

2024/2025
ANNUAL REPORT





Acknowledgement of Country

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

Contents

Your Councillors	3	Ensuring financially sustainable future	18
Mayor's Message	4	Delivering to support community aspirations	19
Chief Executive Officer's Message	5	2024/2025 Progress Highlights	20
The community we serve	6	Housing	21
Key employment industries	7	Infrastructure	23
Delivering for our community	8	Economy	25
Our Vision, Purpose and Values	9	Leadership	27
Community Engagement	10	Liveability	29
Working for our community	11	Environmental sustainability	31
Dubbo Regional Council at a glance	12	Capital works highlights	33
Year at a glance	14	Awards and recognitions 2024/2025	34
Financial snapshot	16	Service Review Program	35
Funding services for your community	17	Statutory reporting	36



From left: Councillors Jen Cowley OAM, Lukas Butler, Richard Ivey, Deputy Mayor: Phillip Toynton, Councillors Kate Richardson, Shibli Chowdhury, Matt Wright, Mayor: Josh Black, Councillors Pam Wells, Mathew Dickerson and Adam Ryan.

Your Councillors

Dubbo Regional Council has a rich cultural heritage and a diverse local government area which is represented in the elected Councillors.

DRC's population, as recorded in the 2021 Census, shows 16.6 per cent of our community identify as Aboriginal or Torres Strait Islander; 18 per cent of DRC's Councillors are of Aboriginal heritage.

The 2021 Census also identified that Dubbo has 18.5 per cent of the population born overseas with 9 per cent of the elected Councillors being born overseas.

Councillors play an active role in our community through their involvement in community committees, consultation workshops, community events and programs.

Councillors are committed to improving DRC's community engagement to assist with informing our residents and gaining important feedback on projects before decisions are made.

Day to day Councillors engage with the community both face-to-face and digitally. Contact details for your elected representatives are provided on DRC's website, allowing you to have direct conversations with your Councillors on matters that interest you, allowing you to share your thoughts and experiences and help guide their decision making on the region's future.

Local Government Elections were held on Saturday 14 September 2024, with 11 Councillors elected to represent the community in the Dubbo Regional Local Government Area.

Mayor: Josh Black

Deputy Mayor: Phillip Toynton

Councillors:

Lukas Butler
Shibli Chowdhury
Jen Cowley (OAM)
Mathew Dickerson
Richard Ivey
Kate Richardson
Adam Ryan
Pam Wells
Matt Wright

Mayor's Message



It's fantastic to be able to present the Dubbo Regional Council Annual Report 2024/2025 to the community. As Mayor, I take great pride in the organisation and the team that work together to provide a vast array of services to the Dubbo Region – every day of the year.

With a newly elected body comprised of long-serving councillors and those fresh to local government, Dubbo Regional Council has the talent, energy, and vision to continue delivering on our Towards 2040 Community Strategic Plan.

Council continues to put our community at the front-and-centre of everything we do, whether it be housing, infrastructure, liveability, or economy: our decisions are guided by the Community Strategic Plan which was developed with extensive community input.

Over the past year, we held robust consultation with residents, the NSW Government, and social housing providers to develop our Draft Local Housing Strategy. This strategy, along with recent complementary projects such as the North-West Urban Release Area and Housing Supply Reference Group Draft Charter, will ensure that people can continue to move to the area and call Dubbo Region home.

Elsewhere, we improved connections across the region by opening the upgraded Benolong, Burrendong No. 1, Comobella, and Molong Street bridges. These upgraded assets will be crucial as our region continues to grow, and planning is well underway for similar projects that will help increase our region's road capacity and safety, such as a rail overpass design, and Dubbo traffic model.

I'd also like to recognise the incredible work of the team that delivered the new Dubbo Regional Animal Shelter. It's truly a class-leading facility and will serve the growing community for many years to come.

In the events space, our region continues to thrive. We continued to attract major regional, state and national events for several sports codes and agricultural shows.

We also worked with Destination NSW and the Caravan and Camping Holiday Guide, LinkAirways, Channel 9, Australian Geographic and Channel 7's Sunrise to promote the Dubbo Region to visitors. This was complemented by the launch of the Region on the Rise campaign, which was used to highlight the stories of regional stakeholders to showcase the diversity of work opportunities throughout the region.

The above represents only a small sample of the incredible things that the Dubbo Regional Council team have achieved in the past 12 months. There's been some great wins, and there's plenty more ahead for the Dubbo Region community.

I'm excited to see what the coming year brings.

Josh Black

Mayor of Dubbo Regional Council

Chief Executive Officer's Message



The past 12 months has seen a focus on core business and asset renewal in the Dubbo Region.

A major achievement was the completion of the state-of-the-art animal shelter, which was officially opened in early 2025 and replaces the aged infrastructure that was the Dubbo City Animal Shelter. The new facility increases the capacity as well as prioritises animal welfare and operational efficiency for staff. Standing out as a leader in the industry the facility features independent drainage systems, climate control, easy-to-clean layouts, and eradicates disease risk. It was built under a sustainable building policy, incorporating renewable energy, solar panels, insulated structures, rainwater tanks, EV charging stations, and natural lighting.

Connectivity on rural roads in the region was improved with the completion of three new bridges including Burrendong No1, Benolong and Comobella. In addition, major road pavement works were completed at Ballimore Road Stage 2 converting the previous gravel road to bitumen, ensuring motorists and heavy vehicles have a safer and smoother journey. Elsewhere around the region, heavy patching was undertaken on roads to renew them.

The replacement of the Cameron Park lights in Wellington commenced which will see public safety improved with better lighting throughout the park as well as highlighting key monuments such as the fountain and cenotaph.

Outside of asset renewal, the team has been hard at work planning for the future of Dubbo Region. With the region set to experience major growth within the next several years, a key focus has been on future proofing and sustainability. Housing continued to be a focus with planning and construction well underway for the North-West development area of Dubbo.

Investment into the region has been a core focus with a new perception campaign - Region on the Rise, highlighting businesses and individuals who have achieved success by establishing and building themselves in the Dubbo Region.

The new Dubbo Region Visitor Guide was launched which brings together various partners that service the visitor economy to promote the Dubbo Region as a destination.

We continued to see great uptake in newly introduced recycling programs such as polystyrene, textiles and solar panels. We also welcomed the installation of the polystyrene processing machine that allows all polystyrene to be processed onsite at the Whylandra Waste and Recycling centre, which helps divert more waste from landfill.

Over the past year, we've embraced significant opportunities that have allowed us to plan and strengthen the foundations for our region's future.

Murray Wood

Chief Executive Officer

The community we serve

57,639

population Dubbo
Region[^]

16.6%

of population
people who are Aboriginal or
Torres Strait Islander[#]

18.5%

of population
people who were
born overseas[#]

36 years

average age[#]



[^] REMPLAN Community Data forecasts.

[#] ABS 2021 census.

Key employment industries



Healthcare and
social assistance



Retail trade



Construction



Education
and training



Public administration
and safety

Dwellings in the Dubbo region

24,260
houses[^]

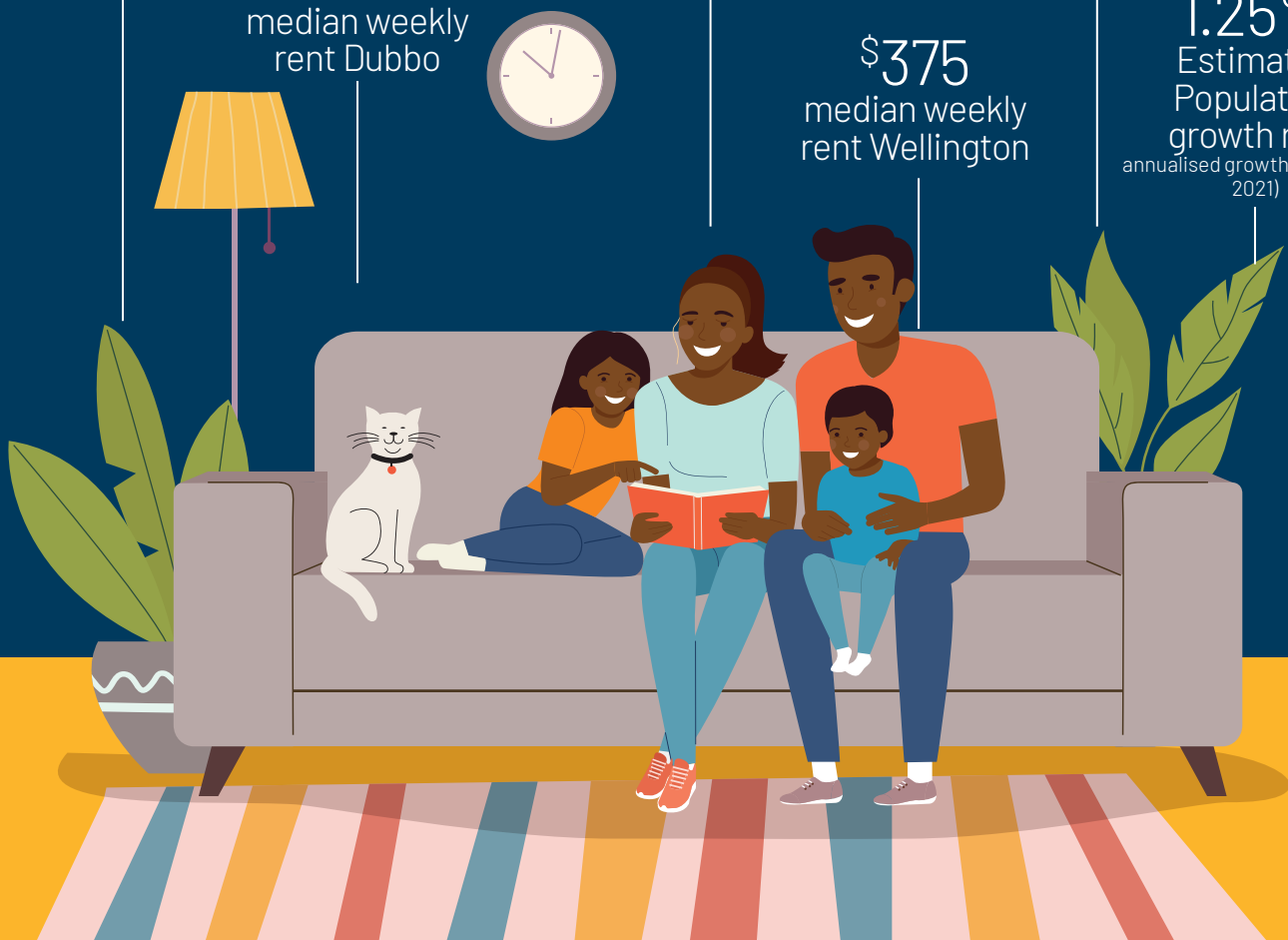
\$500
median weekly
rent Dubbo

\$589,710
median house price
– Dubbo

\$302,813
median house price
– Wellington

\$375
median weekly
rent Wellington

1.25%
Estimated
Population
growth rate[^]
annualised growth rate (2016–
2021)



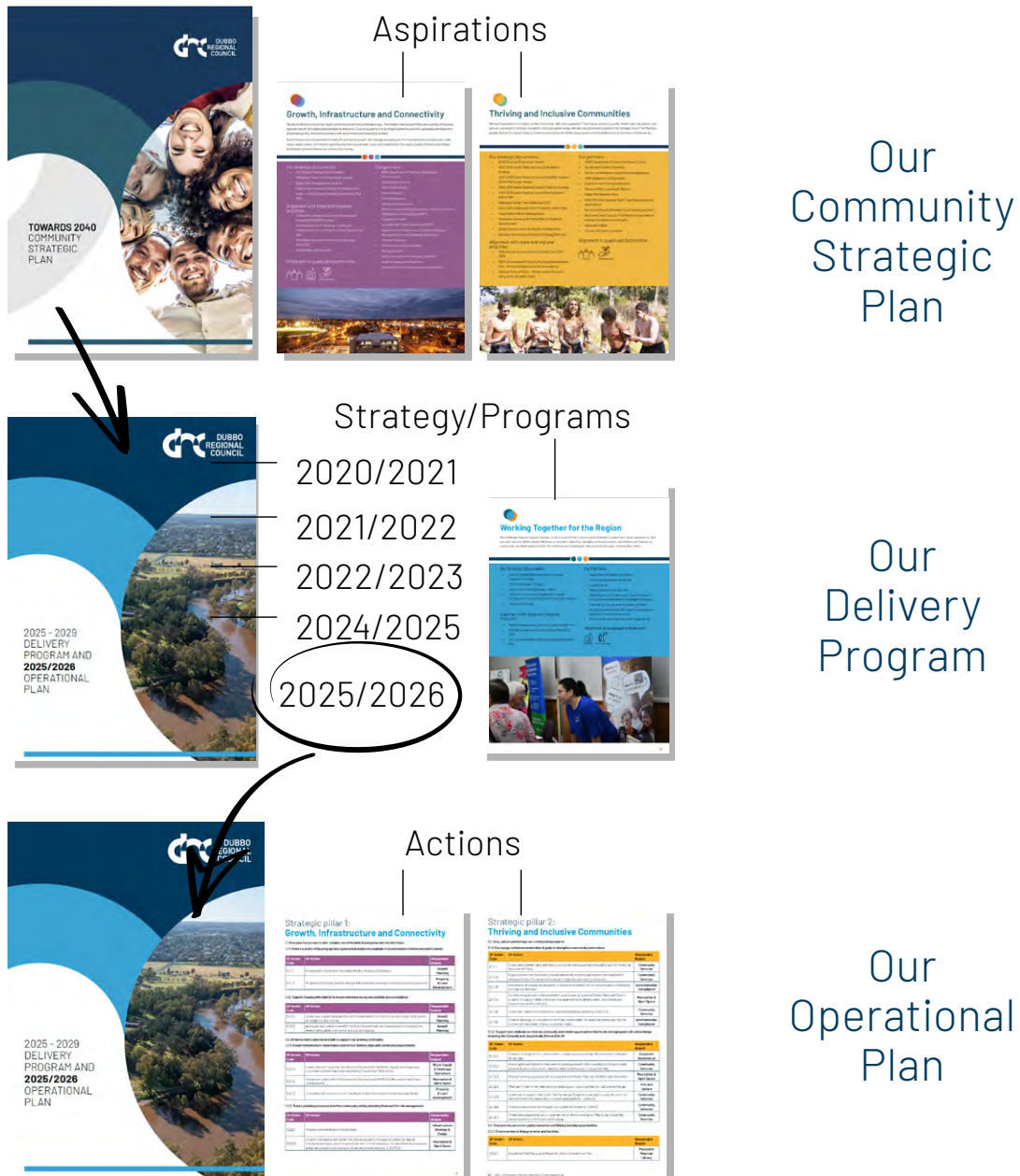
[^] REMPLAN Community Data forecasts
Corelogic Asia Pacific data.

Delivering for our community

The 2024/2025 Annual Report is a snapshot of the Dubbo region, the Council and our local community. It includes highlights and challenges, operational performance and an overview of financial performance and expenditure for 2024/2025.

It also contains information as prescribed by the Local Government (General) Regulation 2021, including detailed progress on our Delivery Program and Operational Plan.

The report showcases the projects and achievements we have made in implementing the Operational Plan as highlighted in the Community Strategic Plan which was designed to meet the aspirations of our community.



Our Vision, Purpose and Values

Our Vision

Creating Community for Today and Tomorrow

Our Purpose

Lead, Connect, Deliver

Our Values



Progressive

Be Curious, Courageous and Committed

- Challenging the status quo
- Finding better ways
- Seeking change and innovation



Sustainable

Balanced Approach to Growth and Opportunity

- Financially sound
- Social equity
- Conscientious leadership and governance
- Environmentally responsible



One Team

Working Together

- We take care of each other and ourselves
- Partnering to deliver better outcomes
- Fostering positive experience
- Investing in people



Integrity

Accountable for Our Actions

- Valuing and acknowledging our cultures
- Leading by example
- Open and ethical practices
- Upholding our commitments

Community Engagement

Community engagement gives us the opportunity to actively connect with our residents and stakeholders to share information, gather feedback and involve them directly in the decisions that affect their lives.

Council has an organisation-wide commitment to engage the community in transparent, open and accountable ways through the implementation of the 2023-2027 Community Engagement Strategy which was revised and re-adopted by Council in May 2025.

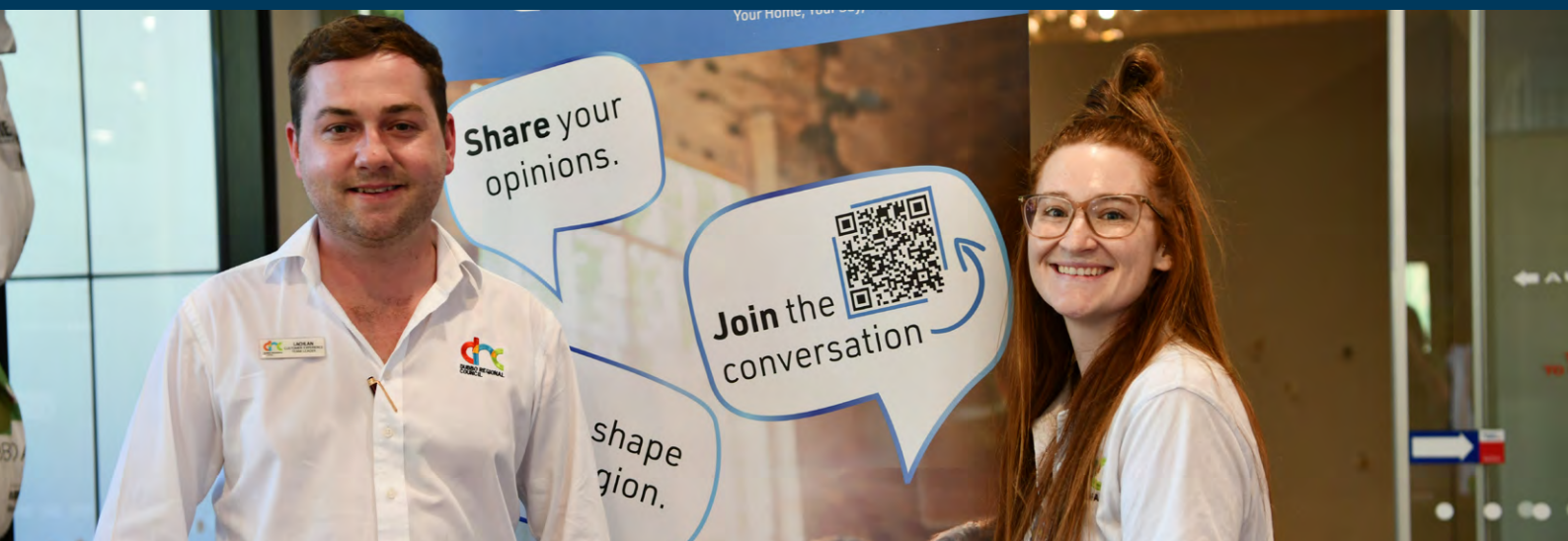
Our YourSay platform, launched in April 2023, allows a two-way dialogue built on transparency, respect and inclusivity, and aims to ensure that community voices are heard and considered in planning, policy making and project delivery.

Aside from digital availability, Council's Engagement and Customer Insights team held 11 face-to-face sessions (Community Conversations) to allow residents to speak in person to staff on projects across the region as well as 51 targeted consultations with key stakeholders.

In 2024/2025 we have sought feedback on 64 projects including the Community Safety and Crime Prevention Plan, North-West Urban Release Area, Saxa Road and Comobella Bridge Construction, 2024 Local Government Elections and Delivery Program 2025-2029.

Over 45,343 people have visited Council's YourSay platform in the past year, contributing feedback on 4,259 occasions. 397 members of the community have signed up to the platform and there were 355 active project followers.

This shows Council's effective engagement strategies are empowering our community, strengthening trust, and leading to more responsive and sustainable outcomes.



Featured Projects

Cemetery Services
Survey

Elizabeth Park
Multicultural Garden

Draft Events Strategy
2025-2030

Housing for
our future

Mumbil | Burrendong
Bridge No.1
Reconstruction

New Dubbo Regional
Animal Shelter

Renewable Energy
Awareness Career
Training (REACT) &
Discovery Centre

Stuart Town | Molong
Street Bridge
Reconstruction

Wellington Flood Risk
Management

Youth Action Plan
2025-2029

To view current and upcoming projects and consultations visit
yoursay.dubbo.nsw.gov.au
or scan the QR code



Working for our community

Council's direction is shaped by the *Towards 2040 Community Strategic Plan* and guided by what matters most to our regional community.

These priorities are informed not only by strategic plans and reports, but also by ongoing conversations and community feedback through a range of channels.

Our dedicated staff and passionate leaders are committed to delivering real outcomes and making a positive difference in our region.

The organisational direction is driven by Council's five divisions and associated directorships:

- **Community, Culture and Places** –
Director Craig Arms
- **Development and Environment** –
Director Steven Jennings
- **Infrastructure** –
Director Luke Ryan
- **Organisational Performance** –
Director Jane Bassingthwaighte
- **Strategy, Partnerships and Engagement** –
Director Jessica Brown

The integrated framework that supports the Council's Delivery Program and Operational Plan ensures we are working towards achieving the community's vision.

The focus for the past 12 months has included:

Essential Services

A focus on asset renewal in the road network as well as continuing to provide essential services such as waste, water and sewerage.

Financial Sustainability

Our focus is on ensuring the long-term financial sustainability for the region. This includes managing the increasing costs associated with running Council's current programs and service levels.

Community Centric

Improving our community engagement to provide community with the opportunity to have input and guide informed decision making.

Future Focus

Identifying opportunities that strategically grow and further enhance facilities and services that support the regional economy and the community as a whole into the future.

Strategic Partnerships

Developing new strategic partnerships that will provide ongoing benefits to both our community and the Dubbo region.

Social Impact

Delivering and coordinating programs and events that provide social connection, skill building and support belonging in the community.



From left: Executive Leadership Team CEO Murray Wood, Directors Jane Bassingthwaighte, Luke Ryan, Jessica Brown, Steven Jennings and Craig Arms.

Dubbo Regional Council at a glance

511
Employees
(4/12/2024)

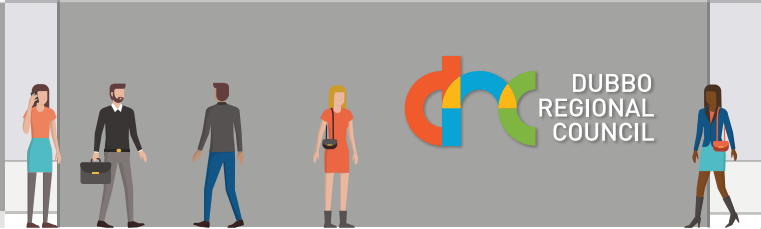
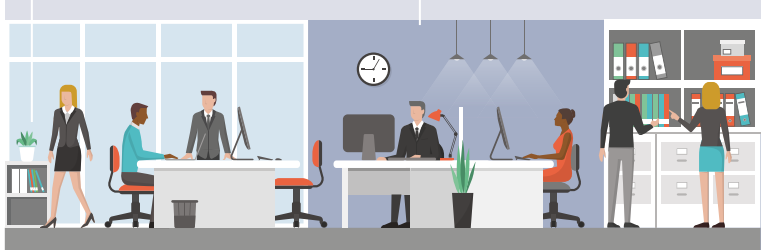
\$268 M
Operating and capital

\$4.13 B
Value of assets
This includes buildings at a value of \$323M

2
Customer
experience
Centres

19
Websites

41
Social
channels





2,791.79 km roads
1,419.14 km sealed road
1,372.65 km of unsealed roads

2 Libraries

Macquarie Regional Library encompasses the local governments of Dubbo Regional, Narromine Shire and Warrumbungle Shire. It serves a population of over 65,000 and covers an area of more than 25,000 square kilometres.

1 Airport
1 Airstrip

2
Visitor
Information
Centres

1
saleyard

3 Aquatic centres
(Dubbo, Wellington
& Geurie)

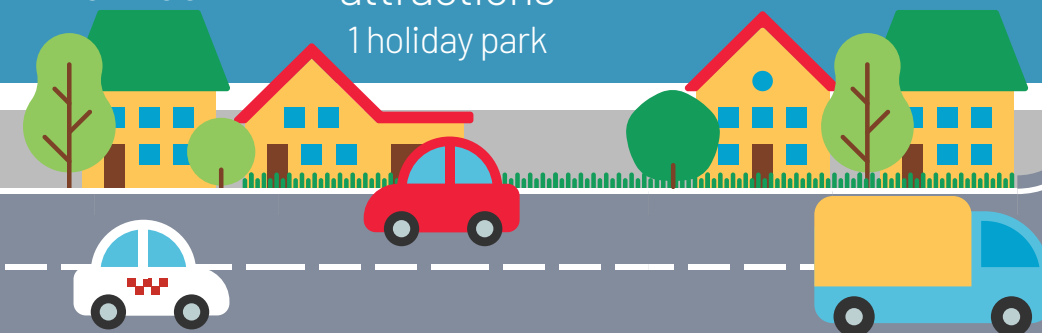
2
showgrounds

119 Parks
210.77 hectares
85 Landcare
reserves
1,028.75 hectares
32 Sporting facilities
128 hectares

2
Childcare
services

2
Tourist
attractions
1 holiday park

3 Cultural
facilities



Year at a glance

Infrastructure renewal and development: Council looked towards the future during this financial year with major investments made in roads, bridges, water treatment plants and public facilities. Works were completed on the construction of Comobella Bridge, which meant the re-opening of Saxa Road to the public after it's closure in 2022 following a load limit on the causeway after severe weather events. During the works, which included the design and construction of a new bridge, residents within the Comobella area were consulted by Council to effectively identify and mitigate impacts from previous damage and ensure long-term outcomes from the community and transport network.

Council secured almost \$12M for the repair of the approach and stabilisation of the riverbank on the Gobolion Street side of the Duke of Wellington bridge, thanks to joint funding from the Australian and NSW Governments through the Disaster Recovery Funding Arrangements. The areas were severely damaged in the major flooding events of 2022, and Council has been working to secure funding for the restoration works since the damage occurred. The project will involve the design and construction of the approach roads as well as reinforcing the riverbank directly next to the bridge to prevent further damage in future flooding events.

State-of-the-art planning: An industry leading animal shelter was opened in the region, featuring 100 dog pens, including isolation and dangerous dog areas, and enclosures for 50 cats. The shelter was designed using industry knowledge and in consultation with relevant staff to safely contain and control transmissible diseases and was designed in accordance with Council's sustainable building policy to include energy efficient process and the use of renewable energy sources. The class-leading facility, in terms of NSW animal facilities, was built fit-for-purpose and will provide for the community for years to come.

Environmental Sustainability Initiatives: The future was the focus for Council, with the amended fleet management policy adopted to align with Council's Zero Emission Fleet strategy. The update supported the gradual replacement of light vehicles with low-emission alternatives, which will assist with a target to reach operational emissions of 70% by 2035. A 10-year waste strategy was also adopted providing strategic direction for the Dubbo Region on waste management services for the period 2024 to 2034. While Council currently diverts 45% of all materials managed from landfill the aim is to increase that to 80% by 2030. The strategy looks at changing community perceptions, with the aim to view waste as a resource and consider how materials can be reused in a circular economy to reduce the percentage of waste that is delivered to landfill in the community.



Construction of Comobella Bridge.



Dubbo Regional Animal Shelter.



Saxa Road reopened.

Economic Development and Investment: Council supported the strengthening of the Dubbo region in its position as a regional economic hub supporting the recruitment of jobs across key industries, development in the Renewable Energy Zone and attraction of private investment and skilled workers. The Region on the Rise campaign spoke to a variety of businesses and individuals about their place in the Dubbo region, why they have settled here and what they gain from being here. The campaign was launched both locally and across the state in key target markets, focusing on those people who were seeking an opportunity to invest in or move to the region. The campaign embodied the ever-connected cycle of sharing real stories, bringing new people to the region and helping our already exciting region grow and develop.

Strategic Planning and Growth: Housing was a key topic this year, with the development of the draft Housing Strategy following a \$1.26M grant from the Australian Government's Housing Support Program – Stream 1, in July 2024. Consultation was undertaken during the financial year with key stakeholders including social housing providers, the NSW Government and the broader community. Following consultation, the creation of Regional and Affordable Housing Strategies were developed in order to help drive increased delivery of new housing in the region and in turn get more people into homes.

Community Safety and Wellbeing: The 2025-2029 Community Safety and Crime Prevention Plan was adopted by Council, providing a whole-of community approach when it comes to community safety. The plan outlines actions that will be undertaken by Council over the next four years to assist in providing a safer community for residents, including key initiatives to enhance community safety, reduce crime and foster collaboration between residents, businesses and key stakeholder agencies such as law enforcement. The plan also focuses on crime prevention through environmental design, community partnerships, youth engagement and support services.

Arts, Culture and Events: The region hosted a diverse range of events during the financial year, including nationally renowned exhibitions at the Western Plains Cultural Centre, agricultural shows at the showground and a range of community events. Council supported a number of community organisations through the Event Assistance Program, Community Services Fund and the SPARC Support Grants enabling them to deliver activities for the wider community.

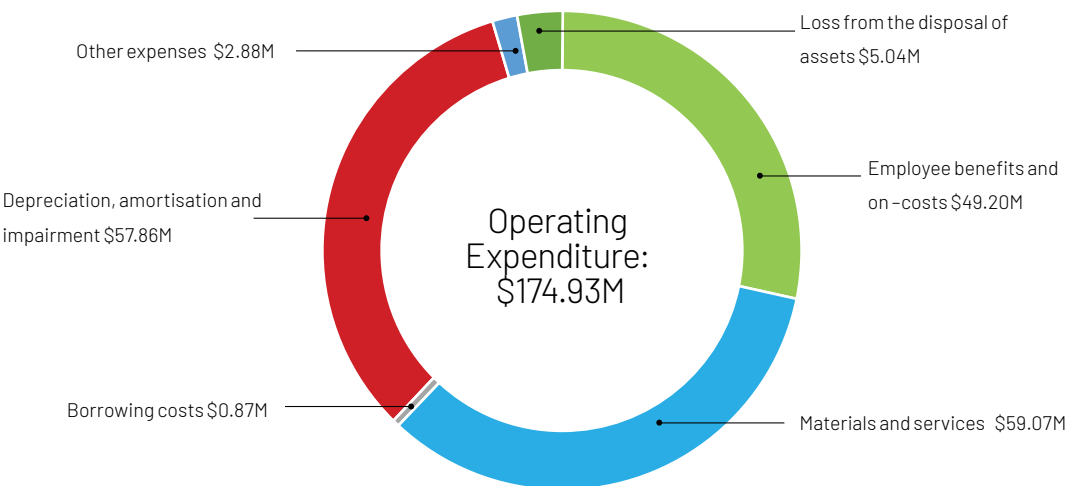
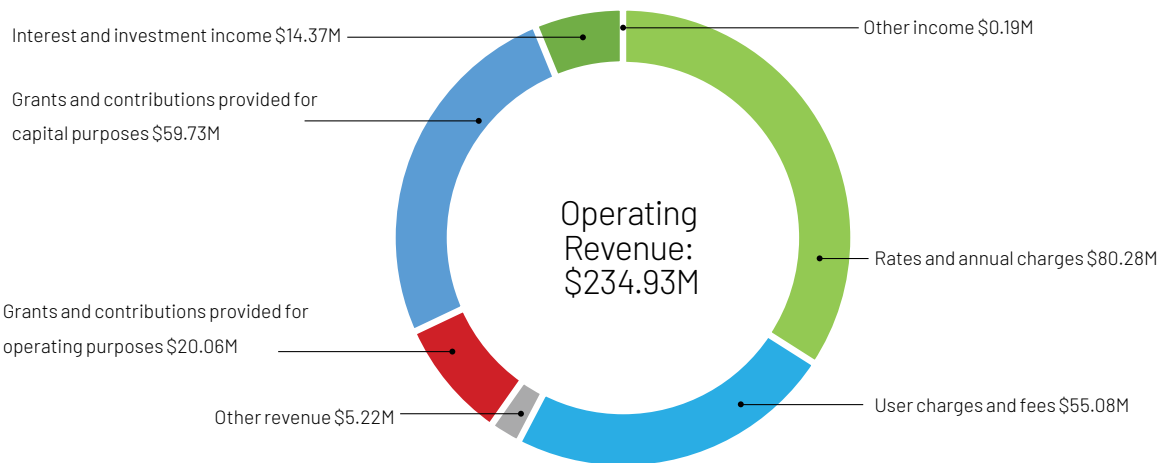


Shearers in action at the National Merino Show and Sale at the Showground.

Financial snapshot

Council has transitioned from a period of crisis management, ranging from large scale flooding events in 2022 to fires in early 2023, into one of future planning and recommencement of our usual schedule of operational activities. Where budget was previously allocated to flood and fire reparation works, the 2024/2025 budget has allowed Council to focus on getting the region ready for the future.

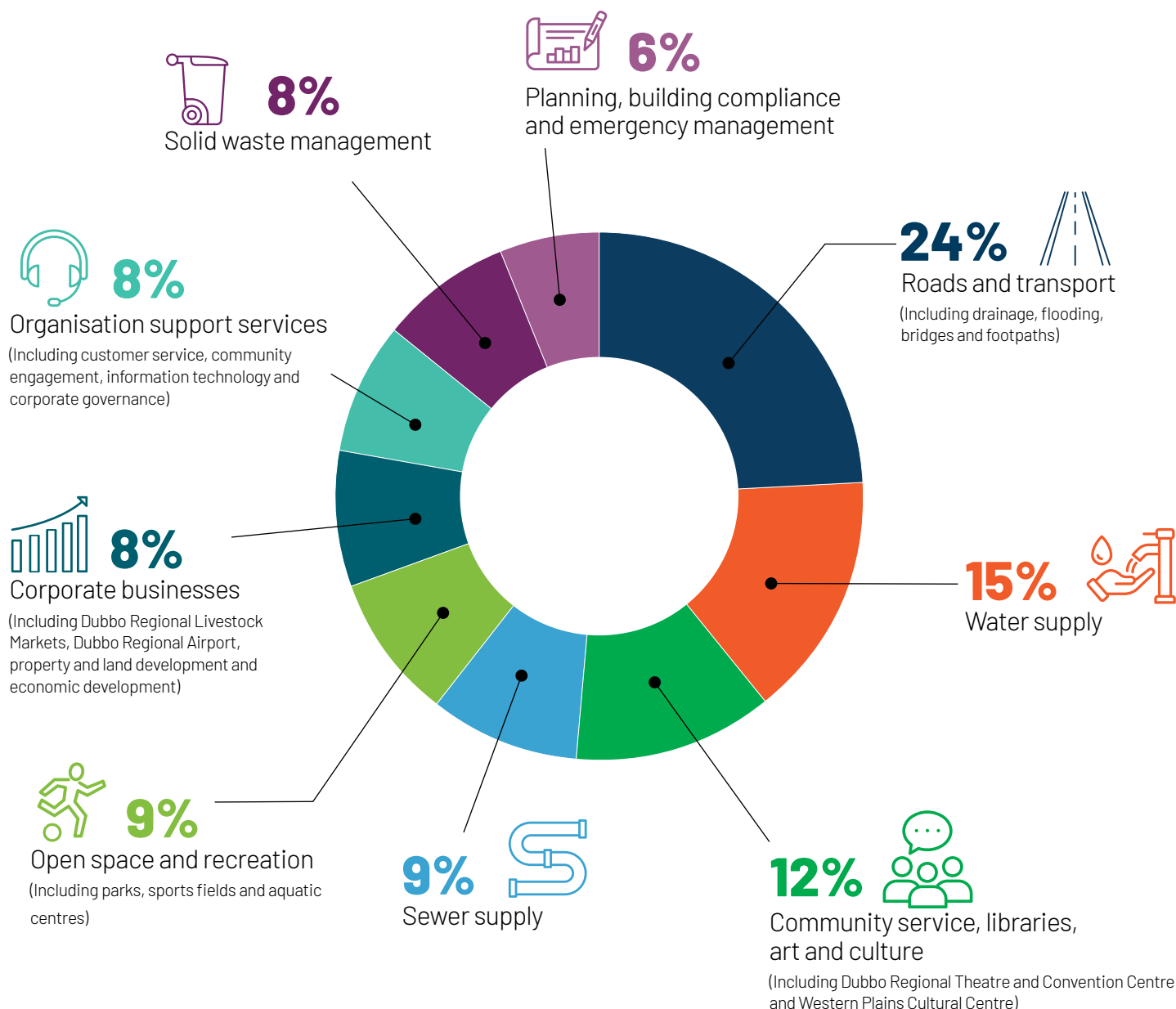
Asset renewal, growth planning, and increasing social capital through events and the arts has been a key focus for Council this financial year.



Funding services for your community

Rates, fees and charges contribute to Council providing a range of services to our community.

The below chart illustrates the distribution of operating expenditure under key service groupings, it does not account for income from fees and charges for each service.



Ensuring a financially sustainable future

Embracing the future

The 2024/2025 budget focused on Council's core business activities such as reconstruction and renewals of roads, water infrastructure, parks and sporting facilities.

With the region's population expected to reach 66,332 by 2041, Dubbo Regional Council is committed to ensuring the region is future ready and prepared for sustainable growth.

Getting the Region Future Ready:

- Sod was turned at the Advanced Waste Water Treatment Plant, which will be built as part of the Public Private Partnership between Council and Squadron Energy. This recycled wastewater created in the plant, totalling 700 megalitres per year, will be able to be used on recreational assets across the region, ensuring drinking water levels are not affected.
- Funding has been received from the Australian Government Growing Regions Program - Round 2 for the upgrade of the Dubbo Regional Airport runway. The project will upgrade and strengthen the main runway, associated taxiways and aprons to support the operation of large air tankers and emergency services.
- Engineering consultant WRM Water and Environment was engaged to undertake a Wellington Flood Study which will provide guidance on the best way to become a flood resilient community.

- A new polystyrene processing machine was co-funded with the NSW Environment Protection Authority to assist with diversion from landfill. The machine is one of the ways Council shows it is committed to reducing its environmental footprint through the waste management process, with the continuation of new programs that divert waste and recycle products a major priority for Council.

The organisation focuses on the future:

- The new state-of-the-art Dubbo Regional Animal Shelter was officially opened. The centre was built with the future in mind and features 100 dog pens including isolation and dangerous dog areas, as well as enclosures for 50 cats. The shelter was built to safely contain and control transmissible diseases and has energy efficient process and the use of renewable energy sources.
- Council facilities are designed and delivered in accordance with Council's sustainable building policy, which includes more energy efficient practices and the use of renewable energy sources. The Advanced Wastewater Treatment Plant has been designed to house solar panels on the roof to offset ongoing costs of running the plant.
- Council has welcomed \$11.25 million from the NSW Government to fund the Renewable Energy Awareness and Career Training (REACT) Centre in Wellington. The centre will ensure local residents are given the chance to gain maximum benefits from the employment opportunities that the renewable projects will deliver.



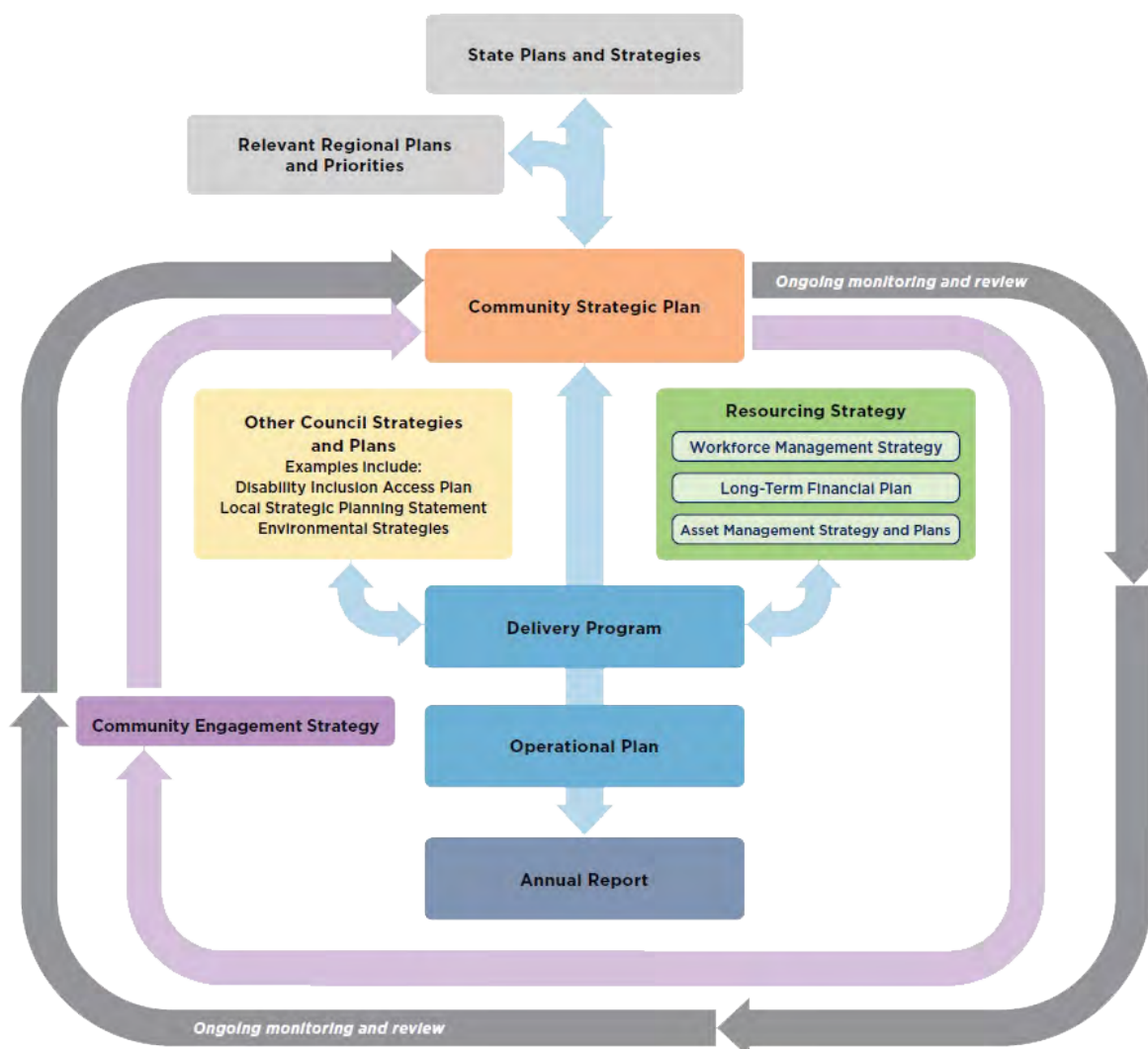
From left: Dubbo Regional Council (DRC) CEO Murray Wood, Rural Fire Service Assistant Commissioner Jayson McKellar, DRC Mayor Josh Black, Australian Government Senator for NSW Deborah O'Neill, DRC Deputy Mayor Phillip Toynton, Dubbo Regional Airport Manager Airport Strategy and Operations Matthew Linsley-Noakes and DRC Director of Organisational Performance Jane Bassingthwaite.

Delivering to support community aspirations

Operational Plan 2024/2025

The 12 month Operational Plan of the endorsed Delivery Program was implemented on 1 July 2024.

The Delivery Program stems from the overarching Community Strategic Plan that reflects the community's aspirations for the future of the Dubbo Region.



Performance is evaluated through principal activities with 191 actions reported as complete, cancelled or deferred. As Council operates to support, strengthen, lead and serve the regional community, a diverse selection of actions are provided below for each principal activity, aimed to clearly link agreed actions with community outcome, value or benefit. A full performance report against all actions for the period can be found on Council's website – [Community Strategic Plan – Dubbo Regional Council](https://www.dubbo.nsw.gov.au/community-strategic-plan).

To read the 2024/2025 final progress report visit dubbo.nsw.gov.au or scan the QR code



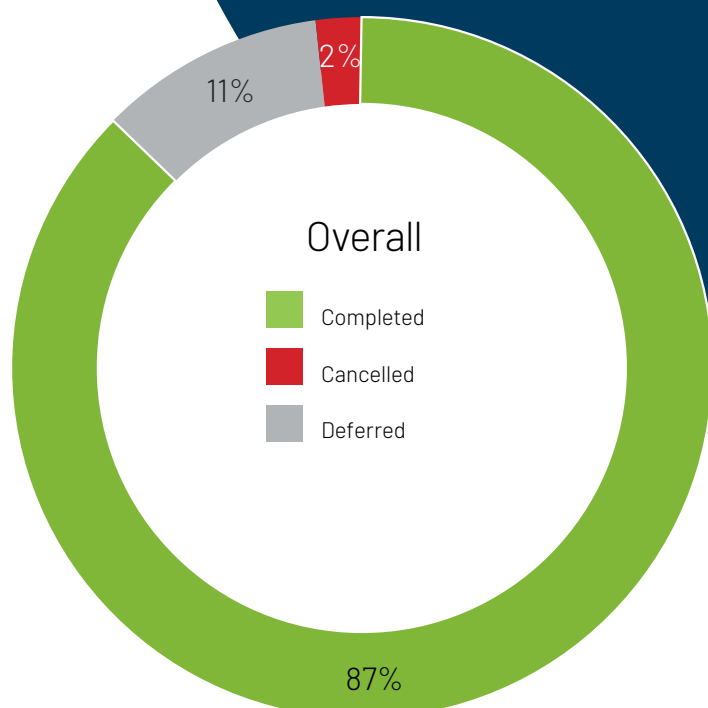
2024/2025 Progress Highlights

The 2024/2025 Delivery Program and Operational Plan contains 191 actions which have been separated into the following six themes:

- Housing (18 actions)
- Infrastructure (41 actions)
- Economy (29 actions)
- Leadership (30 actions)
- Liveability (41 actions)
- Environmental Sustainability (32 actions).

Definitions

-  Completed – action completed within the year
-  Cancelled – the action will not start/progress any further.
-  Deferred – The start date has been moved in to the next or following financial year/s.



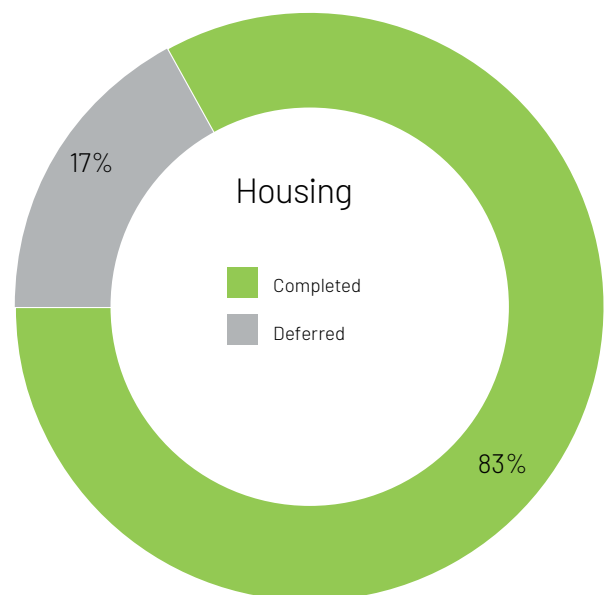
Housing

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

- There were 525 Development Applications (DAs) determined during the financial year, which included 418 dwellings. Council also led regional Councils for processing times for DAs, averaging 52 gross days for processing and determining DAs in the financial year.
- Consultation was undertaken in October, November, and December 2024 for the draft Housing Strategies. Key stakeholders engaged included social housing providers, the NSW Government, and the broader community. Further consultation occurred in March 2025 with social housing providers to explore formal partnerships, development requirements and potential housing products. The draft Housing Strategies will be publicly exhibited during the 2025/2026 financial year.
- A draft charter for the Housing Supply Reference Group was developed following insights gained from consultation for the draft Local Housing Strategies.
- A steering committee has been established to allow collaboration between Dubbo Regional Council, the NSW Government, and other LGAs within the Central West Orana Renewable Energy Zone. The steering committee contains a number of working groups focusing on housing and accommodation, social services, environment, traffic/transport, and economic development.
- The North-West Urban Release Area was progressed by the development of several supporting strategies, including a development control plan, flood impact and risk assessment, stormwater strategy, and contamination study.
- Preparation of an infrastructure contributions plan is underway. This plan will further progress the implementation of the Central-West Residential Urban Release.



A speaker addressing attendees at a Housing Strategy consultation session at Western Plains Cultural Centre.





Inspections of private swimming pools



153
Private
swimming pool
inspections



138
Compliance
Certificates issued



41
Non-Compliance
Certificates issued

Development



578
DAs and CDCs approved



\$467,075,875
Value of approved DAs and CDCs



968
New residential
blocks



1
Development
Application
refused



436
Total residential dwellings
approved (includes single
dwellings and other dwellings)



240
Residential related
buildings (pools,
sheds, carports,
patios, fences etc)



89
Commercial, industrial and other
developments approved (eg:
business premises, childcare,
educational, health, signs)

Infrastructure

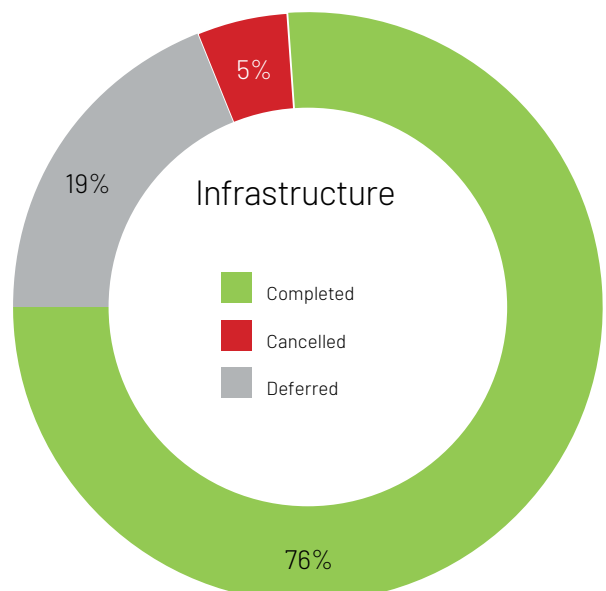
Aspiration: 'We have well-maintained, fit for purpose and new infrastructure that helps our community grow'

- Several road planning activities were completed, including an updated Dubbo Traffic Model, rail overpass design (intersection Minore/Chapmans Roads), and South Bridge technical brief.
- New road monitoring technology continued to be tested with industry stakeholders and users. Ongoing testing will continue throughout the 2025/2026 financial year to fully scope the technology's capacity.
- The new Dubbo Regional Animal Shelter was officially opened.
- A detailed car parking analysis was undertaken for Nanima Crescent in the Central Business District of Wellington. Formalisation of parking arrangements, including line marking and signage, will be implemented in the future.
- 150 inground parking sensors were installed in Dubbo. The sensors notify Council staff when overstay of time violations have been detected, freeing up Parking Officers to continue patrolling other areas in the CBD and the region.
- Applications by Council for government funding of road projects progressed. During the final quarter of the 2024/2025 financial year, Council has been approved to receive disaster (flood) recovery funding related to the road network, including both urban and rural roads, at locations across the LGA. Some notable inclusions in approved disaster recovery works are funding to repair the Duke of Wellington Bridge approaches and repairs to Showground Road in Wellington.
- Discussions have been held with staff from Transport for NSW in relation to the provision of overtaking lanes on the Mitchell Highway between Dubbo and Wellington. Transport for NSW are in the initial stages of investigation for overtaking lanes between Geurie and Wellington.
- Detailed hydraulic models were prepared for the water supply and gravity sewerage networks in Dubbo to help identify capital works upgrades required over the next 30 years.
- Council's Waste Strategy has been adopted. The Waste Strategy has been added to Council's Plans and Strategies website page for ongoing public access and viewing.

- Maintenance Service Levels for Parks have been adopted. Maintenance Service Levels for Sporting Facilities and Reserves are currently in development.
- Comobella Bridge was officially opened. The project included design and construction of a suitable bridge, demolition of the existing damaged pipe culvert, and reconstruction of Saxa Road at the approaches to the new bridge structure.
- Burrendong No 1 Bridge was officially opened. The new two-lane concrete bridge improves the level of service for road users who access the Burrendong tourist precinct and will meet the current and future needs of our community.



From left: Stephen Lawrence MLC, DRC Mayor Josh Black, the Hon Jenny Atchison, DRC Deputy Mayor Phillip Toynton.





Water and sewer



21,246
Water services



20,122
Sewer services



813km
Length of water mains



71
Gross Pollutant Traps (GPTs)

612.32km
Length of sewer mains

Roads



1,419.14 km
Length of sealed roads

1,372.65 km
Length of unsealed roads

Fleet



851
Items



\$41.90M
Value

Waste services



74,949.95 tonnes
Entombed at Whylandra



1,901 tonnes
Entombed at other waste facilities

2,579 tonnes
recycled material



1,872
Tipping vouchers used

Economy

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

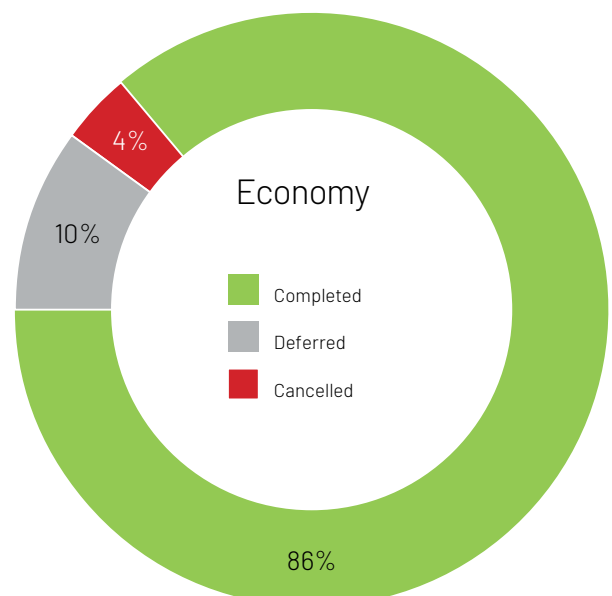
- Council worked with Taronga Western Plains Zoo to support the development of the new Serengeti Plains Visitor Experience and Eco Accommodation Tourism Infrastructure Project.
- The Event Assistance Program saw \$46,600 shared between 18 locally organised events that fostered cultural and recreational benefits and provided opportunities for community interaction.
- Over 25,000 Dubbo Region Visitor Guides were printed and distributed across the country, with 400 locations in Dubbo and Wellington included.
- Council worked with Destination NSW and the Caravan and Camping Holiday Guide, LinkAirways, Channel 9, Australian Geographic and Channel 7's Sunrise to promote the Dubbo Region to visitors.
- The Regional Australia Bank opened within the Wellington Visitor Information Centre.
- The Wellington and Dubbo Visitor Information Centres delivered a new souvenir range, delivered 577 Driver Reviver products and created over 420 New Residents packs.
- The Region on the Rise campaign was used to highlight the stories of regional stakeholders to showcase the diversity of work opportunities throughout the region. The campaign was digitally marketed into metro and regional areas in NSW, QLD, VIC and the ACT across LinkedIn, Facebook, Instagram, YouTube, and websites with 14 media stories, 215,000 social media reach and over 5,000 clicks.
- Council secured 20 opportunities through the NSW Governments Fresh Start Program (apprenticeships, traineeships and cadetships) in a wide range of areas across the organisation.
- Council continues to work with State Government and key stakeholders to review upcoming major projects and workforce requirements for the region, including short-term accommodation for the Renewable Energy projects and long-term accommodation capacity for the tourism sector.
- A number of workforce development programs were supported by Council including BOOTS (Building Opportunities through Outreach Training and Support), Vet student visit, Women in Construction and Laptop to Launch.



DRC Executive Officer Strategic Partnerships and Engagement Angela Karagiannis and DRC Mayor Josh Black.



Taronga Western Plains Zoo Keeper Christina Nicholas, DRC Manager Strategic Partnerships and Investment Kim Hague and DRC Mayor Josh Black.





Operations



189,309

Passengers through airport



77,541

Total visitors to Dubbo Regional Theatre and Convention Centre



52,236

Visitors to Information Centres in Dubbo and Wellington



46,113

Old Dubbo Gaol visitors



29,534

Wellington Caves visitors



149,553

Western Plains Cultural Centre visitors

Dubbo Regional Livestock Markets



231,472

Cattle sold



13,792

Goats sold



1,327,005

Sheep sold



12,328

Truckwashes

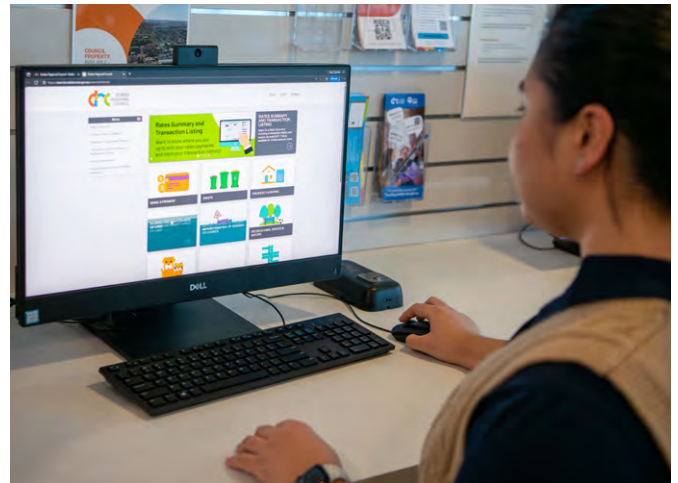
Leadership

Aspiration: 'We have leaders who are engaged, transparent, accountable and represent the best interests of our community'

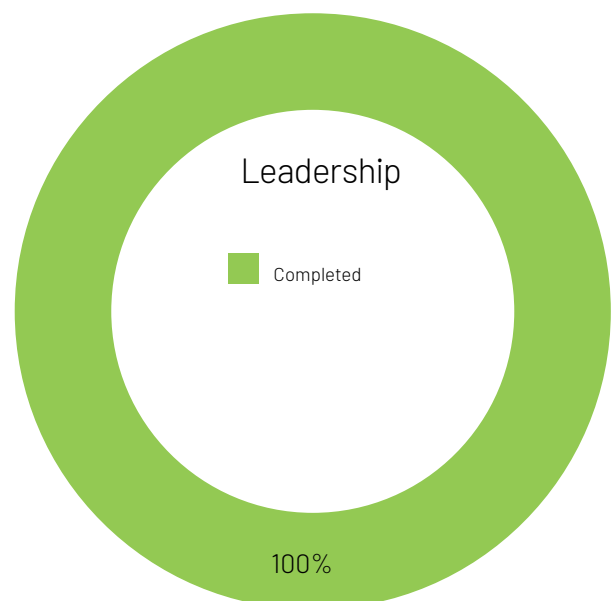
- Council endorsed and implemented the Community Engagement Strategy, including Community Participation Plan.
- Council supports opportunities for members of the public to interact with Councillors and encourages direct contact when appropriate including Public Forum opportunities, community committees and reference groups.
- Community conversation pop-ups were implemented, providing further opportunity for residents to speak directly to Councillors and Council staff.
- A centralised approach to collecting community data and insights was established to support Council decision-making and grant projects including mandatory community consultation sections in Council reports.
- Council continues to work with Cabonne Shire Council on investigating a potential boundary alteration for North Yeoval.
- Council amended the Code of Meeting Practice to provide business papers to councillors one week before the meeting, with legislation requiring 72 hours, allowing them more time to digest the information and make enquiries on matters of interest.
- DRC&ME continues to expand with over 11,400 registered users and represent 14.9% of all customer service requests. The total services now available on DRC&ME at 55.
- Implementation of Council's Inclusion, Diversity and Belonging Strategy is continuing.
- Council completed a Smart Region Strategy project with the University of New South Wales, which collected temperature data in a number of residential areas in Dubbo to assist with future planning controls to manage urban heat impacts.
- Council is also negotiating a further project with the University of NSW for the delivery of a battery energy storage system for the Dubbo Administration Building.
- The revised status quo changes at the Dubbo Regional Livestock Markets have now been fully implemented for the 2024/2025 financial year.



DRC Manager Dubbo Regional Livestock Markets Harry Brennan and Dubbo Stock and Station Agents President Martin Simmons.



DRC&ME allows easy access to Council services 24/7.





Customer experience



Counter

Over the counter interactions Dubbo - 12,469
 Over the counter interactions Wellington - 4,016
 Financial receipts processed - 10,561
 Average wait time in queue - 4 minutes 22 seconds
 Number of counter surveys completed - 4,037
 Overall satisfaction - 95.87%



Call centre

Calls handled - 45,062
 Average wait time in queue - 1 minutes 32 seconds
 Calls answered within 60 seconds - 88%
 Overall call abandoned rate - 10.30%
 Number of call centre surveys completed - 28,000
 Percentage of call centre surveys - 31%
 Overall satisfaction - 95%



Customer requests

Digital CRM conversion - 14.70%
 Customer requests lodged through CRM system - 43,115
 Customer requests lodged through DRC&ME - 6,323



Webchat

Web chats from Council's corporate website - 991
 Offline messages processed - 275
 Number of webchat surveys completed - 236
 Overall satisfaction - 92%



Email

Interactions via email - 24,074
 Email satisfaction - 79.59%
 Email signature survey number of responses - 195

Liveability

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

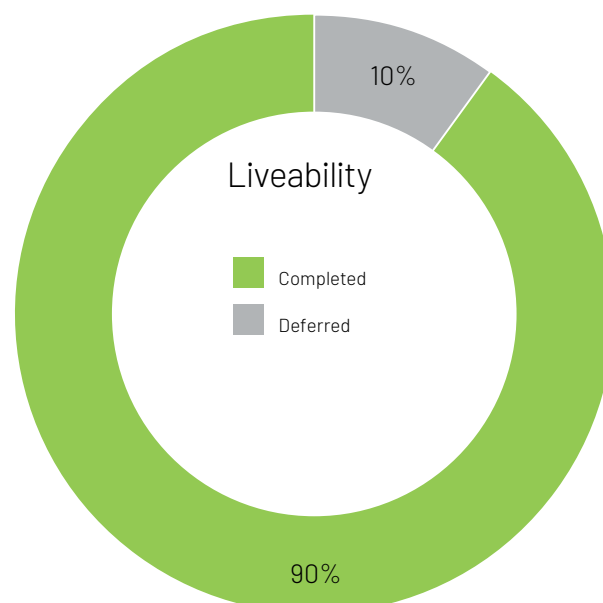
- Council continued to attract major regional, state and national events to the region for various sports and agricultural shows. These included athletics, cricket, rugby, touch football and sheep, cattle and horse events. These events are all multiple-day events which provide a boost to the local economy through visitors to the region.
- Council partnered with the state and national galleries to deliver additional programs and exhibitions to the Western Plains Cultural Centre.
- A website accessibility program was implemented on four of Council's websites including YourSay, Dubbo Regional Council, Macquarie Regional Library and Dubbo Region. The accessibility program offers several features for community, including accessibility profiles for those with vision impairments, seizures and ADHD. The program also translates the website into other languages, which included five of the top languages spoken by community members living in the Dubbo Region.
- Council continued to partner with organisations to deliver community events, such as Youth Week, New Residents Nights and Dubbo Art Fair.
- Council's grants program continued to roll out to community groups and not-for-profit organisations. Grant streams such as the Event Assistance Program, Community Services Fund, and the SPARC Support Grant assisted groups deliver events and community capacity building activities.



Wynne Prize finalist artwork on display at Western Plains Cultural Centre.



Youth Week 2025 celebrations in Wellington's Cameron Park.





Recreation and open space



32
Sporting facilities
to maintain

Community services



40
Community service
based events



211
CCTV
cameras



196
Family Day Care
participants



130
Rainbow Cottage
participants



154
Cemetery
interments
(including ashes)

Aquatic leisure centres



103,473
Visitors

Macquarie Regional Libraries



184,568
Visitors to all
LGA branches
(122,778) Dubbo and
Wellington



347,587
Items loaned

Environmental sustainability

Aspiration: 'We achieve net zero emissions, recognise, plan for, and respond to the impacts of climate change, manage land use and improve the built and natural environment and plan for and mitigate the impacts of natural events and disasters'

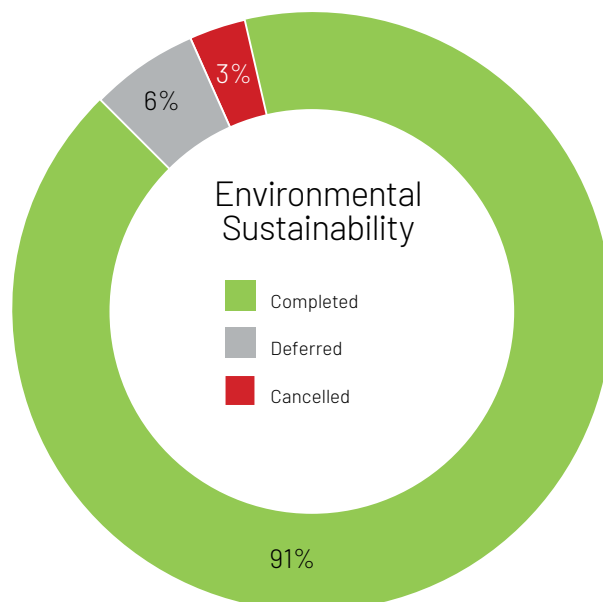
- A Polystyrene Processing Machine was installed at the Whylandra Waste and Recycling Centre to process polystyrene onsite.
- A pre-booked bulky rubbish collection trial commenced 2024 and was extended to gain further data and insights over a second 12-month period.
- The Renewable Energy Zone Benefit Committee was established in March 2025 and represents the interests of residents and seeks their input regarding the Central-West Orana Renewable Energy Zone.
- Council adopted an amended Fleet Management Policy to align with its Zero Emissions Fleet Strategy. This update supports the gradual replacement of light vehicles with low-emission alternatives—part of targets to reduce operational emissions by 35% by 2028 and 70% by 2035.
- Council adopted the 2025 – 2035 Waste Strategy, which is an overarching blueprint for reducing waste sent to landfill and ongoing sustainable waste management services for the Dubbo Local Government area.
- Council continued to partner with Narromine Shire Council with the aim to be prepared for future droughts in the Central Orana Region.
- Council continues to actively expand the number of town water supply bore sites for Dubbo from seven to 15.



DRC Mayor Josh Black and DRC Manager Resource Recovery and Efficiency Jamie Lobb showcasing the Polystyrene Processing Machine.



Panel members address attendees at the Drought Preparedness Roadshow.





5 fast & 4 destination
EV charging stations



6,242 kms
Road sides and high-risk
pathways inspected for
priority weeds

EV Fleet and Charging Infrastructure

- DRC took delivery of 4 new EV's, all Tesla Model Y's.
- As at 30/06/2025 there are 11 EV cars and 3 EV plant items.
- DRC has transitioned some sundry plant to battery electric. Like blowers, vibrating rammer, vibrating plate, and concrete cutting saw.
- Charging infrastructure installed in the last year were 2 x 22kw chargers at the Hawthorn Street depot and 1 x 22kw charger at the Airport. These are for Council vehicles only.

Solar



- Council's large site and streetlight electricity contract included 50% renewable electricity from 1 January 2025.

Capital works highlights

The capital works program for 2024/2025 included construction and upgrades of community facilities, roads, footpaths and amenities in the region.

Animal Shelter : The new state-of-the-art Dubbo Regional Animal Shelter was completed and official opened. The new shelter features 100 dog pens, including isolation and dangerous dog areas, as well as enclosures for 50 cats. The facility has also been designed in accordance with Council's sustainable building policy which includes more energy efficient practices and the use of renewable energy sources.

Ballimore Road reconstruction Stage 2: Works to upgrade the road surface from gravel to bitumen seal on Ballimore Road was completed in May 2025. The road reconstruction was for the section of road two kilometres south from the Westella Road intersection.

Rehabilitation Saxa Road between Maryvale and Bakers road: Works started on the rehabilitation of Saxa Road between Maryvale and Bakers Roads, to provide safe, reliable all-weather access, with the project to include pavement widening and strengthening, bitumen seal widening, installing new box culverts and extending existing box culverts. The project is scheduled for delivery over two financial years, with drainage components undertaken during the 2024/2025 financial year. Council also awarded the tender for contractors to undertake the remaining project work in the next financial year.

Bridges: Three bridges were completed in this financial year including the Benolong Bridge, Burrendong Bridge No 1 and the Comobella Bridge. The replacement of all three bridges brings a variety of benefits to the Dubbo Region including increasing accessibility and connecting residents in the area with Dubbo and Wellington and allowing increased freight transportation.

Tamworth and Darling St Roundabout: The Tamworth and Darling St Roundabout in Dubbo was upgraded to replace the ageing stormwater and road infrastructure. The reconstruction stormwater rectification works, road pavement replacement and upgrades to the roundabout approaches and central island.

Cameron Park Lights: The replacement of the lighting in Cameron Park, Wellington commenced to improve safety within the park increasing visibility and night-time landscape. This project included the replacement of the existing light poles and the installation of spotlights to highlight the sunken garden, cenotaph and fountain in the park.



Official opening of the new Dubbo Regional Animal Shelter.



Burrendong Bridge No 1.



Lighting at Cameron Park, Wellington.



Tamworth and Darling Street roundabout.



Ballimore Road reconstruction.

Awards and recognitions 2024/2025

2025 NSW Community Sports Awards

Winner: Local Council of the Year

2025 Local Government Excellence Awards

Highly Commended: Innovative Leadership – Population under 150,000 – 3D Printed Amenities Block at Lions Park West

2024 PAC Australia Impact Awards

Winner: Dubbo Regional Theatre and Convention Centre and Dance Makers Collective for The Saturday Night Social

2024 National Local Government Customer Service Network

Winner: 2024 National Customer Service Innovation Award

2024 NSW Tourism Awards

Bronze: Cultural Tourism category – Old Dubbo Gaol



DRC Showground Operations Coordinator Gavin Hayton, DRC Recreation Coordinator Tracey Whillock, DRC Mayor Josh Black, DRC Organisational Sustainability Coordinator Anel Pienaar, DRC Events and Partnerships Coordinator Lana Willetts and DRC Team Leader Sporting Facilities Ricki Walker.

Service Review Program

To foster continuous improvement across Council operations, service reviews are conducted under the guidance of the Audit, Risk, and Improvement Committee.

The first two-year program was adopted in May 2022, with a revised 2024-2025 program adopted in October 2023. In most cases a completed review will result in an implementation plan which addresses the key findings from the review. A high-level summary from both programs is included below with a status update on the stage of the service review work as at 30 June 2025.

Service Review Project	Status
Media and Communications Level 3 review	Service Review: Complete Implementation Plan: On Target (Underway)
Subdivision Planning Approvals Process Level 2 review	Service Review: Complete Implementation Plan: Under revision
Aquatic Facilities Level 3 review	Service Review: Complete Implementation Plan: Complete
Finance Partners Model Review Level 1 review	Service Review: Complete Implementation Plan: Off Target, deferral
Library Services Regional and Local Level 3 review	Service Review: Complete Implementation Plan: On Target (Underway)
Business continuity and resiliencel Water and Sewer Operations Level 2 review	Service Review: Complete Implementation Plan: Complete
Robotic Process Automation Corporate and financial services – stage 1 Level 1 review	Service Review: Complete Implementation Plan: Complete
Cemetery services including maintenance and grave digging Level 1 review	Service Review: Complete Implementation Plan: Complete
Child care services Level 1 review	Service Review: Complete Implementation Plan: Complete
Community Committees Level 1 review	Service Review: Complete Implementation Plan: Complete
Information Services: Corporate Information Management Level 1 review	Service Review: Complete Implementation Plan: On Target (Underway)
Wellington Caves Complex Level 3 review	Service Review: Complete Implementation Plan: Complete
Dubbo Regional Livestock Markets Level 3 review	Service Review: Complete Implementation Plan: Complete
Corporate system review	Service Review: Complete Implementation Plan: Complete
Visitor Information Services – Dubbo and Wellington	Service Review: Complete Implementation Plan: On Target (Underway)
Major projects management - internal service delivery: Stage 2	Service Review Status: Complete Implementation Plan: Complete
Major Infrastructure Delivery: Wheelers Lane Stage 1 and 2	Service Review Status: On Target
Community, recreation and cultural services review: Stage 1 service definition.	Service Review Status: Deferred
Airport Operations	Service Review Status: Deferred
Rural Road Maintenance Grading Program	Service Review Status: On Target (Underway)
Grant attraction and management	Service Review Status: On Target

Statutory reporting

Audited Financial reports

Must contain a copy of the council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting (may be an attachment).

The 2024/2025 Audited Financial Statements are published on Council's webpage. Please click on the link:

[Reporting - Dubbo Regional Council \(nsw.gov.au\)](#)

Anti-slavery

Must contain a statement detailing the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue.

No issues raised by the Anti-slavery Commissioner during 2024/2025.

Modern slavery

Must contain a statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery withing the meaning of the meaning of the Modern Slavery Act 2018

Dubbo Regional Council understands the risk that all forms of Modern Slavery pose to residents, visitors and the internationally community, through the global nature of modern supply chains. Council has a zero-tolerance approach to any form of Modern Slavery. Council is committed to acting in an ethical manner, with integrity and transparency in all business dealings. Council is dedicated in combating modern slavery and are aware of the part we can play in its detection and disruption as a public sector body working with our partners. Modern Slavery preventative activity is completed pursuant to the Modern Slavery Act 2018. It outlines the Strategies, Policies and Processes that Dubbo Regional Council has and will implement to ensure abolition of Modern Slavery within any part of the utilised Supply Chain. The aim of the plan is to devoid the organisation of any known or unknown exposure to exploitation of any form of modern slavery or human trafficking. This includes within the organisation itself, within any sub-contractors, partners or supply chains for goods or services. This Plan highlights the actions and activities completed during the financial year 1 July 2024 to 30 June 2025. Council is committed in creating effective systems and controls to safeguard against any form of modern slavery taking place within the business or our supply chain. All Council employees as well as private business partners are obliged by the Code of Conduct and Statement of business ethics in carrying out the business dealings with Council.

Steps taken by Council in 2024/2025:

- Implemented a Modern Slavery Prevention Policy, including implementation of a formal reporting channel for any real, perceived or suspected Modern Slavery exploitation.
- Developed and implemented a Modern Slavery Prevention Action Plan.
- Developed and distributed a Modern Slavery 'Factsheet for Council Executives and Procurement Staff'.
- Worked strategically and proactively with suppliers to identify risks across supply chains particularly with regards contractor staff welfare and access to fair wages; and updated Statement of business ethics of Council to include Modern slavery, diversity and inclusion, this document sets out the standards to be complied by the supplier.
- The Manager responsible for Councils Procurement function attended a Conference on Local Government Procurement including Modern Slavery presentations and learnings.
- Completed a Modern Slavery Transparency Statement.
- Developed GRS Reporting requirements as required under the Modern Slavery Act.
- Reviewed and updated our Modern Slavery documentation in procurement documentation, where identified as necessary.
- All Procurement staff have been trained in identifying and addressing the risk of modern slavery within procurement and ongoing learning has taken place.
- Modern Slavery has been included in the corporate induction program for all new employees.

- Updated internal websites to include information on identifying modern slavery and steps to combatting it.
- Revised Procurement planning documents to specifically highlight early thinking around modern slavery as a potential risk for each contract.
- Identified high risk markets and categories within the supply chain to more proactively combat risks of modern slavery.
- Incorporated specific guidance into our procurement tendering and Contract documentation including self-assessment questionnaire.
- Include modern slavery related criteria in all RFx documents and ensure assessing staff understand how to interpret responses.
- Include modern slavery related clauses in supplier contracts.
- Development of an internal Modern Slavery training module for all staff

Planning for 2025/2026

- Council will continue to offer learning opportunities to increase understanding of all forms of modern slavery, to enable staff to identify, report and provide effective support to victims. Training will be compulsory for all staff but will be initially targeted at any staff who has the authority to procure goods and services for Council.
- Modern Slavery will be included in the Council's mandatory e-learning module for all new staff to complete as a part of online induction. It will be designed to help staff recognise their role in identifying and reporting concerns.
- Work closely with industry peers and suppliers to build our understanding of the modern slavery risk across the industry and develop and review the past strategies to mitigate the risk.
- Develop a Modern Slavery Risk Management Toolkit from the learnings identified in the previous years.

Environmental upgrades

Include particulars of any environmental upgrade agreement entered into by the council.

Dubbo Regional Council did not enter into environmental upgrade agreements in 2024/2025.

Activities funded via a special rate variation

Report on activities funded via a special rate variation of general income including:

- *reporting requirements set out in the Instrument of Approval*
- *projects or activities funded from the variation*
- *outcomes achieved as a result of the project or activities.*

The Minister for Local Government has approved Special Variation Rate increases of two per cent above the general increase for 2004/2005, four percent for 2005/2006 and five percent for 2006/2007 and 2007/2008 for the former Dubbo City Council. These Special Variation increases were an essential element of Council's strategy for funding the long-term requirements for the maintenance and improvement of its Civil Infrastructure (Roads and Footpaths) Asset Base, Parks and Landcare maintenance and renewals, and the construction and ongoing operations of the Dubbo Regional Theatre and Convention Centre. A condition of the approval of these special variations is that expenditures are clearly reported in the Annual Report. In 2024/2025, the total revenue generated from the Special Variations was \$4,336,561 which was fully expended during the year on the following areas:

- Dubbo Regional Theatre and Convention Centre operations
- Asset Maintenance:
 - Urban Parks Asset Maintenance
 - Rural Parks Asset Maintenance
 - Sporting Facilities Asset Maintenance
- Roadworks:
 - Urban Preconstruction and General Maintenance.

Rates and charges written off

Amount of rates and charges written off during the year.

2024/2025 rates and charges written off	\$ Amount
Rates - Pension Rebates (s583(1))	\$ 1,342,967.69
Rates - Postponed Rebates (s595(1))	\$ 13,116.49
Rates - Non Rateable Properties (s555(1))	\$ 10,642.31
Rates - Levy Adjustments (s598(1))	\$ -
Charges - Interest on Postponed Rates	\$ 3,943.03
Charges - Amounts which were unrecoverable	\$ 10,928.83

Councillor training and professional development

Information about induction training and ongoing professional development:

- the names of any mayor or councillors who completed any induction training course, induction refresher course or supplementary induction course during the year,
- the names of any mayor or councillors who participated in any ongoing professional development program during the year,
- the number of seminars, circulars and other activities delivered as part of the ongoing professional development program during the year.

Councillor Inductions

An Intensive Induction program was put together for the incoming councillors over several sessions as detailed below;

2 October 2024

Attendees Councillors J Black, L Butler, S Chowdhury (in part), J Cowley, M Dickerson, R Ivey, P Toynton, A Ryan (in part), P Wells and M Wright.

3 October 2024

Attendees Councillors J Black, L Butler, S Chowdhury, J Cowley, M Dickerson, R Ivey, P Toynton, A Ryan, P Wells and M Wright.

9 October 2024

Attendees Councillors J Black, L Butler, J Cowley, M Dickerson, R Ivey, P Toynton and M Wright.

10 October 2024

Attendees Councillors J Black, L Butler, J Cowley, M Dickerson, R Ivey, P Toynton, P Wells and M Wright.

An extra catch-up session for Code of Conduct was held on 20 November 2024 for Councillors S Chowdhury and K Richardson With an additional Mayoral Induction for Cllr J Black

Professional Development

Several opportunities have been provided to the councillors including

DISC

Attendees being – Councillors J Black, J Cowley, S Chowdhury, K Richardson, P Wells and M Wright.

Finance

Attendees being – Councillors J Black, J Cowley, S Chowdhury, K Richardson, P Wells and M Wright.

Hit the Ground Running (OLG Webinars) emailed to all Councillors

Locale Leaders Accelerator Program for Cllr K Richardson which commenced in June 2025.

Along with Professional development and induction councillors were also offered the opportunity to attend the LG NSW Annual Conference in November 2024. Attendees were

Councillors J Black, L Butler, J Cowley OAM, M Dickerson, A Ryan, P Toynton and M Wright.

Must publish an attestation statement indicating whether, during the preceding financial year, the council's audit, risk and improvement committee, risk management framework and internal audit function complied with the requirements prescribed in the Regulation.

Internal audit and risk management attestation statement for the 2024/2025 financial year for Dubbo Regional Council

I am of the opinion that Dubbo Regional Council has an audit, risk and improvement committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

Audit, risk and improvement committee

	Requirement	Compliance
1.	Dubbo Regional Council has appointed an audit, risk and improvement committee that comprises of an independent chairperson and at least two independent members (section 428A of the <i>Local Government Act 1993</i> , section 216C of the <i>Local Government (General) Regulation 2021</i>).	Compliant
2.	The chairperson and all members of Dubbo Regional Council audit, risk and improvement committee meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i>).	Compliant
3.	Dubbo Regional Council has adopted terms of reference for its audit, risk and improvement committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the <i>Local Government (General) Regulation 2021</i>).	Compliant
4.	Dubbo Regional Council provides the audit, risk and improvement committee with direct and unrestricted access to the Chief Executive Officer and other senior management and the information and resources necessary to exercise its functions (section 216L of the <i>Local Government (General) Regulation 2021</i>).	Compliant
5.	Dubbo Regional Council audit, risk and improvement committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant

6.	Dubbo Regional Council audit, risk and improvement committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the Local Government Act 1993 reviewed during that term (Core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	The Chair provides an annual report to the Committee, which is provided to the elected body under the Committee minutes for endorsement. In April 2024 Councillor representatives were invited to attend a workshop to assess risk areas and develop the current audit program.
7.	The governing body of Dubbo Regional Council reviews the effectiveness of the audit, risk and improvement committee at least once each council term (Core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	A formal review will be completed in 2026.

Membership

The chairperson and membership of the audit, risk and improvement committee are:

Chairperson	John Walkom	2 November 2023	1 November 2025
Independent member	Tom Breen	2 November 2023	1 November 2025
Independent member	Greg Matthews	2 November 2023	1 November 2025
(Councillor) member ¹	Richard Ivey	3 October 2024	2 October 2026

Risk Management

	Requirement	Compliance
8.	Dubbo Regional Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the Dubbo Regional Council risks (section 216S of the Local Government (General) Regulation 2021).	Compliant
9.	Dubbo Regional Council audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the Local Government (General) Regulation 2021).	The risk management framework was presented to the Committee on 2 June 2025, with robust discussion and feedback. This was provided to the

		elected body under the Committee minutes for endorsement. A formal review will be completed in 2026.
--	--	---

Internal Audit

	Requirement	Compliance
10.	Dubbo Regional Council has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the Local Government (General) Regulation 2021).	Compliant
11.	Dubbo Regional Council internal audit function reports to the audit, risk and improvement committee on internal audit matters (sections 216M, 216P and 216R of the Local Government (General) Regulation 2021).	Compliant
12.	Dubbo Regional Council internal audit function is independent and internal audit activities are not subject to direction by Dubbo Regional Council (section 216P of the Local Government (General) Regulation 2021).	Compliant
13.	Dubbo Regional Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the Local Government (General) Regulation 2021).	Compliant
14.	Dubbo Regional Council has appointed a member of staff to direct and coordinate internal audit activities or is part of a shared arrangement where a participating Dubbo Regional Council has appointed a staff member to direct and coordinate internal audit activities for all participating councils (section 216P of the Local Government (General) Regulation 2021).	Compliant
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
16.	Dubbo Regional Council provides the internal audit function with direct and unrestricted access to staff, the audit, risk and improvement committee, and the information and resources necessary to undertake internal audit activities (section 216P of the Local Government (General) Regulation 2021).	Compliant
17.	Dubbo Regional Council internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior	Compliant

	Requirement	Compliance
	management (Core requirement 3 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	
18.	Dubbo Regional Council audit, risk and improvement committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the Local Government (General) Regulation 2021).	This review will be conducted in 2026.

These processes, including the alternative measures implemented, demonstrate that Dubbo Regional Council has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within Council.



Murray Wood

Chief Executive Officer

16 October 2025

Overseas visits

Details, (including purpose) of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations).

Name	Position	Dates of Travel	Location	Purpose	Council Funded or Self Funded
Richard Ivey	Councillor	31 Oct – 4 Nov 2024	Tokyo, Minokamo - Japan	35 Anniversary Celebrations	Self Funded
Mathew Dickerson	Councillor	31 October to 12 November 2024	Minokamo - Japan	35th anniversary of sister city and 70th anniversary of formation of Minokamo	Self-funded
Mathew Dickerson	Councillor	29 November to 7 December	Ube City - Japan	Selected as part of a CLAIR delegation of Council representatives from Australia and New Zealand	Self-funded

Payment of expense and provision of facilities to Councillors

Total cost during the year of the payment of expenses of, and the provision of facilities to councillors in relation to their civic functions (this amount must equal the reported amount in the financial statements).

Identify separate details on the total cost of:

- provision of dedicated office equipment allocated to councillors
- telephone calls made by councillors
- attendance of councillors at conferences and seminars
- the provision of induction training and professional development for mayor and other councillors
- other training of councillors and provision of skill development
- interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses
- overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses
- expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses
- payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for the mayor and councillors
- expenses involved in the provision of care for a child of, or an immediate family member of a councillor.

Mayoral and Councillor Fees for the period 1 July 2024 until 30 June 2025 was \$365,259.

Mayor and Councillor Travel Subsistence 1 July 2024 until 30 June 2025 was \$25,562.

Description	Cost
Cost of dedicated office equipment allocated to Mayor and Councillors	\$ 27,156
Telephone/data charges for Mayor and Councillors	\$ 294
Attendance of Mayor and Councillors at conferences and seminars	\$ 11,447
Training of Mayor and Councillors and provision of skill development	\$ 56,076
Interstate visits by Mayor and Councillors (transport/accommodation/other travelling expenses)	\$ 3,276
Overseas visits by Mayor and Councillors (transport/accommodation/other travelling expenses)	Nil
Expenses of any spouse/partner who accompanied the Mayor or Councillors	Nil
Expenses involved in the provision of childcare for the Mayor or Councillors	Nil

Contracts awarded

Details of each contract awarded (other than employment contracts & contracts less than \$150,000) including:

- name of contractor
- nature of goods or services supplied total amount payable.

Supplier	Description	Order value
Allflow Systems & Solutions Pty Ltd	Filter 1 and 2 Refurbishment - John Gilbert Water Treatment Plant	\$ 219,584.20
Revenue NSW (Emergency Services Levy)	NSW Rural Fire Service Contribution 2024/2025	\$ 1,769,131.16
Robert Armstrong Cleaning	T20-004 - Contract Cleaning of Dubbo Regional Livestock Markets	\$ 334,231.80
Civica Pty Ltd	Civica Authority - Annual Licence Fee - 2024/2025	\$ 520,414.86
Outcross Agri Services	DRLM - eID infrastructure program grant funding	\$ 175,267.03
J R & E G Richards(NSW)Pty Ltd T/as J R Richards & Sons	Weekly Domestic collection, Transfer station, Bin Supply , Recycables etc.	\$ 361,732.01
Aqua Irrigation Holdings Pty Ltd t/as Aquawest Pumping & Irrigation Sp	CD23/3884 - Installation of Irrigation System at John McGrath	\$ 203,500.00
OMNI Building Group Pty Ltd	Insurance quote for Rebuild Wellington Transfer Station Admin Building	\$ 198,591.20
Datacom Systems(AU)Pty Ltd	Microsoft Enterprise Agreement - Year 2 of 3	\$ 334,656.49
The Trustee for Belgravia Leisure Unit Trust T/as Belgravia Leisure	Provision of Management Services for Operation of Aquatic Centres	\$ 1,547,865.00
Hill PDA Pty Ltd	Regional and Affordable Housing Strategies	\$ 242,000.00
Morris & Piper Advisory Pty Ltd	SPI - REACT Phase 2 - Stages 1 - 5	\$ 167,640.00
Taggle Systems Pty Ltd	Aqualus Data Delivery Fee	\$ 304,673.94
Trident Services Australia Pty Ltd	Airport - Contract LD4205 Provisiion of Screening Services	\$ 155,000.00
Ausroad Manufacturing Pty Ltd	VPR727662 - Supply of one Isuzu FXY240-350 Truck	\$ 1,480,638.50
Delos Delta Pty Ltd	Community Consultation - Dubbo Regional Housing Strategy	\$ 164,395.00
Saunders Civilbuild Pty Ltd	Design and Construction of Molong Street and Burrendong Bridge No. 1	\$ 1,794,114.74
Redox Pty Ltd	Supply and Delivery of 92 Tons Powered Activated Carbon for John Gilbert Water Treatment Plant	\$ 265,650.00
Numat Pty Ltd	Dubbo Regional Livetsock Market - Rubber Matting Replacement	\$ 183,600.00
Woolpert Australia Pty Ltd	Provision of Imagery services for PRJ47086 Over Dubbo Regional Council	\$ 198,000.00
TWS Evolution Pty Ltd	Design and Construction of Replacement of Fluoride Dosing System at John Gilbert Water Treatment Plant	\$ 1,831,908.05
Datacom Systems(AU)Pty Ltd	Microsoft Enterprise Agreement - Year 2 of 3	\$ 334,656.49
Trident Services Australia Pty Ltd	Airport - Contract LD4285 Provision of Screening Services	\$ 1,867,529.37
Vocus Pty Ltd	Nextgen relocation works at 14L Bungelgumbie Road	\$ 222,181.96
Country Wide Asphalt Pty Ltd	Burrendong Way - Stage 9 - Resealing Works	\$ 234,333.00
Aqua Irrigation Holdings Pty Ltd t/as Aquawest Pumping & Irrigation Sp	Supply and installation of new irrigation System at Pioneer Park	\$ 352,363.00

Ausroad Manufacturing Pty Ltd	VPR727662 - Supply of one Isuzu FXY240-350 Truck	\$ 1,480,638.50
Redox Pty Ltd	John Gilbert WTP Chemical Supply of Soda Ash - LGP408-04 Contract	\$ 185,700.00
DND Welding Pty Ltd	Dubbo Regional Livestock Markets - 8 x Sheds over sheep drafts and sheep & go at EID Equipment	\$ 183,964.00
Bendelta Pty Ltd	Design & Delivery of Bespoke Leadership Development Program	\$ 385,000.00
Glenn Healey Constructions	Installation of concrete road at Victoria Park 2 to Cultural Centre car Park	\$ 213,000.68
Civil Independence Industries Pty Ltd	Supply and Install Asphalt Works for Tamworth/Darling Street	\$ 252,615.00
Connected Contracting Pty Ltd	Construction of Bishop Street Water Main	\$ 221,842.96
Redox Pty Ltd	Supply of 225 tonnes of Soda Ash chemical for JGWTP under LGP408-04 Contract	\$ 204,930.00
Bridge and Marine Engineering Pty Ltd	CD23/6001 - Design and Construct Comobella Bridge	\$ 1,702,910.00
Lionel Moore Trailers Pty Ltd	VP436333 - Supply one Moore 24M3 Sidedoor Tipper Trailer	\$ 172,500.00
NSW Government Valuer General NSW	Statutory Charge - NSW Valuer General Land Valuation on charges 2024/25	\$ 227,451.96
Westrac Pty Ltd	VP435938 - Supply one Caterpillar 93 8-BR Front End Loader	\$ 389,205.72
Orange Dealership Pty Ltd T/as West Orange Motors Pty Ltd	VP436432 Supply one Hino FS 2848 Prime Mover	\$ 274,564.00
Tracserv Pty Ltd T/as Tracserv	VP443950 - Supply one Isuzu NPR75-190 AMT Crew Cab 4x2 Tipper	\$ 151,759.00
JDC - Thomson Electrical Systems Pty Ltd	Supply one Powerlink WPS600S-AU 600Kv Diesel Generator	\$ 164,743.43
Hunter H2O Holdings Pty Ltd	Project Management Services for Replacement of Aeration Diffuser Replacement at Dubbo STP	\$ 163,028.80
RFP Engineering Pty Ltd	Hire of Plant and Equipment for WWRC Dubbo	\$ 357,725.50
Liberty Oil Australia Pty Ltd T/as Liberty Rural	Supply of Bulk Fuels & Oils	\$ 339,877.07
Peter Stutchbury Architecture Unit T/as Peter Stutchbury Architecture	CD23/5200 - Contract for Principal Design Consultancy Services - Wiradjuri Tourism Centre	\$ 1,876,595.12
Tracserv Pty Ltd T/as Tracserv	VP447689 - Supply one Isuzu NPR75-190 4x2 Tipping Truck	\$ 160,923.00
Austek Spray Seal Pty Ltd	CD24/9383 Spray Sealing Program - Urban and Rural	\$ 1,168,459.97
Austek Spray Seal Pty Ltd	CD24/9383 Reseals in Wellington Area Urban & Rural	\$ 247,185.01
Connected Contracting Pty Ltd	Quinn Street Water Main Installation	\$ 161,437.27
Boland Contracting Services Pty Ltd	Wellington Water Treatment Plant - Relining Settle Water Lagoon	\$ 153,697.50
Austek Spray Seal Pty Ltd	Urban Reseals - Bendealla St - Geurie St	\$ 343,383.16
Agrinous Pty Ltd	Software Package for the Dubbo Regional Livestock Markets	\$ 244,981.00
Department of Regional NSW T/as NSW Public Works Advisory	Preparation of concept study for replacement of clear water tanks (John Gilbert Water Treatment Plant)	\$ 255,865.50
SNG Engineering Pty Ltd	T22-002 (CD22/5413) Variation 7 - Bypass Pumping Works	\$ 169,939.22
Maas Civil Pty Ltd	CD24/2010 - River Street West - Variation 01 - Survey (Network)	\$ 211,994.80
NSW Electoral Commission	Local Government Election 2024	\$ 349,851.70
Maas Civil Pty Ltd	CD24/2010 - River Street West- Variation 01 - Survey (Network)	\$ 211,994.80

Legal proceedings

Summary of the amounts incurred by the council in relation to legal proceedings including:

- amounts incurred by council in relation to proceedings taken by or against council including out of court settlements (other than those which are not be disclosed)

summary of the state of the progress of each legal proceeding and (if finalised) the result

Details of Legal Proceedings	Amount Incurred	State of Progress	Result
Insurance Claim Damaged fence	\$3,600	Finalised	Settled Privately
Insurance Claim Public Liability Road conditions	\$12,500	Finalised	Settled Privately
Insurance Claim Public Liability Personal injury	\$12,500	Finalised	Settled Privately
Insurance Claim Public Liability Personal Injury	\$12,500	Ongoing	
Insurance Claim Professional Indemnity	\$12,500	Ongoing	
Insurance Claim Public Liability Road Conditions	\$11,435.16	Ongoing	
Dust Diseases Tribunal	\$90,000	Finalised	Settled at arbitrations

Private works

Include resolutions made concerning work carried out on private land, including:

- details or a summary of any resolutions made under section; and details or summary of any work carried out, where the charge is less than the approved fee, the proposed fee to be charged and the total amount subsidised by council

There were no private works undertaken by Dubbo Regional Council in 2024/2025 which were either fully or partly subsidised by Council.

Contributions to others

Total amount contributed or otherwise granted to financially assist others.

Boys to the Bush Ltd	\$25,414.00
Burrendong Botanic Garden & Arboretum	\$9,900.00
Camilla Ward T/as The Creative Voice Studio	\$1,500.00
City of Dubbo Eisteddfod Society Inc	\$5,000.00
Dubbo & District Branch of Can Assist	\$15,000.00
Dubbo & District Family History Society Inc	\$1,500.00
Dubbo & District Parents Support Group Deaf & Hearing Impaired Inc	\$5,637.00
Dubbo Environment Group Inc	\$6,699.48
Dubbo Motorcycle and Drivers Club Inc	\$5,000.00
Dubbo Nepalese Community Australia	\$800.00
Dubbo Running Festival Inc	\$5,000.00
Dubbo Show Society Inc	\$42,790.00
Emmanuel Care Centre Inc	\$2,342.00
Erifili Davis T/as Studio 138	\$2,000.00
JW Randell T/as Fishdog	\$2,000.00
Lifeline Central West Limited	\$16,000.00
Lions Club of Geurie Inc	\$100.00
Marradhali Aboriginal Corporation	\$10,000.00
Melanoma Institute Australia	\$5,000.00
Mid Macquarie Landcare Incorporated	\$4,340.98
Nolan Furnell t/as Whisperhead Music	\$1,000.00
NSW Central West Muslims Association Incorporated	\$2,000.00
Orana Education Centre	\$6,000.00
ORISCON Incorporated	\$2,000.00
ORISCON Incorporated	\$1,500.00
ORISCON Incorporated	\$2,000.00
ORISCON Incorporated	\$2,500.00
Rotary Club of Dubbo Macquarie Inc	\$1,539.00
Rotary Club of Dubbo West Inc	\$600.00
Songwriters & Original Musicians Association Dubbo	\$3,000.00
Stuart Town Advancement Association Inc	\$2,000.00
U3A Dubbo Chapter Inc	\$5,000.00
Veterans Cricket NSW Association Inc	\$4,000.00
Wellington Amateur Theatrical Society	\$10,000.00
Wellington Pony Club	\$19,805.29
Wellington Public School P&C Association	\$10,250.00
Wellington Race Club	\$8,000.00
Wellington Race Club	\$5,000.00

Wellington Rugby League Football Club T/as Wellington Cowboys	\$5,000.00
Wellington Touch Football Association	\$5,140.00
Wellington Warriors FC Incorporated T/as Wellington Junior Soccer Club	\$6,354.00
Western Cancer Centre Foundation Limited	\$7,456.11
Western Region Academy of Sport Inc	\$3,523.00
Wiradjuri Wellington Aboriginal Town Common Aboriginal Corporation	\$2,081.60
External bodies	
Statement of all external bodies that exercised functions delegated by council.	
There were no external bodies that exercised functions under the delegation of Council in 2024/2025.	
Joint ventures	
Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest.	
Dubbo Regional Council held no controlling interest in any company during 2024/2025.	
Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or no incorporated) in which the council participated during the year.	
Macquarie Regional Library	
Equal Employment Opportunities	
Statement of activities undertaken to implement its Equal Employment Opportunities (EEO) management plan.	
In 2024 the Inclusion, Diversity and Belonging Strategy 2024-2026 was adopted and implemented. The Inclusion, Diversity and Belonging Strategy demonstrates our commitment to supporting a diverse and inclusive culture where everyone feels they belong and outlines the strategies that will enable us to deliver on our action plan. During 2025 many actions from the strategy have been implemented with the committee being actively involved in the delivery. Actions undertaken include: • Implementation of nominated IDB days. The days were selected to celebrate as well as educate and included: – Mental Health - Loud Shirt were encouraged to be worn with resources being provided to employees to help spark conversations on mental health and assist with support – Multicultural Day - We celebrated the richness of cultures at Council through food and cultural attire – World Down Syndrome Day - Through the wearing of silly socks we educated on down syndrome and raised money for a local charity • Engagement of staff through Council intranet, including stories of employees to increase understanding and awareness • Review of Council's emergency procedures to ensure accommodation of those living with disability • Ensuring that recruitment and internal communication material reflects the diverse backgrounds of our employees	
Chief Executive Officer remuneration	
Statement of the total remuneration package of the general manager including: • total value of the salary component of the package - \$345,049 • total amount of any bonus, performance or other payments that do not form part of the salary component - \$1,711.84 • total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor - \$29,817.32 • total value of any non-cash benefits for which the general manager may elect under the package - \$3,895 • total amount payable by way of fringe benefits tax for any such non-cash benefits. - \$ 0	

Senior staff remuneration

Statement of the total remuneration packages of all senior staff members (other than general manager), expressed as the total (not of the individual members) including:

- total value of salary components of their packages - \$1,140,319
- total amount of any bonus, performance or other payments that do not form part of salary components of their packages - \$4,521.76
- total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor - \$131,505.10
- total value of any non-cash benefits for which any of them may elect under the package - \$ 0
- total amount payable by way of fringe benefits tax for any such non-cash benefits. - \$ 0

Statement of work – Wednesday 4 December 2024

Statement of total number of persons who performed paid work on Wednesday, 4 December 2024, including, in separate statements, total number of:

- persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract - 511
- persons employed by the council as senior staff members - 6
- persons engaged by the council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person - 17
- persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee - 9

Stormwater management services

A statement detailing the stormwater management services provided (if an annual charge is levied).

Dubbo Regional Council does not levy an annual charge for stormwater management services.

Companion animals

Detailed statement, prepared in accordance with such guidelines as may be issued by the Secretary from time to time, of the council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1988 (CA Act) and the Companion Animal Regulation 2018, including:

- lodgement of pound data collection returns with OLG – Lodged
- lodgement of data about dog attacks with OLG, if no known attacks in the year a nil return is required in annual statement – 52 of dog attacks were recorded on the Companion Animal Register.
- amount of funding spent on companion animal management and activities \$672,813
- community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats

Community Events and Outreach

- RSPCA Healthy Pet Day: Council staff engaged with pet owners, offering microchipping, vaccinations, and health checks for cats and dogs, and discounted desexing for the community
- Dubbo Showground Event: In collaboration with the Animal Welfare League (AWL) council hosted a Healthy Pet Day featuring:
- Microchipping/ Vaccinations / Health checks and direct engagement with the community to promote desexing and responsible pet care.

AWL Vet truck Program

- Dubbo Animal Shelter Support: The AWL vet truck based itself at the shelter to vaccinate and desex adoptable cats and dogs
- Community desexing Program: The mobile vet service also provided desexing procedures to the broader Dubbo community, increasing accessibility to essential pet care

Public Awareness Campaigns

- Social Media Posts: Regular updates and educational content shared to raise awareness about pet desexing and health.
 - Media Releases: Distributed to local outlets to inform and encourage community participation in pet care initiatives
- strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals

Dubbo Regional Council is committed to minimizing euthanasia of unclaimed animals and actively seeks alternative outcomes in accordance with Section 64 of the Companion Animals Act 1998. The following strategies are in place:

Rescue Partnerships

Once an animal has completed its statutory holding period and becomes the property of the Dubbo Regional Council Animal Shelter, staff work diligently to rehome animals through the animal shelter and with the collaboration of reputable rescue organisations, including:

Animal Welfare League, Australian Working Dog rescue, Found Hearts Animal Rescue, Second Chance Animal Rescue, Riseup Animal Rescue, Diamonds in the Ruff, WISH Animal Rescue, Scruff a Lovers, Sharpei Rescue QLD, Mornington Peninsula Dog rescue, and Strong Hearts Farm Sanctuary.

These partnerships help facilitate the rehoming of animals into safe and caring environments.

Rehoming First Approach

Every effort is made to assess animals for suitability for rehoming. Animals are promoted through rescue networks and community outreach to find adoptive homes.

Euthanasia Protocols

Dogs: Only those assessed as dangerous, severely ill, or unsuitable for rehoming due to aggression are euthanised.

Cats: Feral cats or those deemed unsuitable for rehoming due to aggression are euthanised by local veterinary services. All euthanasia decisions are made in consultation with qualified veterinarians, who provide formal sign off as required under the Act.

- off leash areas provided in the council area
 1. Douglas Mawson/Wheelers Lane – Fenced – Dubbo
 2. South Dubbo Park – Fenced – Dubbo
 3. Delroy Parklands – Fenced – Dubbo
 4. Joira Oval – Unfenced – Dubbo
 5. Bourke Hill Park – Unfenced – Dubbo
 6. Devils Hole (Lower end of Brisbane Street) – Unfenced – Dubbo
 7. Caroline Reserve – Unfenced – Dubbo
 8. Mountbatten Drive Easement – Unfenced – Dubbo
 9. Joan Flint – Unfenced – Dubbo
 10. Apex Park – Fenced – Wellington
 11. John Oxley Park – Unfenced – Wellington
 12. Wise Park – Unfenced – Geurie
- detailed information on how fund money was used for managing and controlling companion animals in their area. Dubbo Regional Council utilises all revenue received from the Companion Animal Fund to support the effective management and control of companion animals within the local government area. The funds are allocated across several key areas:

Animal Shelter Operations

- Veterinary Costs: Includes vaccinations, desexing, microchipping, treatment of injuries and illnesses, and euthanasia where necessary.
- Animal Care: Provision of food, bedding, enrichment, and hygiene supplies for animals in care.
- Facility Maintenance: Upkeep of shelter infrastructure to ensure a safe and sanitary environment.

Education and Community Engagement

- Development and delivery of public education programs to promote responsible pet ownership, including desexing, registration, and microchipping.
- Outreach initiatives to raise awareness about rehoming opportunities and animal welfare.

Staff support & Resources

- Training and Development for animal shelter staff and Council Rangers to ensure best practices in animal handling, welfare, and enforcement.
- Equipment and resources to support field operations, including vehicles, containment tools, and communication systems.

Administrative Overheads

- Costs associated with the day-to-day administration of companion animal services, including compliance monitoring and record keeping.

Capital expenditure guidelines

Report on all capital works projects is considered best practice

There were no submissions received during the reporting period for capital works projects where a capital expenditure review was been submitted.

Carers Recognition Act

Councils considered to be 'human service agencies' under the Carers Recognition Act 2010 (CR Act)(provide services directed at carers and/or people being cared for by carers) must report on compliance with the CR Act for the reporting period.

Carers Recognition Act Councils considered to be 'human service agencies' under the Carers Recognition Act 2010 (CR Act)(provide services directed at carers and/or people being cared for by carers) must report on compliance with the CR Act for the reporting period. Councils considered to be 'human service agencies' under the Carers Recognition Act 2010 (CR Act)(provide services directed at carers and/or people being cared for by carers) must report on compliance with the CR Act for the reporting period. All policies, including flexible work policies, are inclusive of the needs of those employees who are carers. Application of leave considers the needs of those employees who are carers. The Community Development Officer (CDO) provides updated information to the community and services on the Carer Gateway and how to access support and services. The CDO Chairs the Dubbo Aged Services Interagency which connects and promotes all local aged care service providers. CDO co-facilitates the Dubbo Dementia Alliance, and is a member of the Dubbo Disability Interagency.

Disability Inclusion Action Plan

Information on the implementation of council's Disability Inclusion Action Plan and give a copy to the Minister for Disability Services

The Disability Inclusion Action Plan recognises the role of the carer and is inclusive of their needs. Disability Inclusion Action Plan Informs on the implementation of Council's Disability Inclusion Action Plan and give a copy to the Minister for Disability Services. Dubbo Regional Council has a current Disability Inclusion Action Plan (2022 – 2025 Dubbo Regional Council Disability Inclusion Action Plan). Annual reporting on the plan's implementation has been made to Action for Inclusion – Communities and Justice – NSW Government. Actions of this plan have been reported to Council's Disability Inclusion and Access Advisory Committee.

Planning agreements

Particulars of compliance with and effect of planning agreements in force during the year.

Planning Agreements – EP&A Act 1979 s7.5(5)

Council entered into the following planning agreements during the financial year:

- Wellington South Battery Energy Storage System (23 January 2025)
- Orana Battery Energy Storage System (19 August 2024)

Council completed the Joira Road planning agreement on 3 March 2025.

A copy of our planning agreements are available on our website at <https://www.dubbo.nsw.gov.au/Builders-Developers/Planning-Controls-Tools-and-Resources/planning-agreements>

Development contributions – EP&A Regulation cl218A

Although this isn't a requirement, Council levied \$12,972,721.73 during the financial year, which included:

- Water and sewer – \$5,146,834.80
- Section 7.11 – \$7,773,955.19
- Section 7.12 – \$51,931.74

A copy of our (part) contributions register is available on our website at <https://www.dubbo.nsw.gov.au/Builders-Developers/Planning-Controls-Tools-and-Resources/infrastructure-contributions>

Disclosure of how development contributions and development levies have been used or expended under each contributions plan

Details for projects for which contributions or levies have been used must contain:

- project identification number and description
- the kind of public amenity or public service the project relates
- amount of monetary contributions or levies used or expended on project
- percentage of project cost funded by contributions or levies
- amounts expended that have been temporarily borrowed from money to be expended for another purpose under the same or another contributions plan
- value of the land and material public benefit other than money or land
- whether the project is complete

Contributions plan	Project	
Section 7.11 Contributions - Urban Roads	01.09079.6707 - Land Acquisition TAFE NSW - Western Boulevard	-\$ 408,629.62
Section 7.11 Contributions - Urban Roads	W5539.5000.4310 - Loan Principal Repayments	
Section 7.11 Contributions - Urban Roads	W6473.5120 - Southern Bridge Project	
Section 7.11 Contributions - Urban Roads	W6471.5120 - Minore Rd Rail Overpass Concept Design	
Stormwater - Section 7.11 Contributions	Flood Risk and Impact Assessment	-\$ 62,180.00
S7.11 Cont. - Open Space to 30/6/16	W6419 - Review of S7.11 Open Space Plan	\$ 854.00
	TOTAL 7.11 CONTRIBUTIONS	-\$ 469,955.62
Water - external	Various	-\$ 1,540,405.89
Sewer - external	Various	-\$ 1,522,901.03
	TOTAL S64 CONTRIBUTIONS	-\$ 3,063,306.92

(a) Total value of all contributions and levies received during the year - \$7,942,000

(b) Total value of all contributions and levies expended during the year - \$3,533,000

Recovery and threat abatement plans

Recovery and threat abatement plans – Councils identified in a plan as responsible for implementation of measures included in the plan, must report on actions taken to implement those measures as to the state of the environment in its area.

Dubbo Regional Council is not responsible for the implementation of any plans.

Private swimming pool inspections

Details of inspections of private swimming pools. Include the number of inspections that:

- were of tourist and visitor accommodation – 6
- were of premises with more than 2 dwellings – 5
- resulted in issuance a certificate of compliance under s22D of the SP Act – 138
- resulted in issuance a certificate of non-compliance under cl 21 SP Reg – 41

Government Information (Public Access) Act 2009

Information included on government information public access activity.

Public Interest Disclosures

Information required to be provided in accordance with s2 of the Public Interest Disclosures Regulation 2022 is included herewith:

- a. the number of public officials who have made a public interest disclosure to the public authority – Nil
- b. the number of public interest disclosures received by the public authority in total and the number of public interest disclosures received by the public authority relating to each of the following – Nil
 - I. corrupt conduct – Nil
 - II. maladministration – Nil
 - III. serious and substantial waste of public money or local government money (as appropriate) – Nil
 - IV. government information contraventions – Nil
 - V. local government pecuniary interest contraventions – Nil
- c. the number of public interest disclosures finalised by the public authority – Nil
- d. whether the public authority has a public interest disclosures policy in place – Public Interest Disclosures and Internal Reporting Policy was adopted by Dubbo Regional Council at its Ordinary meeting held 24 April 2024.
- e. what actions the head of the public authority has taken to ensure that his or her staff awareness responsibilities under section 6E (1)(b) of the Act have been met – posters on notice boards throughout work areas, Code of Conduct training to all staff and Councillors including Public Interest Disclosures processes, policy available on Council website and Intranet.
- f. public interest disclosures made by public officials in performing their day to day functions as such public officials – Nil
- g. public interest disclosures not within paragraph (f) that are made under a statutory or other legal obligation – Nil
- h. all other public interest disclosures – Nil

During 2024/2025 the number of Nominated Disclosure Officers within Council was 20 staff. This includes staff across a wider section of Council to allow all staff to access the Nominated Disclosure Officers. These work locations now include Wellington Caves Complex, Dubbo Works Depot and Dubbo Regional Livestock Markets. The nominated Disclosure Officers completed e-learning training late 2024 and relevant staff completed face to face training with NSW Ombudsmen in February 2025.

Each agency (other than a Minister) must, within 4 months after the end of each reporting year, prepare an annual report on the agency's obligations under this Act for submission to the Minister responsible for the agency. A copy of the report is to be provided to the Information Commissioner.

The annual report of an agency (other than a Minister) required to be prepared under section 125 of the Act must include the following:

(Note: An agency's report under section 125 of the Act can be included in the agency's annual report required to be prepared under the annual reporting legislation—see section 6 of the Annual Reports (Departments) Act 1985 or section 5A of the Annual Reports (Statutory Bodies) Act 1984 (as the case requires).)

- a. Details of the review carried out by the agency under section 7(3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.*
- b. The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).*
- c. The total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure).
(Note: Table D in Schedule 2 also requires information relating to access applications in respect of which there is a conclusive presumption of overriding public interest against disclosure.)*
- d. Information, as set out in the form required by the tables in Schedule 2, relating to the access applications (if any) made to the agency during the reporting year.*

Dubbo Regional Council's program for proactive release of information involves:

- Continual improvement of the systems and mechanisms utilised by the organisation to facilitate easy and effective access by members of the public to information that they have a right to view, download or copy (where applicable).
- Training of relevant staff to ensure that applications are dealt with effectively and proactively.
- Working towards ensuring all government information is available to the public on the Council website.
- Ensuring that if information is not available on the Council website that it may be accessed by other means.
- Reviewing the types of information requested via Formal Access applications and via customer contact with Council's Customer Service Centre and deciding if the information should be made readily available to all members of the public.

For the period 2024/2025, Council received in total 16 Formal GIPA Applications, of which only zero applications were refused.

During the year Council published a Disclosure Log on its website. The Disclosure Log publishes details of information released in response to access applications that Council considers may be of interest to other members of the public. It is a requirement under Section 26 of the Government Information (Public Access) Act 2009 (GIPA Act) that NSW government agencies publish a disclosure log on its website.

Government Information (Public Access) Regulation 2009

Schedule 2 Statistical information about access applications to be included in annual report (Clause 7)

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	2	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public(application by legal representative)	0	7	0	2	0	0	0	0
Members of the public(other)	0	4	0	1	0	0	0	0

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications(other than personal information applications)	0	8	0	3	0	0	0	0
Access applications that are partly personal information applications and partly other	0	5	0	0	0	0	0	0

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications
Application does not comply with formal requirements(section 41 of the Act)	0
Application is for excluded information of the agency(section 43 of the Act)	0
Application contravenes restraint order(section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

Reason for invalidity	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Information about complaints to Judicial Commission	0
Information about authorised transactions under Electricity Network Assets (Authorised Transactions)Act 2015	0
Information about authorised transaction under Land and Property Information NSW (Authorised Transaction)Act 2016	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	13
Law enforcement and security	2
Individual rights, judicial processes and natural justice	16
Business interests of agencies and other persons	11
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	13
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	3
Total	16

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	1	1
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
Total	0	1	1

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

Responsible Officer:	Director Strategy Partnerships and Engagement
Division	Strategy Partnerships and Engagement
Prepared by:	Corporate Strategy and Performance Coordinator
Version:	1
Revision:	1.1
Document Date:	October 2025
Effective:	Adopted 28 October 2025

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

Ph: (02)6801 4000
dubbo.nsw.gov.au

