed and maintained for the Local Government Area in regard to social services		Liveability
		Council actively participates in interagency groups in regard to social service issues in the Local Government Area and the region		Liveability
		Support is provided for the operations of the Dubbo and Wellington Neighbourhood centres and associated service providers		Liveability
5.3.2	A variety of youth activities and entertainment is available	Youth development services are provided to support the identified needs of the community		Liveability
		The Youth Council is operated and appropriately resourced		Liveability
		Council's event support strategies ensure all demographics inclusive of youth are considered when engaging event promoters/organisers		Culture and Economy
5.3.3	The health, education and socio economic status of the Aboriginal community is improved	Support government to deliver improved health facilities for Aboriginal persons in the Dubbo region		Liveability
		An Aboriginal liaison service is provided to support and assist the Aboriginal community		Liveability
		Council maintains positive working relationships with representative bodies such as the Aboriginal Working Party, traditional owners and Aboriginal Land Councils		Liveability















Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
5.3.4	People have access to a range of burial and interment options in the Local Government Area	Council provides and maintains cemetery facilities in Dubbo, Wellington, village and rural locations		Liveability
		Master plans are prepared and implemented for Council's cemetery facilities in Dubbo and Wellington		Liveability

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














Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
5.4.1	An expanded tertiary education offer is available that provides additional opportunities for education within the region	Advocate to government and private education providers for an expansion of tertiary course offerings in the Local Government Area		Liveability
5.4.2	Access to a variety of high quality education facilities, opportunity and choice is available	Advocate to government to ensure high quality primary and secondary education is provided in the Local Government Area		Liveability
		Council support is provided to the collaborative marketing of Dubbo as a quality education location in the Central West and Orana regions		Culture and Economy
5.4.3	Childcare, preschools and 'after hours' care meets the needs of the community	Family Day Care services in Dubbo and Wellington are provided and maintained		Liveability
		Investigate opportunities to expand Family Day Care services in the region		Liveability



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

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
5.5.1	Access to recreation and cultural facilities for young people is improved	A review of the recreation needs of young people in the villages is undertaken		Liveability
5.5.2		The Recreation Strategy 2030 is continually implemented and monitored		Liveability










Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
	Quality passive and active open space is located to maximise access and use by the community	The Macquarie River CBD Master Plan is implemented		Liveability
		Community groups and programs are supported and encouraged to undertake environmental restoration programs		Liveability
		Residential subdivision in Dubbo provides recreation and open space infrastructure and facilities in accordance with the requirements of the Recreation Strategy 2030		Development and Environment
		Recreation and open space areas are managed in accordance with the requirements of the Asset Management Plan		Liveability
		Public Open Space Guidelines are developed which identify standards for future developments		Liveability
		Construct a new Bell River Bridge to complete the Wellington CBD walking trail through Cameron Park and Pioneer Park		Liveability
5.5.3	Unique recreational facilities and opportunity are available	Identify funding opportunities to install shade for the multi-purpose courts at Rygate Park		Liveability
		A master plan for an indoor facility at the Dubbo Aquatic Leisure Centre is prepared and implemented		Liveability
		Aquatic Leisure Centres are managed in accordance with Industry Standards, Royal Lifesaving Australia, NSW Water Safety and NSW Health		Liveability
		An aquatics-specific Asset Management system is implemented to ensure plant equipment and facilities are maintained and renewed according to best-practice		Liveability
		A Dubbo Region Aquatic Leisure Centres Business Plan is prepared and implemented		Liveability
		A feasibility study for the Geurie Pool is prepared		Liveability
5.5.4	Our sporting facilities are recognised as catering for a wide range of local, regional and state sporting events and opportunity	Collaboration with user groups of sports grounds is undertaken to ensure the operational requirements of sporting groups and users are met		Liveability
		The operations and activities of the Dubbo Regions Sports Council are supported		Liveability














5.6.: We are a safe and healthy community


Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
5.6.1	There is an appropriate level of policing in our urban areas and villages	The Dubbo Crime Prevention Plan is reviewed and updated		Liveability
		Advocate to government for the establishment and operation of a drug court in Dubbo		Liveability
		Advocate to government for 24-hour police services in Wellington		Liveability
		Advocate to government for an increased police presence in Dubbo		Liveability
		The operations of licensed premises are monitored		Liveability
		The safety camera networks in Dubbo and Wellington are reviewed and, where identified in consultation with stakeholders, expanded and enhanced		Liveability
		Advocate to government for the establishment of a Youth Koori Court in Dubbo		Liveability
		Advocate to government for the development of a Regional Justice Reinvestment Strategy		Liveability
5.6.3	New development within the Macquarie, Talbragar and Bell rivers floodplain does not place the community at risk from flood impact	A flood study is prepared for Geurie		Infrastructure
		Stormwater drainage and flooding works in Wongarbon are completed		Infrastructure
		Drainage networks in Dubbo and Wellington are regularly maintained		Infrastructure
		Village drainage networks are regularly maintained		Infrastructure
		A Flood Study is prepared for Eumungerie		Infrastructure

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
		The Wellington Flood Study is reviewed		Infrastructure
5.6.4	Local emergency management organisations and local State Emergency Services are capable of responding to emergencies	Disaster plans and Local Emergency Management plans are implemented and reviewed		Infrastructure

5.7.: The high profile of existing cultural services and facilities is maintained





Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
5.7.1	The community participates in and celebrates the high quality of cultural services and facilities available	Research is undertaken for the Western Plains Cultural Centre to measure and act on visitor and user satisfaction		Culture and Economy
		Alternative income streams for the Western Plains Cultural Centre are sought		Culture and Economy
		An annual report is provided to the community on Council's progress in the delivery of the Regional Cultural Plan		Culture and Economy
		Attract a range of local and national touring shows and community events to deliver positive commercial outcomes for the Dubbo Regional Theatre and Convention Centre		Culture and Economy
		A seasonal program is developed for the Dubbo Regional Theatre and Convention Centre that supports the attraction of patrons and cultural diversity		Culture and Economy
		Research is undertaken for the Dubbo Regional Theatre and Convention Centre to measure and act on visitor and user satisfaction		Culture and Economy
		Alternative income streams for the Dubbo Regional Theatre and Convention Centre are sought		Culture and Economy
		Strategic Plans and Internal Business Strategy, including marketing plan is maintained and implemented for the Dubbo Regional Theatre and Convention Centre		Culture and Economy
		Council actively seeks and supports effective partnerships with cultural groups and organisations		Culture and Economy

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
		Strategic Plans and Internal Business Strategy, including marketing plan is maintained and implemented for the Western Plains Cultural Centre		Culture and Economy
		A wide range of cultural and arts related activities and uses of the Community Arts Centre are encouraged		Culture and Economy
5.7.2	Aboriginal culture is celebrated	Aboriginal culture is supported and celebrated through dedicated programming and development programs		Culture and Economy
		Aboriginal advisory groups are provided and maintained in Dubbo and Wellington		Liveability
		Cultural tourism opportunities are supported and encouraged to develop in Dubbo and Wellington		Culture and Economy
5.7.3	Existing arts and cultural facilities are leveraged to provide and promote complementary facilities and opportunity	A Public Art Strategy for culture and space activation within the Local Government Area is developed and implemented		Culture and Economy
5.7.4	The community has access to a high standard of library services and facilities	A survey is undertaken to review the library needs of the community, both library users and non-users		Liveability
		Seek grant and subsidy opportunities to obtain full benefits for the library facilities and services		Liveability
		Advocate to government for increased reoccurring funding for library facilities and services		Liveability
		Implement contemporary best practice library service delivery		Liveability
		The annual State Library of NSW public library statistical return is completed		Liveability
		Review the provision of services, programs and collections available for target and diversity groups		Liveability
		Compile quarterly Macquarie Regional Library performance reports		Liveability

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
		An annual report is provided on the Macquarie Regional Library, incorporating an audited statement of accounts		Liveability

5.8.: The diversity of our heritage is maintained and promoted


Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
5.8.1	Conservation of heritage items through their adaptive re-use is encouraged	Council participates in the Local Heritage Assistance Fund		Development and Environment
		A heritage advisory service is provided to the Local Government Area		Development and Environment
		Undertake a strategic review of cultural and museum services in Wellington		Culture and Economy
5.8.2	Planning instruments protect items of heritage significance	Items of heritage significance are included in planning instruments		Development and Environment
		The Dubbo Urban and Rural Heritage Studies are reviewed		Development and Environment
		The Wellington Community-based Heritage Study 2001-2005 is reviewed		Development and Environment
5.8.3	The Old Dubbo Gaol is maintained as a premier tourist attraction	Strategic Plans and Internal Business Strategy, including marketing plan is maintained and implemented for the Old Dubbo Gaol		Culture and Economy
		Collaborative marketing of the Old Dubbo Gaol is undertaken in partnership with other tourist attractions and activities in the Region		Culture and Economy
		The Old Dubbo Gaol Heritage Plaza is developed		Culture and Economy
		Alternative income streams for the Old Dubbo Gaol are sought		Culture and Economy
5.8.4	The Wellington Caves is maintained as a premier tourist attraction	Prepare and implement an annual marketing and promotions program for the Wellington Caves		Culture and Economy














Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
		Collaborative marketing of the Wellington Caves as a premier tourist attraction in the region is undertaken		Culture and Economy
		Research is undertaken for the Wellington Caves to measure and act on visitor and user satisfaction		Culture and Economy
		Strategic Plans and Internal Business Strategy, including marketing plan is maintained and implemented for the Wellington Caves		Culture and Economy
		Alternative income streams for the Wellington Caves are sought		Culture and Economy


5.9.: Environmental sustainability is a priority

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
5.9.1	The community and Council is supported in becoming sustainable	Community and business are encouraged and supported to use renewable energy		Development and Environment
		Council staff are encouraged and supported to implement energy-efficient measures		Development and Environment
		The capacity of the community is improved to cope with the consequences of long-term drought events		
		Investigate funding strategies and programs of activities to ensure long-term water security		Infrastructure
		Community and business are encouraged to adapt to drought restrictions if applicable, and continually improve water efficiency		Executive Services

5.10. : The quality of our environment and lifestyle is enhanced by the provision of environmental education and regulation

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
5.10.1	Land use management improves and sustains the built and natural environment	Planning controls include provisions to guide the sustainable development of the Local Government Area		Development and Environment

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
5.10.2	The quality of the Macquarie, Talbragar and Bell river corridors is enhanced	A litter education program is undertaken		Development and Environment
5.10.3	Urban stormwater discharge from the drainage network into receiving waters is limited	Gross pollutant traps are maintained		Infrastructure
		A program for the provision of new gross pollutant traps is implemented		Infrastructure
		A stormwater education program is implemented		Infrastructure
5.10.4	Rural land managers are encouraged to promote sustainable agricultural and land management practices	Sensitive lands are protected from agricultural activities		Development and Environment
		Advocate to government for funding to restore degraded environments		Liveability
5.10.5	Planning instruments include provisions for the protection of sensitive environments	The Comprehensive Local Environmental Plan for the Local Government Area provides appropriate environmental zonings for sensitive lands		Development and Environment
		The zoning of environmentally sensitive lands is undertaken in conjunction with review of the Dubbo Urban Areas Development Strategy and the Dubbo Rural Areas Development Strategy		Development and Environment
5.10.6	Endangered ecological communities and threatened species are protected	Advocate to government for funding to map all endangered ecological communities in the Local Government Area		Development and Environment
		Where practicable, Council infrastructure projects avoid endangered ecological communities and the habitats of threatened species		Development and Environment
5.10.7	The community displays a high level of understanding and compliance with legislation in regard to the keeping and control of companion and other animals	A Companion Animals Management Plan is maintained for the Local Government Area		Development and Environment
		An education program is implemented to educate residents on the requirements for the keeping of companion animals		Development and Environment
		Animal shelter and impounding services are provided in Dubbo and Wellington		Development and Environment

Code	4 Year Focus	1 Year Action	Status	Responsible Directorate
		An annual audit of the operation of the Dubbo Animal Shelter and the Wellington Pound is undertaken		Development and Environment

