

# 2022/2023 Delivery Program and Operational Plan

Progress Report – July 2022 to December 2022

## How to read this report:

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

*This heading is the Towards 2040 Community Strategic Plan objective*

Code	4 Year Focus	1 Year Focus	Status	Progress	Comments	Responsible Officer
This is the reference number in the Delivery Program	This is the description of the strategy as it appears in the Delivery Program	This is the description of the action as it appears in the Operational Plan	A traffic light is provided to show the status of the action	This indicates the progress of the action	This provides an update on the progress of the action, including details of any milestones, highlights, issues or changes	This is the position title of the person who is responsible for this action

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

# Theme 1: Housing

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

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
1.1.1	A variety of housing types and densities are located close to appropriate services and facilities	Assess applications for residential housing in a timely manner		50%	Applications for residential housing are assessed in a timely manner, noting a significant increase in the numbers of applications lodged compared to previous years. This is an ongoing matter.	Mgr Building & Development Services
		Prepare information that improves design outcomes for diverse and infill housing		50%	Development Control Plans for Southlakes, Miriam Subdivision, Central West Urban Release Area and the North-West currently being progressed.	Manager Growth Planning
1.1.2	Housing is affordable and secure	Undertake regular engagement with stakeholders to monitor issues impacting housing affordability and choice		50%	Meeting undertaken with the Dubbo Residential Housing Supply Reference Group in November 2022. Mayoral Developers Forum to be undertaken in February 2023. Reference Group meetings to be undertaken biannually.	Manager Growth Planning
		Incorporate safer-by-design principles into Council planning decisions		50%	Safer by Design Principles are incorporated into existing and new (when made) land use strategies and planning controls. A number of staff have undertaken training with specific regard to these principles.	Mgr Building & Development Services
		Investigate mechanisms to incentivise the development and release of new residential zoned land to assist the timely release of new housing supply		50%	The Dubbo Regional Housing Roadmap continues to be implemented. The North-West Precinct Plan completed public display in December 2022 and will be reported to Council in February 2023.	Manager Growth Planning
1.1.3	Urban renewal occurs in the Dubbo Central Business District and Wellington Town Centre	Review planning controls to ensure residential development is promoted in the Dubbo CBD and the Wellington Town Centre		50%	The Branch continues to work with the Building and Development Services Branch to identify appropriate development outcomes for the Town Centres.	Manager Growth Planning
1.1.4	Public and social housing are integrated into residential areas	Advocate to the State Government and developers to increase the level of public and social housing		45%	Council's strategic planning team continue to monitor the need for housing in the region, plus engage direct responses on a community focus level to the new development request that come through. Council continues to complete and sell its own residential estates to keep up with	Manager Community Services

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					community need. 52 blocks, including 4 (four) dual lots were auctioned over 3 (three) dates in October 2022 for Keswick Estate Stage 5, Release 2.	
1.1.5	Development opportunities are communicated to the community	Undertake regular engagement and education programs with stakeholders to communicate development trends, permissibility of residential development, and processes		50%	<p>The most recent change has been the introduction of electronic lodgement (Planning Portal), and Council has provided information to the industry stakeholders and the general public in relation to this matter.</p> <p>There is an internal service review being undertaken with regard Subdivision Certificates.</p> <p>Additionally, Council has been engaging with the wider public especially with regard to housing, and similar workshops are proposed throughout 2023, including a Developer Forum.</p>	Mgr Building & Development Services

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

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
1.2.1	Land is suitably zoned, sized and located to facilitate a variety of housing types and densities	Prepare a structure plan for land in the North-West Residential Urban Release Area		50%	Public display and stakeholder consultation completed in December 2022. Report to be considered by Council in February 2023. Staff now developing a works program for the next stages of development for the Precinct.	Manager Growth Planning
		Prepare a structure plan for land in the South-West Residential Urban Release Area		15%	Project briefs prepared for the South-West Structure Plan. Grant sought from the NSW State Government for a package of works not received. Examination of other funding mechanisms and sources to be undertaken.	Manager Growth Planning
		Prepare a R5 Large Lot Residential Strategy		35%	Consultation to be undertaken with State Government in Quarter 1 2023. Council workshop and consideration will be the next stages of the project.	Manager Growth Planning

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
		Consider planning proposals in a timely manner		50%	A total of four Planning Proposals are under active assessment.	Manager Growth Planning
		Review and make submissions on proposed changes to the Environmental Planning & Assessment Act, associated regulations and planning policies as opportunities arise		50%	The Building & Development Services Branch regularly makes submissions on proposed changes to the Act, Regulations and numerous other planning legislation as opportunities arise.	Manager Growth Planning
		Investigate rezoning and minimum lot size changes to land in Keswick Estate to encourage a variety of housing types and densities		5%	Investigations for consultants commenced in July 2022, engagement postponed for scope to be finalized. This has been delayed due to other priority projects. related to current Kewswick land releases.	Manager Property & Land Development
		Maintain and monitor a residential land supply pipeline		35%	Council continues to work with the State Government and developers to ensure issues and barriers to residential land supply are understood and monitored.	Manager Growth Planning
1.2.2	Adequate land is available in the villages for development	Prepare an Issues Paper to guide the future strategic direction of the villages		0%	Issues Paper development will commence in quarter 3.	Manager Growth Planning
		Prepare a Rural Land Strategy for land in the former Wellington Local Government Area		0%	Initial works on this project will commence in quarter 3.	Manager Growth Planning
		Review the supply of open space in the villages		100%	Supply was reviewed in early 2022 as part of the Plans of Management for Crown Land managed by Dubbo Regional Council. All villages apart from Brocklehurst were identified as having sufficient open space for the foreseeable future. Brocklehurst is extremely limited, especially on the eastern side of the village where the majority of the resident live. A new playground is scheduled to be built on land owned by Council by April 2023.	Manager Recreation & Open Space
1.2.3	Development is supported by a strategic and affordable infrastructure framework	Develop and maintain a Developer Contributions and Planning Agreements Register		50%	Planning Agreement register in place. A number of process changes and activities have been undertaken and are underway to aid in the completion of an up-to-date Developer Contributions Register.	Manager Growth Planning

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		Assess requests to enter into Planning Agreements and Works-In-Kind Agreements in a timely manner		50%	Staff currently assessing 4 requests for Voluntary Planning Agreements, which will be reported to Council and public exhibition as part of process.	Manager Growth Planning
		Prepare a new Developer Servicing Plan for Water and Sewer infrastructure		0%	Preparation of this Plan is delayed pending completion of the new Integrated Water Cycle Management Strategy for the Dubbo Regional Local Government Area.	Manager Growth Planning
		Prepare a new Roads, Traffic Facilities and Car Parking developer contributions plan for Dubbo		30%	New work Schedule for the Plan due for completion Quarter 1 2023. Consultants brief for new Plan under preparation.	Manager Growth Planning
1.2.4	Rural and productive agricultural land is managed sustainably	Advocate to the State Government to ensure development in the Central-West Orana Renewable Energy Zone is compatible with the agricultural and primary land uses		50%	Council continues to meet with Energy Co frequently to discuss and raise issues of concern. This included a recent meeting with Renewable Energy Zone Councils and Government representatives on 20 December 2022.	Manager Growth Planning
		Implement the State Government Planning Reforms - Agritourism into Council's planning controls and strategies		50%	The reforms commenced operation in December 2022. Staff will continue to monitor the reform implementation to understand if any amendment to the Dubbo Regional Local Environmental Plan 2022 is required to assist implementation.	Manager Growth Planning
		Investigate funding and smart technology opportunities to expand the Urban Salinity Monitoring Network		15%	Resources have been allocated to higher priority projects to date.	Manager Growth Planning

### ***1.3: Short-term and emergency accommodation is available***

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
1.3.1	Short-term accommodation is available for the workforce associated with significant infrastructure, major projects and employment generators	Advocate to the State Government to ensure short term accommodation is available to support the Central-West Orana Renewable Energy Zone and other industry needs		60%	Completed feedback review on the Accommodation Employment Strategy's for various green energy projects within the Central-West Orana REZ. Provided data and information to NSW EnergyCo to develop their workforce accommodation strategies and inform regional support programs. Continued quarterly meetings with EnergyCo identifying concerns and providing	Ec Dev & Visitor Services Team Leader

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					information to assist in addressing short term accommodation challenge.	
		Prepare a Short-Term Accommodation Position Paper for Dubbo and Wellington to identify short-term accommodation needs as a result of the Central-West Orana Renewable Energy Zone, major projects and other industries		60%	Draft Short Term Worker Accommodation Study to be presented to Council in February 2023 for consideration, including options moving forward.	Manager Growth Planning
1.3.2	Crisis and emergency accommodation supports the needs of the community	Advocate to the State Government and developers to increase the level of crisis and emergency accommodation available		50%	Council Staff continue to engage with local service providers and state representatives to look at options for Core & Cluster funding support. Discussing the most appropriate avenues which will meet the time frames and requirements of the funding criteria.	Manager Community Services
		Investigate alternative infrastructure contribution schemes for operators of affordable, crisis and emergency accommodation		50%	Investigations to date include Planning Agreement funds from renewable energy projects. Council has resolved to enter into a Planning Agreement to realise community housing. Discussions are ongoing with the development proponent with public exhibition likely in the first quarter of 2023.	Manager Growth Planning

## Theme 2: Infrastructure

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

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
2.1.1	Traffic management facilities enhance the safety and efficiency of the road transport network	Establish an ongoing program to identify the need for additional traffic management facilities		50%	The needs are identified within the current Dubbo and Wellington Pedestrian Access Mobility Plans. Priorities are refined with data from customer requests and additional project specific studies.	Mgr Infrastructure Strategy & Design
		Implement the road safety strategy in conjunction with Transport for NSW		70%	A draft Road Safety Strategy has been prepared for internal consultation. This will be reviewed by relevant Council departments in the third and fourth quarter this financial year.	Mgr Infrastructure Strategy & Design
		Prepare and implement an annual road safety action plan		15%	The draft Road Safety Strategy has been prepared for internal review. Once the Road Safety Strategy has been reviewed, finalised and adopted, a road safety action plan will be prepared based on the findings of the strategy.	Mgr Infrastructure Strategy & Design
		Maintain existing traffic management facilities in a safe and effective operational condition		50%	The maintenance of the traffic management facilities is undertaken throughout the year based on proactive inspections and requests received from community members.	Mgr Infrastructure Strategy & Design
2.1.2	The road network meets the needs of users in terms of traffic capacity, functionality and economic and social connectivity	Implement a rural road sealing program		25%	Two locations have been identified for sealing for the 2022/2023 financial year. These locations are 1.75km of Ballimore Road and 2.8km of Eulalie Lane 1. Ballimore Road Stage 2 - Work is programmed to commence in January 2023. 2. Eulalie Lane Stage 1 - Survey and design commenced in the second quarter, Review of Environmental Effects field work has been completed and works are programmed to commence in March 2023.	Manager Infrastructure Delivery
		Update and maintain Council's Roads Asset Management Plan to inform future road programs		35%	Commenced the drafting of the 2023 Transport Asset Management Plan in the NAMS+ format in December 2022.	Manager Infrastructure Delivery

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		Undertake regular inspections to identify road defects and prioritise, schedule, and complete maintenance activities		50%	Inspections are undertaken in a proactive manner and in response to customer requests. These are then prioritised and scheduled for works as required.	Manager Infrastructure Delivery
		Investigate opportunities to monitor the condition of the road network through smart technology		35%	Council has purchased dash cams to trial the collection of data on the road network. These will be installed on staff vehicles who undertake the road inspections to collect the data. The dash cams will be installed in the third quarter.	Manager Infrastructure Delivery
		Undertake road infrastructure planning for the Dubbo Urban Release Areas		50%	Council is developing road strategies for upcoming new urban release areas in the north west, central west, south west and south east of Dubbo. This includes the development of a new contributions plan. A detailed design for River Street West Stage 1 is also underway, which will assist with enabling new development in the North West precinct.	Mgr Infrastructure Strategy & Design
		Undertake road infrastructure planning for the Central West Orana Renewable Energy Zone		50%	Stakeholder meetings held regarding Central West Orana Renewable Energy Zone to discuss the road network and the need for upgrades along Saxa and Gollan Roads to support this development.	Mgr Infrastructure Strategy & Design
		Conduct a service review of rural road maintenance and use recommendations to help inform business improvement and decision making		15%	Objectives of Service Review have been identified. Progression of the Review requires reexamination of the roads hierarchy and new road maintenance management system which will commence in the third quarter	Manager Infrastructure Delivery
2.1.3	Additional flood-free road access over the Macquarie River at Dubbo is provided	Prepare a detailed business case, including strategic plans, for an additional southern crossing of the Macquarie River in Dubbo		50%	Council has formerly adopted the 2020 Dubbo Transportation Strategy which supports and advocates for a South Bridge. our alignment options for South Bridge were put out for public exhibition with submissions being received up until 5 February 2021. The final report to Council concerning the strategic alignments for the South Bridge has been formerly adopted by Council. Alignments through Sandy Beach will not be given further consideration however. Further	Mgr Infrastructure Strategy & Design

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					detailed assessment is to be carried out for the remaining three options.	
2.1.4	Adequate and convenient car parking is available in commercial centres	Undertake regular parking patrols to ensure adequate parking is available in commercial centres		50%	Parking Officers are maintaining their regular patrols of the CDB, Myer, School zones and Airport to ensure compliance. The patrols help to maintain a regular turnover of parking spaces which mean more people are able to access parking within the CBD. The sensors are operating effectively and helping with turnover of spaces especially in Church Street. The additional commercial carpark agreement is proceeding with a start date yet to be confirmed.	Manager Environmental Compliance
		Install and trial parking sensors in and around the Brisbane, Talbragar and Macquarie street shopping precinct		50%	The installation of the parking sensors went well the Parking Officers use the sensors to alert them to any overstay violations and attend the parking spaces to ascertain whether a penalty infringement notice is to be issued. The sensors have had an impact on the turnover of vehicles especially in Church Street, thus making it easier for the public to find a car space.	Manager Environmental Compliance
2.1.5	Council works collaboratively with government and stakeholders on transport-related issues	Facilitate Council's Local Traffic Management Committee to monitor traffic related matters		50%	Regular Local Traffic Committee meetings are held with the appropriate representation from internal and external stakeholders.	Mgr Infrastructure Strategy & Design
		Pursue opportunities for additional funding of road projects through the State and Federal Government		50%	Successful Applications: Funding has been successfully secured in an amount of \$1,523,527 for the replacement of Burrendong Bridge number 1 under the Fixing Country Bridges Program which is administered by the NSW Government. Council will be required to contribute \$507,843 for this project.  Funding has been successfully secured in an amount of \$990,066 for the replacement of the bridge on Molong Street, Stuart Town under the Fixing Country Bridges Program which is administered by the NSW Government. Council will be required to	Director Infrastructure

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					<p>contribute \$269,665 for this project.</p> <p>Funding has been successfully secured in an amount of \$955,707.88 for the repair of potholes on the local and regional road network under the Fixing Local Road Pothole Repair Program which is administered by the NSW Government. This is an unmatched grant that does not require a Council contribution.</p> <p>Currently assessed applications Council has submitted an application under the Fixing Local Roads Program administered by the State Government for the following projects:</p> <ul style="list-style-type: none"> <li>• Ballimore Road (Stage 2) - 1.75km of road to be sealed. Requested \$1,432,943 with a contribution from Council of \$358,235.75.</li> <li>• Eulalie Lane (Stage 2) - 3.44km of road to be sealed. Requested \$2,363,893 with a contribution from Council of \$590,973.25</li> <li>• Benolong Road (Stage 2) - 2.99km of road rehabilitation. Requested \$3,479,463 with a contribution from Council of \$869,865.75.</li> </ul> <p>Unsuccessful applications Council was advised that we were not successful in the funding application for the replacement of Benolong Bridge under the Bridges Renewal Program administered by the Federal Government.</p>	
		Collaborate with State and Federal governments in relation to transportation issues and limitations in the Central West Orana Renewable Energy Zone		50%	Meetings have been held in the second quarter with staff from the Central West Orana Renewable Energy Zone to discuss the road network and the need for upgrades along Saxa and Gollan Roads to support this development. The Mayor has corresponded with relevant Ministers of the Australian	Mgr Infrastructure Strategy & Design

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					Government with follow up meetings booked with senior staff.	
		Advocate to the State and Federal Government for funding for a business case for the western bypass and distributor road that incorporates a heavy freight route		50%	Communications provided to Federal and State Members highlighting importance in progressing the business case and requested \$100,000 in funding to complete a study for the western distributor (Newell Highway Bypass).	Mgr Infrastructure Strategy & Design
		Advocate to the State Government for additional overtaking lanes on the Mitchell Highway between Dubbo and Wellington		50%	<p>The length of road in the speed zone greater than 90kph between Dubbo and Wellington is approximately 41 kilometres. This includes one overtaking section in the southbound lane (1km) and two overtaking sections in the north bound lane (2.5km). The overtaking lanes in both directions are located between Dubbo and Geurie.</p> <p>Council attended the Regional Freight Forum held in Dubbo on 28 October 2022. The information provided at this session included overtaking lanes on the Mitchell Highway but did not include any between Dubbo and Wellington.</p> <p>Council has requested information on 19 December 2022 from Transport for NSW (TfNSW) if there are any proposed locations of overtaking lanes on the Mitchell Highway between Dubbo and Wellington. A response has been received that TfNSW will investigate an eastbound overtaking lane on the Mitchell Highway just east of Geurie in the 20223/24 financial year.</p>	Director Infrastructure
		Collaborate with State and Federal Governments in relation to issues and truck configuration limitations on the Newell, Mitchell and Golden Highways		25%	Informal discussions are occurring in relation to truck configurations particularly for future large-scale developments requiring the transportation of over size and over mass componentry.	Director Infrastructure

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

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
2.2.1	Water and sewer infrastructure and services meet the needs of the community	Supply water to customers in accordance with Council's adopted service levels		50%	Every two years, Council adopts Customer Service Standards for Water Supply Services. These define the level of service Council aims to supply to its water supply customers. The Water Supply and Sewerage Customer Service Plan 2022/2023 & 2023/2024 was adopted at the Ordinary Council Meeting held on 24 November 2022. Council is currently meeting targets set by the plan.	Manager Water Supply & Sewerage
		Supply sewerage services to customers in accordance with Council's adopted service levels		50%	The Water Supply and Sewerage Customer Service Plan 2022/2023 & 2023/2024 was adopted at the Ordinary Council Meeting held on 24 November 2022. Council is currently meeting targets set by the plan.	Manager Water Supply & Sewerage
		Complete the Integrated Water Cycle Management Plan		25%	A meeting was held in October 2022 with staff from the Department of Planning and Environment to review the requirements to update the Integrated Water Cycle Management Plan (IWCMP). This has set the basis for the review of the IWCMP which is due to be developed by the end of December 2023.	Manager Water Supply & Sewerage
		Investigate the provision of water and sewerage infrastructure to unserved villages, and communicate the results to village landowners		0%	Investigation into village services has not started and not expected to commence this financial year due to competing priorities relating to investigations into optimising the treatment plant requirements. Existing infrastructure planning and optimisation is the immediate priority.	Manager Water Supply & Sewerage
2.2.2	Solid waste management services meet the needs of the community	Supply solid waste services to customers in accordance with Council's adopted service levels		50%	Council continue to provide waste services to the community within adopted service levels, the annual bulky waste collection service was completed across the service area in late 2022.	Mgr Resource Recovery & Efficiency

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		Prepare and adopt a solid waste strategy for the Local Government Area		20%	Council is preparing to development a Waste Strategy, this strategy will align with the NetWaste Regional Waste Strategy currently under development.	Mgr Resource Recovery & Efficiency
		Undertake a weekly organic waste service for Dubbo, Wellington, Wongarboon and Geurie		50%	This is an ongoing service provided to the residents within the defined collection area weekly.	Mgr Resource Recovery & Efficiency
		Undertake regular consultation and information programs on waste collection and facilities in the villages		50%	Council undertook social media, newspaper and radio communciations to highlight the annual bulky waste collection that was completed in late 2022. There were also social media posts during this period to encourage residents to use their annual electronic "Tipping Voucher" to bring up to a trailer load of waste to Council's landfills or transfer stations at no charge.	Mgr Resource Recovery & Efficiency
2.2.3	Urban drainage systems meet the needs of the community	Undertake regular inspections and maintenance of Council's urban drainage systems in accordance with Council's adopted service levels		50%	Council's urban drainage system inspections are undertaken on a schedule and in response to customer requests. These are then prioritised and scheduled for works as required.	Manager Infrastructure Delivery
		Investigate the provision of stormwater infrastructure to unserviced villages, and communicate the results to village landowners		50%	Eumungerie flood study has now been adopted, which includes multiple drainage mitigation options to minimise flooding. Geurie Flood Risk Management Plan has also been prepared and will be presented to Council in the third quarter for adoption following the finalisation of the community consultation. This study included a cost benefit analysis for multiple mitigation options such as drainage basins, kerb and gutter and pipe drainage. A design to mitigate flooding from a leaking dam in Stuart Town was prepared with construction to commence in the third quarter.	Mgr Infrastructure Strategy & Design
2.2.4	Enhanced telecommunications	Advocate to the State and Federal Government and providers for the continued and expeditious		50%	Ongoing - Aware that there has been a decision prior to the Federal election that was funding available for Nanima village which was shown during Covid to be	Chief Executive Officer

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	coverage is available in the region	roll-out of internet, telecommunications and data services			vulnerable to a lack of services. Discussions with Renewable Energy Zone and other renewable project proponents are continuing with a focus on energy infrastructure also allowing ICT infrastructure to be deployed.	
2.2.5	Council maintains infrastructure and delivers services at the adopted service levels as agreed with the community	Adopt and implement an Asset Management Strategy		10%	The review and update to the Asset Management Strategy commenced in October 2022	Chief Financial Officer
		Prepare and implement detailed Asset Management Plans for each of Council's asset classes		25%	The update to detailed Asset Management Plans for each of Council's asset classes commenced in October 2022	Chief Financial Officer
		Undertake a review of Council's building assets to determine the present and future needs and opportunities for these assets		10%	In consultation with Directors and Flexible Working Group party as well as considering long term organization priorities evaluation of assets and utilisation is in progress. This is looking at a holistic approach and not just one area of function of our administration building assets. This space will have more detailed information to provided within the first quarter of 2023 as currently this body of work is in its preliminary stages with staff workshops and draft designs.	Manager Major Project Delivery
2.2.6	Council utilises a modern and efficient plant fleet that meets operational needs	Review the make-up of the fleet to ensure operational requirements are being met in a cost-effective manner		60%	This is an ongoing process to ensure that the fleet meets the operational requirements. The value for money of each item is assessed at the time of purchase through an open procurement process.	Manager Fleet & Depot Services
		Provide an annual plant report to the CEO		100%	This action has been completed. Report provided to the CEO on 15 July 2022 and is contained in TRIM (ED22/122683)	Manager Fleet & Depot Services
		Monitor motor vehicle incidents involving Council vehicles and implement appropriate action as required		50%	This is an ongoing process and the details of crashes are reported to the Director Infrastructure on a monthly basis.	Manager Fleet & Depot Services
		Provide cost-effective store services		50%	A number of Stores processes have been changed to ensure stock holding have	Manager Fleet & Depot Services

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					been reduced and the service is more efficient.	
		Prepare and adopt an electric vehicle strategy for Council vehicles		90%	The transition to Zero Emissions Policy was adopted at the October Council meeting.	Manager Fleet & Depot Services

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

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
2.3.1	Appropriate and well-connected rail infrastructure is available	Work with rail authorities to ensure the safety and functionality of existing level crossings		35%	Council has been working with UGL Regional Linx to develop a rail interface agreement which lists each authority's responsibilities at the level crossings and bridge overpasses. Council also has a rail interface agreement in place with ARTC for the same purpose.	Manager Infrastructure Delivery
		Advocate to the State Government to improve access and timing for passenger train services to reach major destinations		50%	Communications ongoing with Fast Rail team in Transport for NSW position in the region, and Council as ready to explore opportunities related to passenger rail improvements.	Ec Dev & Visitor Services Team Leader
		Advocate to the State Government to ensure Dubbo is considered as part of the Fast Rail business case		20%	Informal discussions held with State Government agency representatives and will continue in early in 2023 about the connectivity of Dubbo to the proposed western faster rail network. CEO has been liaising with the relevant agency noting the western NSW option has been defined as a lower priority.	Director Infrastructure
2.3.2	A network of cycleways and pedestrian facilities is provided and maintained	Review and implement the Pedestrian Access and Mobility Plan for Dubbo		50%	The Pedestrian Access and Mobility Plan for Dubbo has now been drafted. Review of the document is underway and will require some modification due to works already being undertaken. Further work is required to review, update and combine both the Dubbo and Wellington Pedestrian Access and Mobility Plans. Funding applications have been submitted for six footpath extension projects for 2023-2024 financial year.	Mgr Infrastructure Strategy & Design

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2.3.3	Public transport services are available in our villages	Collaborate with Transport for NSW as part of the 16 Cities Program to improve public transport services within the region		50%	Regular meetings are held with the Transport for NSW regarding the 16 Cities Program.	Mgr Infrastructure Strategy & Design
2.3.4	Our community has convenient air access to a variety of destinations	Establish and maintain partnerships to promote air travel and support route viability and affordability		50%	Ongoing communication with Airlines. Advice received that Fly Pelican will cease Dubbo - Ballina services from 15 January 2023. A review of the Dubbo - Ballina service by the Fly Pelican board meeting has cited the high cost of fuel and the constant challenge with flight crew resources as the reason. They have confirmed they do not foresee the reinstatement of Dubbo - Newcastle services in the near future. Staff have reached out to Airlink, QantasLink, Fly Corporate and Eastern Air services to ascertain interest in the route. Staff have also reached out to all airlines with business case for consideration involving Dubbo/Port Macquarie and Dubbo/Gold Coast routes. Communication is ongoing	Mgr Dubbo City Regional Airport
		Seek grant funding to develop a masterplan for the Wellington Aerodrome and Recreation Park		50%	The Rural Fire Service and Dubbo Regional Airport have working in partnership in the past 5 years to operate a temporary Large Aerial Tanker (LAT) base arrangement and remain committed to the opportunity long term. Successful Business Case and Strategy Development Fund application has resulted in \$98,000 in funding to outline regional, strategic and economic benefits to Dubbo and NSW for the establishment of Dubbo Regional Airport LAT base Runway Lengthening Strengthening and Taxiway Construction. Regional Airports Program Round 3 funding announcement remains pending	Manager Commercial Strategy
		Maintain leases, licenses, fees and charges at the Dubbo Regional Airport and Wellington Aerodrome and Recreation Park in line with facility maintenance and long term development opportunities		50%	An eight week Memorandum of Understanding was established for Electric Powered Aircraft Testing with AMSL Aero at Wellington Aerodrome and Recreation Park. One enquiry was received for Hangar development at Wellington Aerodrome and	Manager Commercial Strategy

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					Recreation Park. The fuel Leases for Dubbo Airport are currently under review. There have been several meetings held with potential lessees for Hangar development at Dubbo Airport parallel to Taxiway Juliet with ongoing communication between parties. Two enquiries were received regarding commercial interest at Dubbo Airport in establishing accommodation property on the corner of Mitchell Highway and Correena Road.	
2.3.5	Roadside environments and entrance statements are developed and maintained	Develop village maintenance and mowing service levels, including enabling volunteers, and communicate the results to village landowners		30%	Council is in the process of developing the service levels across the local government area and will be determined for the 2023/24 budget. The enabling of volunteers is occurring for Ballimore Village. Council has set aside two mowers and will hold discussions with relevant community members regarding this concept noting that mowing will not include roadsides or other high-risk areas.	Manager Greenspace Operations
		Advocate to Transport for NSW to establish an ongoing program of environmental rubbish compliance at roadside stops not controlled by Council		50%	Transport NSW has taken over the maintenance and rubbish collection from the Geurie rest area however Council is still patrolling and responding to illegal dumping that occurs. An ongoing partnered approach is planned with Transport NSW to implement measures to reduce illegal dumping that occurs in their roadside rest areas.	Manager Environmental Compliance
		Establish an ongoing program of environmental rubbish compliance at roadside stops controlled by Council		50%	Rangers regularly check roadside stops to identify any illegal dumping and arrange for cleanup of any dumped rubbish. Rangers also respond to any reports of dumped rubbish that phoned in by the public.	Manager Environmental Compliance

## Theme 3: Economy

### 3.1: Visitor economy growth is supported

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
3.1.1	Diverse and unique visitor opportunities are explored, developed and supported	Implement Local Government actions in the Country and Outback Destination Management Plan		60%	Monthly engagement with Destination Country and Outback ensuring activities and partnership opportunities are maximised in line with Destination NSW Strategic Plans. Great Big Adventure Pass campaigns in market over summer holidays. Major destination campaigns for Easter visitation currently in development.	Ec Dev & Visitor Services Team Leader
		Promote the region on destination marketing platforms and collaborative programs		50%	Ongoing collaboration local industry 'Destination Partners' to market the Region through campaigns, publications, Dubbo.com.au website and also social media @Dubbocity. Dubbo.com.au activity in first two quarters: No of Views: 99,570, Pages Per Session: 3.11  Dubbo City + Visit Dubbo + Wellington NSW social media activity in first two quarters 199,074 reach, 10,532 visits and 21,461 followers	Ec Dev & Visitor Services Team Leader
		Operate Visitor Information Centres and provide information to tourists about the region's attractions, maps and other items relevant to tourism		50%	The Dubbo & Wellington Visitor Information Centre's have had 44,025 (DVIC) and 11,323 (WVIC) customers through their doors and 2,356 email enquiries (1,387 Dubbo, 969 Wellington). Operations have been hampered throughout the quarter by multiple major flooding events with 7 evacuations of the Dubbo Centre on seven occasions in 2022. Ongoing services include local produce sales and connecting local businesses to our Partnership programs, including the Destination Partnership Program, New Resident Program, Visitors Information Partnership Program.	Ec Dev & Visitor Services Team Leader

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
		Prepare and implement Strategic Plans and Internal Business Strategies for the Old Dubbo Gaol		50%	Current business strategy is being operationally implemented. Key projects, including the Padded Cell has been completed and the Heritage Roof Project, Underground Infrastructure Project and Gallery repointing project are underway, being delivered in accordance with timelines and budget. Visitation is 17% ahead of YTD Forecast targets reflecting the trends within Regional Tourism currently being encountered in Regional NSW. A revised business strategy is due for development in the final quarter.	Manager Regional Experiences
		Prepare and implement Strategic Plans and Internal Business Strategies for the Wellington Caves		50%	Current business strategy is being operationally implemented. Key projects, including the Highway Signage Project has been completed and the Bring Back the Bats Project, EVE Destination Chargers, Thunder Caves Stairs, Gaden Hand Rails are currently being completed in accordance with timelines and budget. Visitation to the Caves is on target for the forecast year, despite the currently lack of paid tours. The Cathedral Cave and Mine continue to be closed due to ongoing weather conditions impacting the safety of the experience. A revised Business Strategy is due for development in the final quarter.	Manager Regional Experiences
		Deliver the Destination Dubbo International Ready Project (Heritage Plaza, Wiradjuri Tourism Centre and Macquarie River Precinct) in accordance with approved budgets and timelines		35%	Heritage Plaza project currently on hold awaiting outcomes of investigation and discussions with Heritage NSW. Wiradjuri Tourism Centre Development Application (DA) is prepared but on hold due to final costings and experienced price escalation issues that need to be addressed before advancing. Macquarie River Event Precinct DA and Construction Certificate approved. Tender for Macquarie River Event Precinct expected to go out to the marketplace by end of January 2023.	Manager Regional Experiences

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
3.1.2	Events that foster cultural, recreational and community interaction opportunities are supported	Provide funding opportunities for events through Council's Event Assistance Program		100%	Community Events Fund: 5 local events received a total of \$10,000 for community events that create social connection and improve the wellbeing of residents. Events included the Wellington Show, Global Fusion, Stuart Town Carols by Candlelight, Man from Ironbark Festival and the NSW Production Sedan Titles. Destination Events Fund: 9 events received a total of \$38,357.57 funding that is expected to provide \$3.6million in economic benefit to the region through visitor spending. Events include Dubbo MotorFest, Burrendong Easter Fishing Classic, Western District Ladies Golf Tournament, Dubbo Winter Whisky Festival, Wellington Rotary Vintage Fair, Easter Showdown, City of Dubbo Eisteddfod, PSSA Boys Cricket and RSNCA National Finals.	Manager Regional Events
		Implement the Event Attraction and Support Strategy		40%	Incentive event attraction plan (3 year deal) was opened and key event organisers have been approached. This considers high value events to be locked into using the region for 3 years (mainly mass participation sporting events and competitions). Council have invested \$45,000 for 6 major sporting events that have a combined economic benefit of over \$4.6M. Events include PSSA State Primary Boys Cricket Carnival, Cricket NSW Youth Championships, Athletics NSW Country Championships, Cricket NSW State Carnival, Little Athletics NSW Region 3 and Little Athletics NSW Combined Carnival. Five of these events have been secured with multi-year agreement. NSW Junior Touch Championships was secured for February 2023 with an expected attendance of 10,000 visitors and \$7M of economic value.	Manager Regional Events
		Develop and implement strategic plans for the Dubbo and Wellington showgrounds		45%	Wellington Showground: Community and internal stakeholder consultation was completed in mid 2022 for the renewal	Manager Regional Events

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					<p>masterplan (three stakeholder groups were at the meeting and a survey was made available to the public). The draft plan is due to be complete in February 2023.</p> <p>Dubbo Showground: A review of the Masterplan (2019) is due and a stakeholder meeting was scheduled for December 2022. The meeting was cancelled due to lack of rsvps and is anticipated to be undertaken in February to allow more stakeholders to be available. This meeting will allow key stakeholders to discuss the strategic direction and provide Council with the priority needs of the improvements to the infrastructure within the Showground.</p>	
		Investigate opportunities to increase cultural and community events at Victoria Park and Cameron Park		80%	<p>Cameron Park: Ongoing regular market events are held in the park. Twilight event scheduled for 25th January 2023 to celebrate Australia Day.</p> <p>Victoria Park: DREAM Lantern event was cancelled 3 days prior due to potential flooding in Dubbo and possible damage to the park area. Sky Castle by ENESS was not relocated to the park due to ongoing flood concerns. Oriscon Cultural Carnivale was held in the Victoria Park precinct and was well received.</p> <p>Current restrictions in both Cameron and Victoria Park only allow vehicle access on the granite path and road (no grassed areas) and therefore reduce the ability to hold cultural and community events in these locations (most events require vehicles to access the grassed areas for event set up).</p>	Manager Regional Events
		Prepare guidelines to support community members to access public spaces for outdoor cultural activities		60%	<p>Event Organiser toolbox on Dubbo Regional Council consists of various templates for community members (event management plan, risk management plan and a food vendor notification document). Resources list also available linking to NSW Government website for organising and planning events. Major Event Application is</p>	Manager Regional Events

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					available online plus available phone and face-to-face assistance from the Regional Events team.	
3.1.3	Visitor accommodation is available	Develop and monitor tourism accommodation visitation reports		50%	Continue to undertake research and provide the Tourism Market Report to stakeholders each month. Also providing a Media Release each month regarding results and the positive stories that come from this Report. Also tracking provided through Tourism Research Australia every quarter. Tourism Market Report Outcomes: <ul style="list-style-type: none"> <li>Dubbo Region occupancy for the 6 months - 71% (up from 40% YOY - COVID lockdowns)</li> <li>Dubbo City occupancy for the 6 months - 84% (up from 51% YOY - Covid lockdowns)</li> <li>Wellington occupancy for the last 6 months - 58% (up from 30% YOY - Covid lockdowns)</li> </ul>	Ec Dev & Visitor Services Team Leader
		Maintain and operate the Wellington Caves Holiday Complex		50%	Issues currently encountered with 2 of the 3 Tour Caves/Mine in relation to safety issues restricting opening the caves. The Caves and Caravan Park business are still operating despite limited capacity within tours. Business planning outcomes and actions continuing to be addressed and followed as able based on capacity limitations.	Manager Regional Experiences

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

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
3.2.1	Employment and investment opportunities for all sectors of the community are fostered	Develop and maintain strong partnerships with diverse advisory groups, industry representatives and government agencies to encourage economic growth		75%	Continue to maintain a strong networks and partnerships. RDA Orana - sponsorship of Investment Collateral and Industry Event, Dept Regional NSW investment leads and business case development, and Transport for NSW supporting Major tier 1 Contractors working on local projects. Engagement also	Ec Dev & Visitor Services Team Leader

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					maintained with Inland Rail Economic Development Australia, Dubbo Chamber of Commerce and project consultants.	
		Provide support to stakeholders seeking government funding		50%	Provision of internal grant support delivered through the Economic Development Delivery Program. Provision of external grant application assistance for multiple organisations including funding applications for Regional Investment Activation Fund, Regional Tourism Activation Fund, Renewable Manufacturing Fund. Continued community grant support provided through the Dubbo Grants Hub.	Ec Dev & Visitor Services Team Leader
		Implement purchasing and procurement policies that foster and support the local economy		50%	Ongoing with training and setting up local supplier lists	Manager Procurement
3.2.2	Traineeships and employment pathways are available for all sectors of the community	Advocate and support the employment of youth, Aboriginal, long-term unemployed and people with a disability in major public projects		50%	Committee participation through the Local Jobs Taskforce (Federal Govt) and Jobs Skills Industry Participation (JSIP NSW Govt) Framework for the advocacy of Indigenous, youth, dis-ability and long term unemployed on major projects such as Mindyarra and also the new \$220m Dubbo Bridge.	Ec Dev & Visitor Services Team Leader
		Collaborate with local schools, universities and businesses to identify employment pathways and traineeship opportunities		50%	Active participant in NSW Government Jobs and Skills Industry Participation Panel and the Jobs and Skills Taskforce advocating for skills engagement of youth and additional training pathways for trade diversification through the Mindyarra Maintenance Facility. Met with construction contractor CAF to discuss youth engagement into trades in line with the project and the company is now part of coordinated partnership program. Linked EnergyCo and green energy proponents into TAFE for trade training support package developments.	Ec Dev & Visitor Services Team Leader

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
3.2.3	The growth, development and diversification of the agricultural industry is supported	Collaborate with the State Government to improve on-farm connectivity and encourage farmers to adopt agricultural technology		50%	Supported successful private industry application for Regional Connectivity Program Round 2 grant funding, which proposes to increase the capability and capacity of on farm technology in the Dubbo Region. Proposal of increased digital capability was proposed to NSW EnergyCo as an outcome of Central West Orana renewable energy zone.	Ec Dev & Visitor Services Team Leader
		Maintain the Dubbo Regional Livestock Markets to appropriately support the agricultural sector		50%	Dubbo Regional Livestock Markets continues to be maintained to support the agricultural sector. Significant State and Government funding has been invested to road and rail signaling upgrades to Boothenba Road. DRLM was used by the NSW Minister for Agriculture 5 December 2022 for announcements of electronic tagging in sheep and goats.	Manager DRLM
3.2.4	The Dubbo Central Business District and Wellington Town Centre are supported by commercial activation programs and activities	Encourage and support businesses within the Dubbo Central Business District and Wellington Town Centre to invest in infrastructure improvements to their properties		50%	Projects undertaken to support CBD activation and encourage private investment include CBD Lighting, Christmas promotions, un-timed parking promotions, public Sky Castles event, the ODG Heritage Plaza project is still underway, Activities to support social amenity in the CBD include participating in homelessness roundtables facilitated by Department of Regional NSW and regular CBD amenity inspection reports.	Ec Dev & Visitor Services Team Leader
		Collaborate with shop owners, community groups and individuals to establish “pop-up” and cultural activities in vacant shops and laneways		55%	Committed to supporting, through marketing the ENES Sky Castles Pop Up in the CBD. Executed Smile its Christmas and Jingle on the Bell programs as well as Christmas launch media opportunities to happen in Dubbo and Wellington from Nov - Dec 2022. Significant support provided to DREAM Festival, which includes numerous pop-up events like Fong Lees lane Pop Up activation however was cancelled due to major flooding events in the Region.	Ec Dev & Visitor Services Team Leader

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
		Develop a Night Time Activation Strategy to promote a diverse, safe, and vibrant nightlife		75%	Night time economy activation strategy actions are included in the Economic Development Delivery Program. Actions include CBD Lighting Program, Festive Season lighting and implementation of night-time events through the Dubbo Region website and partnered marketing spend to support the DREAM Festival. Revised DREAM Festival was to include a night-time, light focused activation however the event was cancelled due to major flooding events in the Region. Night time events, including weekend live music gig guide maintained and promoted to support industry efforts of local industry.	Ec Dev & Visitor Services Team Leader
		Implement and monitor the Economic Development Delivery Program		50%	55 business enquiries facilitated through the Economic Development Services function in Q1 .35 business enquiries facilitated through the Economic Development Services function in Q2. Dubbo Region Investment Guide developed and launched into market. Trade-up to Dubbo & Wellington - Skills Attraction campaign website maintained with multiple business sign-ups for program participation. 314 job views generated with 9 job "Apply Now" click throughs. New Resident Guide Launched with 38 industry and community partners Christmas CBD activation, including CBD lighting, Decorations and a Region wide "Shop Local" campaign implemented CBD event Sky Castle supported and promoted through Ignite Program. 4 significant grant applications supported.	Ec Dev & Visitor Services Team Leader
		Improve food safety outcomes and conduct regular food inspections of retail food businesses		50%	Council Environmental Health Officers are continuing to conduct routine inspections of all retail food businesses as well as homebased, mobile and temporary food business. The food inspections are also a good opportunity to educate the business owners and staff in areas such as safe food	Manager Environmental Compliance

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					handling, storage and cooking as well as cleaning and sanitising of the food preparation and storage areas. The inspections also assess the skills and knowledge that staff have in these areas in order to ensure food premises are producing safe food.	
3.2.5	Neighbourhood shopping centres provide attractive and convenient services and facilities	Identify funding opportunities to develop and implement neighbourhood shopping centre enhancement plans for the existing neighbourhood shopping centres in Myall Street, Tamworth Street, Boundary Road, Victoria Street and Bourke Street		15%	This program of work has been placed on hold due to competing priorities primarily relating to the road designs required for upcoming capital works and the development of strategic designs for the urban release areas that are currently being investigated.	Mgr Infrastructure Strategy & Design

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

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
3.3.1	Land is suitably zoned, sized and located to facilitate a variety of development and employment generating activities	Implement the State Government Employment Zones Reform into Council's planning controls and strategies		45%	Working with the State Government to implement the reforms. This also includes digital mapping for the Dubbo Regional Local Environmental Plan 2022.	Manager Growth Planning
		Undertake regular engagement and education programs with businesses in regards to land zoning, appropriateness of proposed sites and approval pathways		50%	There is a Duty Planner & Duty Building Officer available to the public from 1pm-5pm Monday to Friday and also an additional service offered in Wellington. Council also offers preliminary DA meetings to assist proponents with their proposed developments. These are ongoing services offered free to the public. Additionally, Council has been engaging with the wider public especially with regard to housing, and similar workshops are proposed throughout 2023, including a Developer Forum.	Mgr Building & Development Services
3.3.2	The Dubbo Central Business District and Wellington Centre are supported by long-term plans	Prepare and adopt a Development Strategy for the Dubbo Central Business District		0%	Work already undertaken in the CBD will be combined with a wider parking and movement analysis to be undertaken by the Infrastructure Strategy and Design Branch. Work will commence in Quarter 2 of 2023.	Manager Growth Planning

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
		Implement and monitor the Wellington Town Centre Plan		50%	Funding and other development opportunities actively sought to further provision of the items included in the Plan. This includes examining options with Voluntary Planning Agreements and the Central West and Orana Renewable Energy Zone.	Manager Growth Planning
		Implement the Dubbo and Wellington CBD investment plan		60%	<p>Provided input into the development of the CBD Precinct Plans for Dubbo and Wellington. Implementation of CBD pop ups supported through event support and marketing, MyDubbo Region Cards and the program has been executed for Smile its Christmas and Jingle on the Bell in November and December 2022.</p> <p>Un-timed Parking Promotion in December 2022 in the lead up to Xmas.</p> <p>Business feedback completed around proposed loosening of timed/restricted parking in the CBD.</p>	Ec Dev & Visitor Services Team Leader
3.3.3	Major investment is proactively attracted and supported in line with regional opportunities	Create an investment attraction strategy that targets large scale opportunities related to new technology, renewable energy and public infrastructure		60%	<p>Utilising the new Dubbo Region Investment guide as a platform and program basis, many new investor enquiries have been received. The Region is booming with new business enquiries and new major development applications. The team Strategic Partnership and Investment team are working closely with the Dept of Regional NSW through their Regional NSW Investment Attraction Strategy. A number of Renewable Energy Zone (REZ) related developments, a modular home builder and many more.</p> <p>Investor attraction program and collateral has been launched - mainly comprising of Online/Digital Advertising, linking back to Dubbo.com.au.</p>	Ec Dev & Visitor Services Team Leader
		Collaborate with supply chain business to help support a diverse and growing regional economy		50%	On-going discussions and negotiations with a number of large supply chain and circular economy/Renewable Energy related companies in relation to setting up operations in Dubbo (on-going confidential discussions are occurring).	Ec Dev & Visitor Services Team Leader

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					<p>Successful Grant Application for Business Case &amp; Strategy Development for Taronga Western Plains Zoo Expansion for strategic collaboration.</p> <p>Successful Grant Application for Business Case &amp; Strategy Development for Central West Orana Green Hub development.</p>	

## Theme 4: Leadership

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

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
4.1.1	Council encourages and facilitates two-way communication with and between stakeholders and the community	Prepare and implement a Community Engagement Strategy that identifies engagement requirements when developing plans, policies and programs		50%	Customer Experience & Engagement Branch was formed in October 2022 with an initial focus on developing frameworks and policies whilst recruitment for key staff has been undertaken. Council's Community Engagement Strategy is currently being developed and draft will be developed for consideration in the next quarter. Council is currently developing a "Have your say" Community Engagement online platform which will be launched in March 2023 to ensure two-way communication with and between stakeholders and community.	Manager Customer Experience
		Provide opportunities for the community to interact and communicate with Councillors		50%	A number of community committees have been established to allow the communication flow between Community and Councillors. The Mayor and Councillors hold regular Community Leaders Breakfasts on Saturday mornings to encourage community interaction and discussion with the elected body.	Manager Governance & Internal Control
		Establish community committees and facilitate active community participation and engagement		75%	The Community Committees continue to meet in line with their adopted meeting schedules, membership for the Disability Access and Inclusions Advisory Committee is to be finalised by February 2023. The Community Engagement Strategy continues to be developed in line with recruitment of key engagement focused roles in the Customer Experience and Engagement branch. Procurement of the new digital engagement platform has been finalised, with the platform to be implemented during Quarter 3.	Director Strategy Partnership & Egmt
		Investigate additional communication channels for the community to communicate with Council		60%	The CX Team has employed a new person in the Position of "Engagement and Customer Insights Co-ordinator" who has started in November 2022. Part of this role it to investigate new channels of communication	Director Strategy Partnership & Egmt

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					such as a new web platform for engagement. This work is well underway. The Comms Team are working on a potential community e-newsletter for dissemination across the whole LGA re: all things Council.	
		Conduct a range of civic events and ceremonies, including Australia Day, Remembrance Day, Anzac Day, and Community Leaders Breakfast		50%	A successful Remembrance Day service was held in November, along with one Community Leaders breakfast in Dubbo, and one Citizenship Ceremony. Preparations are underway for the Australia Day 2023 celebrations and awards.	Manager Governance & Internal Control
4.1.2	Council's decision-making processes are open, transparent and accountable	Provide an annual report to the community		100%	The Annual Report was developed, finalised and launched to the community in November 2022.	Director Strategy Partnership & Egmt
		Ensure Council meeting business papers, agendas and minutes are publicly available in accordance with legislation		50%	All Council Agendas and minutes are available on Council's website as per the legislated requirements.	Manager Governance & Internal Control
		Ensure adopted strategies and key documents are available on Council's website following their adoption, and are easily accessible		50%	All adopted policies, management plans and strategies are stored securely on the inhouse records system and placed on Council's Website.	Manager Governance & Internal Control
		Prepare clear guidelines and processes for outgoing sponsorships, grants and community benefit fund applications		50%	Council's Financial Assistance Policy reviewed and amended to reflect removal of CEO Sponsorship Fund, improved sponsorship process relating to community hires and timetable of known outgoing grants made available on website to support community planning.	Director Strategy Partnership & Egmt
		Promote Council's activities and decisions through a range of media platforms		50%	In addition to proactive and reactive media engagement with local, state and national media platforms utilised include web, social media, digital communications. Key local and regional promotions include Macquarie River Master planning, Water Alerts, Floods, Exhibitions, event attraction, financial assistance program, project completions and Council meeting outcomes.	Ec Dev & Visitor Services Team Leader

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					Calendar year annual achievements have also been promoted throughout social media.	
4.1.3	Council provides quality customer service	Implement and monitor the Customer Experience Strategy		85%	<p>The Customer Experience Strategy outlines a 3 year action plan. Year one actions completed include;</p> <ul style="list-style-type: none"> <li>* Measure the experience we are providing through out customer satisfaction feedback &amp; Metrics (The introduction of council's Engagement platform will enhance this measure)</li> <li>* Increase the number of customer contact channels by implementing webchat. 1,172 chats were completed in the 2021/2022 period.</li> <li>* Implement software to allow our systems to integrate and provide single view of the customer ( Council's Call Centre upgrade included Customer Request Management integration)</li> <li>* Council update &amp; implement Cyber Security Strategy &amp; action Plan</li> </ul> <p>Ongoing monitoring is completed, with Year Two actions commenced.</p>	Manager Customer Experience
		Ensure staff respond to customer requests and correspondence in accordance with Council's Customer Experience Charter		70%	<p>Dashboards and regular reminders have been implemented throughout the organisation and are regularly reported against to ensure target times of customer requests outlined in the Customer Experience Charter are met. Monthly reports are distributed to the executive to measure ongoing accountability. A review is currently being undertaken to review target dates, which align to the asset management plans.</p>	Manager Customer Experience
		Expand and promote services available through the DRC&Me Portal		80%	<p>DRC&amp;ME is continually expanding the online services available and continual reviews are conducted in further developing the service to ensure a user friendly product. Promotion of DRC&amp;ME has been completed through council's corporate website, marketing campaigns on social media and up selling the product through the Customer Experience Team.</p>	Manager Customer Experience

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					Additional services include; * WPCC Friends Memberships * Claims against Council * GIPA Applications * Pensioner Rebates * Rates Authority * Footpath Dining/Sign Permits * Footpath bookings for CBD areas - Busking, BBQ's, Stalls * Improved Online Certificates * Section 138's online only - payment before service * Citizen Central Upgrade - currently under way	
		Ensure business continuity plans are in place for the provision of Council services, and implement when required		50%	Following annual review, Council's Business Continuity Plan was adopted by the Executive Leadership Team in December 2022.	Manager Governance & Internal Control
4.1.4	Statutory requirements are met and services are provided in a cost-effective and timely manner	Maintain the Integrated Planning and Reporting Framework		50%	The 2021/2022 Annual Report was produced and uploaded to Council's website in November 2022. Quarterly updates continue to be provided and 6 monthly updates to be reported to Council in February 2023. Staff have commenced the draft 2023/2024 Delivery Program and Operational Plan in preparation for community feedback during the Public Exhibition period of the 2023/2024 Delivery Program and Operational Plan, Budget and Associated Documents in May.	Director Strategy Partnership & Egmt
		Ensure governance reports to external agencies comply with statutory requirements		50%	Council must provide reports to a number of external authorities, i.e. Public Interest Disclosure reports must be reported to the NSW Ombudsman, and a range of statistics must be reported for GIPA applications (Government Information (Public Access)), and Code of Conduct matters to the Office of Local Government.	Manager Governance & Internal Control
		Review and maintain appropriate governance frameworks to enhance accountability		50%	The Governance team have considered the changes to Public Interest Disclosure legislation and are looking at plans to implement the changes. The team have been	Manager Governance & Internal Control

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					part of the Child Safe Standards working party and developed a policy (as required by the Office of The Children's Guardian) and are currently working on implementation. The team continues to process GIPA applications.	
		Implement an annual strategic internal audit program		40%	Council adopted a three year internal-audit plan in 2022. An increased number of internal-audits are expected to be completed in 2023 using external consultants.	Manager Governance & Internal Control
		Develop an audit program that ensures workplace health and safety management systems are implemented and meet the requirements of the Work Health and Safety Act		30%	An internal review is being finalised which looked into the implementation of the online safety system as well as identifying barriers that may be in place for the ongoing implementation of the online system as well as the overall safety management system. This information will assist in the changes that will need to be made under the audit program.	Manager People Culture & Safety
		Facilitate Council's Audit and Risk Management Committee to monitor risk management, control, governance and external accountability responsibilities		50%	An Audit and Risk Management Committee meeting was held on 20 October 2022. Changes have been adopted for Council to seek external, independent, internal-audit services to increase transparency and output.	Manager Governance & Internal Control

#### 4.2: The resources of Council are sustainably managed

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
4.2.1	The system of raising revenue is equitable, and revenue from grants and other income sources is maximised	Review the Revenue Policy		0%	Review of the Revenue Policy is due to be finalised in March 2023 as part of the 2023/2024 budget preparation	Chief Financial Officer
		Review the rating structure		0%	Review of the rating structure is due to commence in January 2023 as part of the 2023/2024 budget preparation	Chief Financial Officer
		Complete annual financial statements, other statutory reports and returns as required		100%	The 2022 Annual Financial Statements were submitted for audit on 26 September 2022 adopted at the Ordinary Council Meeting in October 2022	Chief Financial Officer

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
		Review the budget on a quarterly basis		50%	The budget is reviewed on a quarterly basis in accordance with the Quarterly Budget Review Statement Office of Local Government Guidelines and Integrated Planning and Reporting (IP&R) framework	Chief Financial Officer
		Monitor the level of State and Federal government grants payable to Council, including Financial Assistance Grants and lodge submissions accordingly		50%	Continued monitoring of the level of State and Federal government grants payable to Council is occurring and submissions are lodged accordingly	Chief Financial Officer
		Invest Council funds in accordance with legislative requirements and Council's Investment Strategy and Policy		50%	Council funds have been invested in accordance with legislative provisions and Council's adopted Investment Policy and Strategy	Chief Financial Officer
		Update Council's Long Term Financial Plan		10%	The update to Council's Long Term Financial Plan commenced in December 2022 as part of the 2023/2024 budget preparation	Chief Financial Officer
		Pursue opportunities for strategic alliances and resource sharing with neighbouring councils		60%	Applied through DRNSW for shared resource to be funded from State Government investment related funding. Continued to work with Great Western Plains LGA's, Marketing Partnership meeting with surrounding LGAs to determine focus and forward plans for collaborative destination marketing activities. Positive collaboration on Central West Orana Green Hub Business case funding which was successful in December 2022. Many letters of support from surrounding Councils and the Alliance of Western Councils.	Ec Dev & Visitor Services Team Leader
4.2.2	Technological capabilities meet the requirements of Council and the community	Prepare and implement a Smart Transformation Strategy to support the use of new technology for the community and within Council		50%	Smart Council Strategy has been developed, exhibited and adopted by Council.	Chief Information Officer
		Maintain corporate information in accordance with the State Records Act		50%	Corporate information maintained. 173,644 records registered in the EDRMS YTD.	Chief Information Officer
		Maintain a comprehensive and accurate Geographical Information System		50%	Accurate Geographical Information System being maintained. Development of integration for weeds management system, input of works as executed (WAX) within a timely	Chief Information Officer

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					manner, development of online mapping tools such as the boil water map and bulk rubbish collection app.	
		Maintain an accurate Land Information System database		50%	LIS & E-Services Co-Ordinator & LIS Officer utilise and employ data information in a timely and accurate manner. This is an ongoing matter.	Mgr Building & Development Services
4.2.3	A highly skilled, diverse and motivated workforce is maintained	Adopt and implement a Workforce Management Strategy		30%	A project officer was employed and commenced in October 2022 to assist with the workforce management plan and pilot program for Water Supply & Sewerage branch. The pilot strategy is progressing well with a large amount of data being obtained, including several workshops and discussions with current team members and external stakeholders.	Manager People Culture & Safety
		Implement the corporate training program		50%	The corporate training program continues to be implemented to meet the requirements of the organisation and employees.	Manager People Culture & Safety
		Explore solutions to facilitate employee engagement and feedback		10%	A number of small projects and changes have been made with their impact being reviewed. Work to continue in this area.	Manager People Culture & Safety
		Continue to build a culture of performance, and develop a program to recognise the performance of staff		40%	Professional development of the leaders of the organisation continues to support and build foundations recognising and managing performance of staff for with recent workshops being held which has a focus on communication and team building.	Manager People Culture & Safety
		Implement Council's Equal Employment Opportunity Management Plan and Aboriginal Employment Strategy		35%	The actions from the Equal Employment Opportunity Management Plan and Aboriginal Employment Strategy are being implemented. In February 2023 all staff will undertake Cultural Awareness training which is a key action for both the plan and strategy.	Manager People Culture & Safety
		Create a professional development program for all Councillors		35%	Some Councillors have commenced specific professional development programs, with others still to be developed. Councillors continue to benefit from workshops and	Manager Governance &

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					briefings on relevant topics, along with attendance of 4 Councillors at the Annual LGNSW Assembly in October 2022, and 4 Councillors attending the Roads Congress in November 2022.	Internal Control
4.2.4	The business activities of Council provide financial returns to the community	Develop and implement strategic plans for the Dubbo Regional Livestock Markets		25%	Service review is being completed; update provide to DRLM Advisory Committee 13 December 2022. Stakeholder Engagement Plan has been developed along with timeline, on phases including options analysis and final report preparation.	Manager DRLM
		Prepare and implement a development and marketing strategy for Keswick Estate		0%	A revised marketing strategy for Keswick Estate Stage 5, Release 2, will be undertaken in January 2023, following the auction outcomes in October 2022. A broader marketing strategy has been drafted which may also require revision following the outcome of the Keswick Estate Stage 5, Release 2 marketing review.	Manager Property & Land Development
		Provide cost-effective supply, contract administration and procurement services		50%	Have implemented new Tender and Contract documents and will continue to update	Manager Procurement
		Undertake a review of the Wellington Aerodrome and Recreation Park to support its long term planning and multiuse		50%	Stormwater/Sewer Infrastructure master planning consultation meeting completed. Airport Masterplanner's engaged to provide strategic plan (Stage 2) for Wellington Aerodrome and Recreation Park - outcome pending	Mgr Dubbo City Regional Airport
4.2.5	Service reviews are conducted to improve the performance of Council	Conduct service reviews and use the recommendations to help inform business improvement and decision making		50%	Six service reviews completed. Post review monitoring in place for implementation of actions and outcome measurement. Three reviews currently underway. Overall program updates provided to the Finance Performance Committee and the Audit and Risk Management Committee.	Director Strategy Partnership & Egmt

## Theme 5: Liveability

### 5.1: The health and safety of the community is improved

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
5.1.1	Effective medical services and facilities are available	Advocate to the State Government and private sector to attract general and specialist medical practitioners, and expand medical and allied health services in Dubbo and Wellington		45%	<p>Council is part of stakeholder discussions (primary health network) to promote and encourage an increase of general practitioners to the region. Discussions also had with Charles Strut University regard courses and accommodation for students.</p> <p>Council continues to engage with developers who are looking at expanding housing developments and estates in Dubbo area, which some propose to include new primary health practitioners.</p>	Manager Community Services
		Advocate to the State Government to review mental health needs and facilities in the region		50%	<p>The National Mental Health Commission (making Connections) visited Dubbo during 2022. Which Council Staff attended. Information was gathered through the conversations which have informed the Dubbo Community Snapshot of Mental Health.</p> <p>The areas of focus important to Dubbo are listed as:</p> <ul style="list-style-type: none"> <li>• Provision of more safe and culturally safe spaces for people to talk to and find support.</li> <li>• Support for locally based mental health services and care, including local hospital support options.</li> <li>• Addressing lack of access to practitioners and long wait times.</li> <li>• A more holistic and whole-of-life approach to mental health.</li> </ul>	Manager Community Services
		Advocate to the State Government to provide and maintain regional service levels at the Dubbo Base Hospital		50%	<p>Council and its relevant divisions continue to support the expansion and upgrades of the Dubbo Base Hospital as required</p>	Manager Community Services

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
		Advocate for, facilitate and support the expansion of Macquarie Homestay		35%	DRC continues to support Macquarie Homestay. This was evidenced through the support letter to: Building Better Regions Fund Infrastructure Project Streams. Federal budget changes have reduced funding streams. Divisions of Council who are involved with planning and related construction work issues continue to meet with the board of Macquarie Homestay and related contractors to provide information as required.	Manager Community Services
		Work with stakeholders in the Dubbo Health, Education and Wellbeing Precinct to support the growth of services and facilities		50%	Further meetings scheduled in Quarter 1 of 2023 with Catholic Health. Further consultation to be undertaken with CSU and Health.	Manager Growth Planning
5.1.2	The needs of older people and people with a disability are monitored to ensure appropriate services and facilities are available	Develop and implement strategic plans when making decisions that may impact older people and people with a disability		50%	Council has a current 2022-2025 Disability Inclusion Action Plan which has been reported on to the Disability Council NSW and Local Government NSW. Council again has a full time position of the Community Development Officer - Seniors and people with disability who is dedicated to the actions and outcomes of that plan. Council has endorsed the creation of the Disability Inclusion Access Advisory Committee which will commence in 2023. The Community Development Officer will continue to Chair the Dubbo Aged Services Interagency in 2023.	Manager Community Services
		Participate in regular interagency groups to assess the needs of older people and people with a disability		50%	The DRC role of Community Development Officer for Seniors and People with Disability is highly focused on attending interagency and groups that relate to the needs of those with disability and who are aging. This role facilitates events such as Seniors Week expo and supports other regional expos and encourages the collaboration between services. The role Chairs the Dubbo Aged Services Interagency, attends the Dubbo and Wellington Interagency. As well as supporting the Dubbo Dementia Alliance which is gaining momentum and support. During December CDO has consulted with eHealth NSW to	Manager Community Services

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					work on a new Health App to make sure that it is workable and useful to our demographic in our region.	
		Maintain and implement the Disability Inclusion Action Plan		50%	Council again has a full time position of Community Development Officer- Seniors and people with disability who will be focused on assisting areas of council and community to achieve outcomes in the 2022 - 2025 disability inclusion action plan.	Manager Community Services
		Participate in Seniors Week and International Day of People with a Disability		50%	<p>Council promotes International Day of People with disability each year on the 3rd December. The Community Services team have supported the seniors of our region during December by facilitating the Seniors Christmas Morning Tea in both Dubbo and Wellington. 180 seniors enjoyed music, singing and dancing from local school children as well as a free catered morning tea.</p> <p>Council's Community Development Officer has already commenced the booking of activities for NSW Seniors Week Festival will be celebrated from the 1st till 12th February 2023.</p>	Manager Community Services
5.1.3	There is an appropriate level of policing in our region	Participate in relevant crime prevention networks and help the community understand the enablers of crime		50%	Council's Youth Development Officer, Manager Community Services, Director Community Culture and Places have meet regularly with Police and other related services to work through regional and local issues which need attention. The Social Justice Advisory Committee has been involved with discussions on local issues. The Community Services team have commenced discussions for a collaboration with Orana Mid Western Police district to focus on a crime prevention strategy.	Manager Community Services
		Advocate to the State Government to provide 24-hour police services in Wellington		50%	The Mayor of Dubbo Region sent a letter to Paul Toole Minister for Police on the 13 December 2022. Requesting that the minister investigate; the annual leave line to make the entire LGA	Manager Community Services

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					consistent in regards to leave entitlements and also to investigate any possibilities of Wellington being considered as a Special Remote Location. Either - or both - would help entice more staff to Wellington	
		Collaborate with the State Government to monitor the operations of licensed premises		50%	Manager Community Services has continued to follow process with the NSW Liquor and Gaming in regard to new and proposed licences for the region, providing consultation in required areas. A productive relationship has been formed with Orana Mid Western District Police Licensing Supervisor who is keen to work with the planning divisions of council for consultation and information. DRC resolved to update the existing Alcohol Free Zones in both Dubbo and Wellington. After consultation, the updated signs should be in place by 1 February 2023 and will remain until 31 January 2027	Manager Community Services
		Advocate to the State Government for the establishment of a Youth Koori Court in Dubbo		45%	<p>Attorney-General Mark Speakman announced in July 2022 the \$20 million plan aimed at tackling the over-representation of Aboriginal people in the criminal justice system. \$5.8 million will go to expand the Youth Koori Court to Dubbo. The court is expected to be operational in Dubbo early next year (2023)</p> <p>The Department of Communities and Justice sort suitable support services to assist in the delivery of the Youth Koori Court program expansion in Dubbo.</p> <p>An Information Session was held at: Dubbo Local Court, on Monday 28 November 2022. Council's Aboriginal Liaison Officer and Youth Development Officer were in attendance for this session.</p>	Manager Community Services
		Advocate to the State Government for the establishment and facilitation of a drug and alcohol rehabilitation centre		50%	Council continues to work with Western NSW Health in the process of the allocation of land for the development. Council has involved the Social Justice Advisory Committee to be part of the consultations with health. NSW Health have advised that a service framework is in	Manager Community Services

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					development, based on community and AOD clinician consultation, which will inform the development of the model of care. The model of care is to be developed by the successful tenderer in partnership with the local community, service providers, and NSW Health.	

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

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
5.2.1	The health, education and socio-economic status of our First Nations communities is improved	Advocate to the State Government to deliver improved health facilities for our First Nations community		50%	Council's Aboriginal Liaison Officer continues to promote the needs of the region through the various First Nation working party's and service provider interagency's	Manager Community Services
		Provide and maintain an Aboriginal liaison service and advisory groups to support and assist our First Nations community		100%	Council has a full time Aboriginal Liaison officer within the community service section. Council has a partnership agreement with the Dubbo Aboriginal Community Working party and a draft agreement is being created with the Wellington Aboriginal Action Panel.	Manager Community Services
		Maintain positive working relationships with representative bodies such as the Aboriginal Working Party, Wellington Leaders Groups, traditional owners and Aboriginal Land Councils		50%	Council continues to grow its positive working relationships with identified First Nation representative groups across the region. Staff and executive staff attend many meetings and forums across the region. Also raising issues at the well represented Social Justice Advisory Committee, Youth Council and Reconciliation Action Plan Working Group. This is signified by the signed partnership agreement and the drafted agreement. Council's Reconciliation Action Plan Working Group, have endorsed the second draft of the Reflect Reconciliation Action Plan, currently being reviewed by Reconciliation Australia.	Manager Community Services
		Improve First Nations employment outcomes within Council's workforce		50%	Council continues to work through its outcomes within the Aboriginal Employment Strategy. Continues to access the funding available for Aboriginal apprenticeships. First Nations staff will be supported with the	Manager Community Services

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					introduction of Cultural Awareness training for all staff in 2023.  Council has also encouraged and assisted local First Nation employment with the creation of a new crown lease agreement with Wellington Local Aboriginal Land Council and the Maliyan Cultural Centre and Cafe in Cameron Park Wellington.	
		Investigate Supply Nation membership for inclusion in Council's procurement policies to include the First Nations business sector		50%	This is an action stipulated in the Dubbo Regional Council Reflect Reconciliation Action Plan. it is anticipated that this plan will be endorsed early in 2023 and be ready to start implementation in April 2023.	Manager Community Services
5.2.2	The culture of our First Nations communities is recognised and celebrated	Celebrate and participate in National Reconciliation Week and NAIDOC Week to encourage understanding and cultural sharing		100%	NAIDOC celebrations were held in Dubbo and Wellington during July and September 2022. Council's Aboriginal Liaison officer and other staff were involved with community celebrations. National Reconciliation Week was also promoted through council social media.	Manager Community Services
		Support and celebrate First Nations culture through dedicated programming and development programs at Council's cultural facilities		50%	Ongoing development of the Wiradjuri Tourism Centre continues during this period. Recruitment of dedicated Aboriginal Cultural Development Officer currently underway. This position will lead a greater focus on cultural development specific to First Nations.	Manager Regional Experiences
		Implement Council's Reconciliation Plan to address national Closing the Gap initiatives		50%	Council's Reconciliation Action Plan Working Group has meet once a month since September 2022. The working group has been able to send a second draft of the Reflect Reconciliation Action Plan for Dubbo Regional Council, through to Reconciliation Australia for comment and or endorsement. It is anticipated that this plan will commence its actions within April 2023.	Manager Community Services
		Investigate options to create a Closing the Gap Strategy for the region		50%	The Dubbo Regional Council Reflect Reconciliation Action Plan has been taken to the second review process from Reconciliation Australia. Comment should be received by February 2023. A new	Manager Community Services

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					partnership agreement between Dubbo Regional Council and the Wellington Aboriginal Action Panel (WAAP) has been drafted (by the WAAP) and will be presented to Council in early 2023.	
		Demonstrate respect to First Nations communities by observing cultural protocols		50%	Council continues to work within the cultural protocols for Traditional owners and First Nation people. Council's Aboriginal Liaison Officer attends both the Dubbo Aboriginal Community Working Party and the Wellington Aboriginal Action Panel to provide a conduit to council and community. NAIDOC celebrations were held and supported by Dubbo Regional Council in Dubbo and Wellington this year. Cultural Awareness training will be commencing for staff within Dubbo Regional Council in 2023.	Manager Community Services
5.2.3	Items, areas and places of First Nations cultural heritage significance are protected and conserved	Collaborate with the First Nations communities to identify and protect items of cultural significance		10%	Currently undertaken as per WPCC collection policy. With the recruitment currently underway for a Aboriginal Cultural Development Officer, this collections policy will be updated to reinforce first nations best practice and be placed across DRC facilities. Ongoing development of a Keeping Place continues as part of the Wiradjuri Tourism Centre.	Manager Regional Experiences

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

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
5.3.1	The social services requirements of our community are identified and met	Participate in interagency groups in regard to social service issues		50%	Staff within the community services team attend various types of interagency group across the region. These meetings are held once a month and are attended by; Youth Development Officer, Aboriginal Liaison Officer, Communities for Children officer and Community Development officer - seniors & People with disability. Some of these interagency's are chaired by the above staff, focusing on their targeted cohort.	Manager Community Services

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					Meeting regularly attended are as follows: Youth Interagency, Wellington Interagency and Dubbo Interagency, Dubbo Aged Services Interagency (Chair), Wellington Children Committee (Chair). Other DV collectives are attended in Wellington and Dubbo by staff, along with Dementia focused interagency/forums.	
		Provide support for the operations of the Dubbo and Wellington Neighbourhood centres and associated service providers		50%	Community services team work closely with both the WINS Community Centre and the Dubbo Neighborhood Connecting Communities. WINS Community Centre was successful with community services grant funding and council's Aboriginal Liaison officer also sits on the board to provide cultural direction and a focus on community need.	Manager Community Services
		Provide funding opportunities for community services through Council's Community Services Fund and Financial Assistance Program Fund		50%	Council's Community Services provides grant funding via the Community Services Funding and Financial Assistance Program Funding in April and September annually. The 2022/2023 Round 1 (September allocation) of the Community Services Fund gave assistance to; 11 organisations to the value of \$60,004.12 and the Financial Assistance grant fund; assisting 5 organisations to the value of \$14,742.00.	Manager Community Services
		Investigate opportunities for Council to effectively engage with the not-for-profit sector and volunteers to support positive community outcomes		30%	Council continues to investigate opportunities to engage with the non-for-profit sector and volunteers. Staff are working with other agencies to develop policies and practices with consideration of organisational risks, with a program to be considered to encourage volunteerism.	Director Strategy Partnership & Egmt
5.3.2	A variety of youth activities and entertainment is available	Operate and resource the Youth Council		50%	Council has a full time Youth Development Officer and a new and functioning Youth Council which meets once a month, except January. The committee is working on ways to attract more Community youth members.	Manager Community Services
		Celebrate and participate in National Youth Week		100%	Council's Youth Development officer and communities for children officer coordinated Youth Week events in Wellington (April) and in	Manager Community Services

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					<p>Dubbo (October). The event held in Wellington in April had 300 children/young people attend with 11 service providers supporting the event.</p> <p>The Dubbo event was postponed till the 5th October. There were 30 services represented and around 360 youth in attendance. Both events were able to be run with funding from Dept Community Justice and DRC</p>	
5.3.3	People have access to a range of burial and interment options	Provide and maintain cemetery services in Dubbo, Wellington, village and rural locations		50%	Council staff through operations and administration continue to provide the needed services related to the 17 cemeteries that council owns and manages. Staff work closely with local and out of region funeral homes and funeral related business.	Manager Community Services
		Prepare and implement master plans for cemetery facilities in Dubbo and Wellington		45%	Cemetery staff have been working on the digitization of all the council owned cemeteries in the LGA. Currently 33.9% of the project has been completed. There is still an allocated budget to continue this work. Cemetery administration staff have also worked to update all of the forms and applications on the council website. Council will work towards all the the requirements to meet for the licence agreement with Crematoriums and Cemeteries NSW in 2023	Manager Community Services
5.3.4	Our community values domestic, companion and other animals	Provide animal shelter and impounding services in Dubbo and Wellington		50%	<p>The Wellington animal shelter is only used as a holding pen for animals before they are transferred to the Dubbo animal shelter. The Dubbo animal shelter is constantly close to capacity due to most rescue organisations also being at capacity. Animal adoptions have increased.</p> <p>Due to the constant, at capacity conditions we have had to implement a surrender wait list and limit the number of overnight cages being open to the public. An architect and project planner has been appointed and the new build project is moving forward. The new animal shelter is in the process of having final concept designs completed.</p>	Manager Environmental Compliance

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
		Conduct an annual audit of the Dubbo Animal Shelter and Wellington Pound		50%	A recent audit of the Dubbo Animal Shelter and Wellington holding pens has shown that the holding pens are rarely required as most dogs are transported to Dubbo immediately. The Dubbo animal shelter has implemented new procedures for incoming animals which includes vaccination of both cats and dogs on arrival by our senior staff that are qualified to administer them. This has greatly reduced the number of animals contracting or spreading diseases. Which has in turn reduced our vet costs. The animal shelter has been increasing the numbers of adoptions and working hard with rescue organisations.	Manager Environmental Compliance
		Implement an education program to educate residents on the requirements of keeping companion animals		50%	Rangers have updated the brochures that are used to educate people about the responsibilities of owner a companion animal. The Rangers attended and assisted the RSPCA conduct a healthy pet day in Dubbo in August by providing microchipping of companion animals and advice.	Manager Environmental Compliance
		Deliver Ranger Services to assist with lost, stray, noisy or nuisance animals		50%	The Ranger team respond daily to numerous calls regarding stray dogs, noisy animals, and nuisance dogs. With a full team of rangers onboard we are able to increase our patrols around the region including the outlying villages. The Ranger team are also working on new policies and procedures to deal with barking dog complaints.	Manager Environmental Compliance

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

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
5.4.1	Access to a variety of high quality education facilities, opportunities and choice is available	Advocate to the State Government to ensure high quality primary and secondary education is available		50%	Council continues to support in the areas where planning, development applications and zoning services are required. Divisions of council support in areas of career days and youth related support.	Manager Community Services

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
		Advocate to the State Government and private education providers for an expansion of tertiary course offerings in the region		50%	Council has strengthened its relationship with Charles Sturt University this year with the signing of the memorandum of Understanding - Dubbo Regional Council and Charles Sturt University	Manager Community Services
		Collaborate with the State Government to identify suitable sites and funding opportunities to develop the Macquarie Conservatorium of Music in Dubbo		40%	Director Community Culture & Places has continued discussions with the Macquarie Conservatorium of Music to find a viable long term building, to find positive solutions for the community.	Manager Community Services
5.4.2	Childhood, pre-school and after hours care meets the needs of the community	Provide and maintain Family Day Care services in Dubbo and Wellington		50%	Council continues to provide the Dubbo Family Day Care services within the region; 21 Educators in Dubbo ,4 Educators in Narromine, 1 Educator in Wellington, 1 Educator in Warren The family day care educator numbers are on the increase with four new educators commencing in Term 1 of 2023.	Manager Community Services
		Advocate to the State Government and private education providers to provide and expand childcare, preschool and after-hours services in the villages		50%	Council supports the areas of growth to expand childcare care. Council's Dubbo Family Day care has new educators who will be starting in Term 1 2023. confirmed starts for an educator in Wellington, 2 in Dubbo and 1 in Narromine. Potential in Wellington and one in Warren. Council's Communities for Children Officer supports after school activities & holiday activities in Wellington. Youth Development Officer provides support for holiday activities in Dubbo. This included a skate park activity in Geurie during the school holidays.	Manager Community Services
5.4.3	Access to a high standard of library services and facilities is available	Undertake a strategic review and options analysis of library services in the region		50%	Dubbo Regional Council is currently reviewing the budget methodology and funding contributions of the three-member councils to the regional library service. Additionally, the council previously distributed an options paper to member councils to support decision-making and service delivery considerations.	Manager Macquarie Regional Library

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
		Advocate to the State Government for funding to obtain full benefits for library facilities and services		60%	The Macquarie Regional Library three member councils submitted their 2022/2023 State Government subsidy application, including local priority grant application, in late 2022. The pending subsidies applications approval in 2023 will see the councils transfer the grant funds to the library service for operational and specific project purposes for successful community focused outcomes in 2022/2023.	Manager Macquarie Regional Library
		Prepare an annual report on the Macquarie Regional Library		80%	The Macquarie Regional Library Annual Report 2021/2022 is in the final stages of pre-production. The Annual Report format has an updated design, with Less word content, additional graphs, use of strategic themes, photos to make the latest Annual Report more contemporary and concise.	Manager Macquarie Regional Library
		Review the regional library service delivery model to ensure that the most appropriate level of service is delivered		40%	Dubbo Regional Council recently engaged an external consultancy to review the regional library service delivery model. The review results and community expectations will inform the appropriate service delivery model, attain cost-effectiveness and meet community needs.	Manager Macquarie Regional Library
		Review the Macquarie Regional Library Service Agreement		50%	Dubbo Regional Council is currently undertaking a review of the regional library service. The service review outcomes will inform the member councils' deliberations and agreement on the future provisions of the Library Service Agreement 2023/2024 to 2025/2026.	Manager Macquarie Regional Library

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

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
5.5.1	Passive and active open space is located to maximise access and use by the community	Implement and monitor the Recreation Strategy 2030		100%	The Recreation Strategy is implemented and is being monitored. A review of the sporting provision for the City has been conducted. it was identified that there is a shortfall of sporting facilities based on current and project	Manager Recreation & Open Space

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					population projects. However, there is still the opportunity to increase the utilisation of existing facilities to largely meet current requirements. Future needs, based on population projections, are being addressed through developer contributions in accordance with adopted strategic plans.	
		Prepare a Master Plan for the Macquarie River open space areas in Dubbo, incorporating a review of the Regand Park Master Plan		70%	A report and Draft Macquarie River Master Plan (North and South Precincts) were tabled at the December Ordinary Meeting of Council. The Draft Master Plan is currently on public exhibition through to 17 February 2023. The community feedback report and revised Masterplan is due back to the Ordinary Meeting of Council in March 2023 for consideration of adoption by Council. Significant community consultation has taken place, with high level of interest shown in the Master Plan development by the Community.	Manager Recreation & Open Space
		Engage with the community in the planning and development of public open space areas		70%	The draft Macquarie River Master Plan (North and South Precincts) is currently out on public exhibition seeking further input into its final design. Discussions are being held with Developers looking at new sub-divisions within the City. As part of these discussions the location, level of embellishment and amount of recreational public open space are discussed in accordance with adopted strategic plans. Adherence to the adopted requirements will help ensure that there is the required level of open space, across all categories, for the community.	Manager Recreation & Open Space
		Manage and maintain recreation and open space areas in accordance with the Asset Management Plan		50%	Recreation and Open Space assets are being maintained in accordance with the adopted Asset Management Plan and budget.	Manager Recreation & Open Space
		Develop Public Open Space Guidelines to identify standards for future developments		40%	Project progressing with further discussions to be held with key internal stakeholders. Review being undertaken by outside consultant to seek further insight into their development.	Manager Recreation & Open Space

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
5.5.2	Unique recreation and open space facilities are available	Identify external funding opportunities to install shade for the multi-purpose courts at Rygate Park		5%	No funding has been identified to date. Future grant opportunities will be investigated.	Manager Recreation & Open Space
		Prepare a detailed business case, including strategic and funding plans, for an indoor facility at the Dubbo Aquatic Leisure Centre		10%	Project currently on hold. Council is currently in the process of reviewing the management of the Dubbo Region Aquatic Leisure Centres - giving the current model 16-18 months before further review is undertaken.	Manager Recreation & Open Space
		Manage Aquatic Leisure Centres in accordance with Industry Standards, Royal Lifesaving Australia, NSW Water Safety and NSW Health		50%	Dubbo Region Aquatic Leisure Centres ensures accordance with Industry Standards, Royal Lifesaving Australia, NSW Water Safety and NSW Health through: <ul style="list-style-type: none"> <li>- Monthly microbiological water testing for E. Coli, Pseudomonas aeruginosa and Heterotrophic plate count as per the NSW Health Public Swimming Pool and Spa Pool Advisory Document</li> <li>- Regular water tests throughout the day of all bodies of water, including Elston Park Splash Playground to ensure chlorine and pH levels are healthy and optimum. Results are recorded and held for six months</li> <li>- RLS Keep Watch policy is firmly implemented to ensure parents and carers are educated as to the importance of watching and interacting with their children in the water</li> <li>- Adherence to NSW Health contamination policies including pool shut-down, hyperchlorination, backwashing and regular testing to ensure the safety and wellbeing of facility users</li> <li>- Annual refreshers and licencing for all Pool Lifeguards with RLS approved trainers</li> </ul>	Manager Recreation & Open Space
		Undertake an options analysis and associated business case for public aquatic leisure options in Geurie		40%	Statistical data has been collected from the prior two seasons which will be used alongside 2022-2023 season information to collate the business case and options analysis for Geurie Pool. A Viability Report is currently in draft and aims to be presented to the Culture & Community Committee meeting (Confidentially) on 13 April 2023. A number of options are being investigated for the Geurie	Manager Recreation & Open Space

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					facility which will be outlined in the Report for consideration.	
5.5.3	Our sporting facilities cater for a wide range of events and opportunities	Collaborate with user groups of sports grounds to ensure their operational requirements are met		70%	Sporting clubs have returned their sport specific requirements for 2023/3024. These have been re-costed by Greenspace Operations based on current staffing costs, plant and materials.	Manager Recreation & Open Space
		Support the operations and activities of the Dubbo Regional Sports Council		100%	Council actively supports the Dubbo Regional Sports Council through a direct link with staff (Recreation Coordinator) and hosting of the annual Sports Awards. Regular meetings are held with the DRSC Board and members to ensure information is distributed and promoted. This collaboration continues to maintain and strengthen the relationship between the groups and Council.	Manager Recreation & Open Space
		Support and work with sporting organisations to secure major events for the region		50%	Council has secured a large number of sporting events through to June 2023 already. These include a range of State cricket carnivals, athletic carnivals and the NSW Junior State Touch Football carnival. Council staff actively engages with and supports Clubs in attracting these events, and also actively seeks opportunities to bring new events to the area.	Manager Recreation & Open Space

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

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
5.6.1	Our community participates in and celebrates the high quality of cultural services and facilities available	Prepare an annual report on the SPARC Cultural Plan		100%	Annual report provided to Council in August.	Manager Regional Experiences
		Develop a seasonal program that attracts a range of shows and community events to the Dubbo Regional Theatre and Convention Centre		100%	The season program was launched on 27 November 2022. The program consists of 22 shows including local, national and international productions. The program includes 5 comedy shows, 5 family shows, 4 concert shows, 4 dramas, 1 dance performance, and 3 musical / cabaret shows. One of these programmed shows will be held	Manager Regional Events

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					at Wellington Civic Centre to ensure residents are given the opportunity to access professional shows. Additional shows and community events will continue to be available as hirer / promoters' book and hire the venues throughout the year.	
		Prepare and implement Strategic Plans and Internal Business Strategies for the Dubbo Regional Theatre and Convention Centre		25%	Internal review being undertaken in February 2023 (2 day planning session) which will consider the last 12 months of bookings, ticket sales and the needs of the clients of DRTCC and WCC.	Manager Regional Events
		Develop a seasonal program that attracts a range of cultural and arts events to the Western Plains Cultural Centre		50%	WPCC Annual program developed and being implemented.	Manager Regional Experiences
		Prepare and implement Strategic Plans and Internal Business Strategies for the Western Plains Cultural Centre		50%	Current Strategies implemented for ongoing operational improvement at the Western Plains Cultural Centre. A review of the current Business Strategy will be undertaken in this review period.	Manager Regional Experiences
		Prepare and implement a Public Art Strategy for culture and space activation within the region		80%	Consultants Artscape have completed the Initial key stakeholder engagement and Public consultation sessions (in October 2022). The Plan is on track for completion and adoption in early 2023, first Draft currently being reviewed by Staff.	Manager Regional Experiences
		Engage with the community to create opportunities to contribute to the content and programs at the Dubbo Regional Theatre and Convention Centre and the Western Plains Cultural Centre		50%	SPARC Cultural Plan contains outcomes and actions developed through significant community consultation. SPARC Committee provides additional consultation pathways. Public program undertaken at WPCC responds to SPARC and Community to provide cultural opportunities.	Manager Regional Experiences
		Undertake a strategic review of cultural and museum services in Wellington		50%	Work continues with the Wellington Historical Society with the exhibition part of the collection now on display at the Old Wellington Police Station. A licence remains in place until June 2023, with negotiations underway for new	Manager Regional Experiences

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					licence/lease and decisions made regarding the long-term collection storage and options to achieve this. Further development regarding Wellington Museum Services to take place through the SPARC Plan update in 2023.	
5.6.2	Culturally and Linguistically Diverse peoples' culture and heritage is celebrated	Engage with the local culturally and linguistically diverse community to support effective partnerships, and identify needs and opportunities		50%	Council's Multicultural Advisory Committee has been well represented this year. Manager Community Services delivering a gap analysis report to the committee on services and need for the Dubbo region. Discussions were held with; the Minister Multiculturalism and Seniors, Member for Dubbo, Multicultural NSW, local business chamber, Regional Development Australia Orana, Real Estate Institute with strategies and ways forward discussed. Some points required further investigation from the minister of multiculturalism and seniors. Dubbo Regional Council launched its New Resident Guide and New Resident program on 14 December 2022	Manager Community Services
		Identify external funding opportunities to create a multicultural park, incorporating a mother language monument		30%	Draft conceptual plans of a multicultural park at Elizabeth Park have been developed and presented to the Multicultural Advisory Committee at their November meeting. The plans were well received, and community engagement through focus groups will commence in February 2023 to progress the development of the park.	Manager Recreation & Open Space
		Celebrate and participate in Harmony Week to encourage understanding and cultural sharing		5%	Harmony Week is March 21st, no further planning has taken place at this stage.	Manager Regional Experiences
		Maintain Sister Cities relationships and support opportunities for cultural exchange		20%	As part of the 20th Anniversary of the opening of the Shoyoen Dubbo Regional Council hosted special guest from Minokamo to visit Dubbo along with other special guest to attend the 20th Anniversary celebrations. A special anniversary dinner was held on Saturday 19 November followed by a public event in the Shoyoen on Sunday 20	Director Community Culture & Places

Code	4 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					November 2022. Around 1,500 residents and visitors, including an estimated 400 children, attended the 20th Anniversary Event of Shoyoen Gardens. During the event over 100 faces were painted, 200 koi kites were made, and 125 bowls of traditional Matcha were served in the Tea House. Entertainment included Wellington's Tin Roof Band, Taiko No Wa, and Sydney Fire Dancers.	
5.6.3	Items of heritage significance are protected, conserved and adapted for re-use where appropriate	Participate in the Local Heritage Assistance Fund		50%	Council participates in the Local Heritage Assistance Fund every year, with NSW Heritage Office having confirmed that the programme (partial funding) will continue for at least the next two (2) years. This is an ongoing matter.	Mgr Building & Development Services
		Provide a heritage advisory service to protect and enhance heritage assets, and to identify items of heritage significance		50%	Council's Planning staff is experienced and provides a constant heritage service. Additionally, Council's Heritage Advisor is available 1.5 days per month to assist both staff and the general public with regard to development associated with listed heritage items. This is an ongoing matter.	Mgr Building & Development Services

## Theme 6: Environmental Sustainability

### 6.1: We achieve net zero emissions

Code	3 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
6.1.1	Investment in renewable energy opportunities are encouraged and supported	Support and encourage the community to use renewable energy and implement energy efficient measures		50%	Councils Organisational Sustainability Coordinator's primary focus is on internal operations and achieving Council's endorsed renewable energy target. Installation of Destination Electric Vehicle Chargers for public use was completed in late 2022 at Wellington Caves and Wellington Library, these site will be available to the public in early 2023.	Mgr Resource Recovery & Efficiency
		Develop and implement appropriate policies to ensure new development and street lighting upgrades adopt LED technology		50%	All street lighting designs are reviewed by Council. LED lighting is enforced except where it is deemed not appropriate by Essential Energy.	Mgr Infrastructure Strategy & Design
		Review the Energy Strategy and Implementation Plan		100%	Review of the Energy Strategy and Implementation Plan completed, with presentation to ELT in late 2022. Results were discussed at the Climate Change and Resilience Committee meeting in November.	Mgr Resource Recovery & Efficiency
		Maintain membership in the Cities Power Partnership		100%	Council has renewed the Cities Power Partnership	Mgr Resource Recovery & Efficiency
		Collaborate with the State Government to ensure development in the Central-West Orana Renewable Energy Zone takes a strategic approach to community development		50%	Meetings undertaken with Energy Co monthly. This includes reviewing short term accommodation issues and overall Renewable Energy Zone considerations.	Manager Growth Planning
6.1.2	Council buildings and facilities are energy efficient, carbon neutral and utilise renewable energy sources	Investigate opportunities for energy efficiency and renewable energy use for Council buildings and facilities, and implement where appropriate		25%	DRC Civic administration buildings HVAC upgrades to commence 2023. Efficiencies in energy consumption due to new technologies and BMS upgrade to be implemented. EV Charging stations installed in partnership with Fleet to benefit from	Manager Major Project Delivery

Code	3 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					EV council fleet vehicles as well as upgrading power distribution boards where possible to future proof against further capacity being added later. Flexible working group currently in progress to discuss how Dubbo Regional Council admin buildings will work going forward. This will trigger more evaluations off energy efficiency and the parameters set and adjusted with the BMS systems and power outputs.	
		Monitor and report the energy performance of Council buildings and facilities via Council's energy management tool		40%	This is an on going action, E21 bill reviewer tool introduced & rolled out to Council facility managers. Continued reporting on Council's high energy consuming sites to enable review by facility managers.	Mgr Resource Recovery & Efficiency
		Develop and implement a policy which provides energy efficient guidance, information and benchmarks in the design and construction of major capital works and building projects		40%	Consultant has been engaged to develop a Sustainable Building Policy along with associated guidelines for Council.	Mgr Resource Recovery & Efficiency
		Prepare a Net Zero Strategy for Council and Council operations		30%	Assistance has been obtained from NSW State Government Sustainability Advantage program to complete the Strategy. Stage 1 development of emission baseline completed.	Mgr Resource Recovery & Efficiency
		Implement practices to optimize fleet performance and reduce fuel use and greenhouse gas emissions		50%	Council adopted a strategy in September to include electric vehicles into the light vehicle fleet to reduce greenhouse gas emissions.	Manager Fleet & Depot Services
6.1.3	Alternative modes of transport are available	Investigate the provision of electric vehicle charging stations, along with opportunities to fund installation of these facilities		65%	50% of Councils NSW EV Destination Charging Grant Program completed with the installation of 2 EV charges at the Wellington Library.	Mgr Resource Recovery & Efficiency
		Collaborate with the State Government as part of the NSW Electric Vehicle Strategy		50%	This is an on going action, 50% of Councils NSW EV Destination Charging Grant Program completed	Mgr Resource Recovery & Efficiency

Code	3 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					with the installation of 2 EV charges at the Wellington Library.	
6.1.4	Existing and new development is sustainable, has sufficient greenspace and efficiently uses resources	Investigate mechanisms and smart technologies to reduce the urban heat effect		30%	University of NSW has been successful in receiving a State Government Grant to establish a National Heat Observatory in Dubbo, to examine best ways to mitigate heat effects in urban design.	Mgr Resource Recovery & Efficiency
		Implement the Street Tree Master Plan and Street Tree Maintenance Guidelines to improve the quality of street appeal in the region		70%	The draft Wellington Street Tree Master Plan will go out on public exhibition on February 2023 seeking input from the community. The Significant Tree Register and Tree Preservation Order are currently under review. A review of the Street Tree Maintenance Guidelines will be undertaken to identify further opportunities to improve the street trees within our communities. The Dubbo Street Tree Master Plan is being implemented.	Manager Recreation & Open Space
		Prepare and adopt a Tree Preservation Order to manage important trees within the region		45%	A review of the current Tree Preservation Order and Significant Tree Register has commenced with a target for January 2023. These documents cover urban trees located predominately in urban areas and on public land. A review to expand the control over trees on private land is continuing.	Manager Recreation & Open Space

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

Code	3 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
6.2.1	The impacts of climate change are identified and addressed through collaboration with our	Support and encourage community groups and programs to undertake environmental restoration works		0%	Council is reviewing volunteer management in conjunction with insurers to ensure all parties are protected and volunteering can be enabled.	Manager Recreation & Open Space

Code	3 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
	community and government	Undertake Climate Change Risk Planning for Council and Council's assets		20%	Council has engaged a risk management company to review it's risk management documentation and registers; climate change risks will be captured during this time. Draft documents are currently being reviewed.	Manager Governance & Internal Control
		Investigate funding opportunities to increase community education programs and awareness of climate change		0%	Staff resources have not been available due to higher related priority projects such as EV Fleet policy analysis, energy procurement etc.	Mgr Resource Recovery & Efficiency
6.2.2	Water supply is provided efficiently and sustainably to our community	Promote and encourage water savings initiatives to the community		50%	On going involvement in water saving activities Water Night, School activities and Smart Water meter installation. Council in partnership with DPE is undertaking an Evaporative cooler research targeting 20 properties in LGA along with a LGA wide leak detection programme.	Manager Water Supply & Sewerage
		Investigate activities and funding strategies to ensure long-term water security		50%	Council is currently implementing works including the construction of bore water pipelines for water treatment as a drought security measure.	Manager Water Supply & Sewerage
6.2.3	Waste management processes reduce our environmental footprint and impact on the environment	Investigate smart technology to improve waste management practices		25%	Council has previously trialed smart bin sensors within street and park litter bins across the CBD of Dubbo, these sensors were not successful and ceased working within weeks of installation. Investigations into GPS technology are ongoing for incorporations into the landfill compactor, this technology will allow operators to compact waste to predetermined levels and compaction rates. This will prevent unnecessary additional passes over the waste by the	Mgr Resource Recovery & Efficiency

Code	3 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
					compactor, hence conserving fuel and extending plant life.	
		Undertake a litter, waste and food avoidance and minimisation education program		100%	<p>The 2022 Primary School Waste &amp; Sustainability Program was completed in November, with registrations opening in December for the 2023 workshops covering recycling, food waste and litter. The program was delivered across 8 Primary Schools over 50 workshops within the Dubbo Regional Council area, the topics covered during the delivery were Little Litter Superheroes, Recycling Right Together &amp; Fight Against Food Waste.</p> <p>Dubbo Regional Council is involved with the delivery of Taronga Western Plains Zoo Dubbo's 2022 Secondary School Program, registrations for the 2023 program opened in November 2022. The 2023 workshops aim to deliver interactive discussion on topics such as Water Health, Waste, Human Impact &amp; Postive Impacts.</p>	Mgr Resource Recovery & Efficiency
		Work with NetWaste on waste projects and opportunities for greater diversion from landfill		50%	<p>Council is a member on the NetWaste steering committee. NetWaste is currently finalising their Regional Waste Strategy, Council has contributed to the development of the Strategy. Council currently participates in a number of NetWaste contracts aimed at diverting waste from landfill, some examples of waste diverted through these contracts are green waste, waste oil, tyres, mattress, Household Chemical Cleanout as well as environmental monitoring.</p>	Mgr Resource Recovery & Efficiency

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

Code	3 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
6.3.1	The quality of the Macquarie, Talbragar and Bell river corridors are managed and enhanced	Support and encourage community groups and programs to undertake environmental restoration works		50%	Our Parks and Bushacre program continues to support and facilitate volunteer effort in this space. We have developed Operational Plans to guide effort and improve understanding of the scope of work to be completed and the manner in which it is completed. We have also developed an on-line induction platform to facilitate easier induction of new members.	Manager Greenspace Operations
6.3.2	Stormwater discharge into receiving waters is limited	Maintain existing gross pollutant traps and retarding basins		50%	<p>Council maintains 67 gross pollutant traps across the local government area. These are design to collect rubbish and sediment from the stormwater system so it doesn't enter the river system. The gross pollutant traps are cleaned based upon weather patterns and responding to customer requests.</p> <p>There are 103 basins that temporarily store water during rain events to reduce the likelihood of flooding. These are generally larger grassed areas with a piped outlet at the low point of the basin. These are mown on an as needs basis throughout the year and are often used as open space in dry times.</p>	Mgr Infrastructure Strategy & Design
		Undertake a stormwater education program		100%	An education campaign started in mid-2019. The campaign is still active through Council's website: <a href="https://www.dubbo.nsw.gov.au/Our-Region-and-Environment/Water--sewerage-and-drainage/stormwater">https://www.dubbo.nsw.gov.au/Our-Region-and-Environment/Water--sewerage-and-drainage/stormwater</a>	Mgr Infrastructure Strategy & Design
		Incorporate stormwater treatment devices into new development areas		50%	New development areas are assessed on a case-by-case basis to determine the requirements for the placement of additional gross pollutant traps.	Mgr Infrastructure Strategy & Design
		Undertake regular street sweeping programs		50%	Council undertakes street sweeping within the urban areas of Dubbo and Wellington on a cyclic basis.	Manager Infrastructure Delivery

Code	3 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
6.3.3	Endangered ecological communities, threatened species, habitats and environmental assets are protected	Advocate to the State Government for funding to map all endangered environmental assets		40%	The matter continues to be raised with the State Government Biodiversity Conservation Trust. Ongoing discussions undertaken at industry forums. Funding opportunities explored.	Manager Growth Planning
		Advocate to the State Government for funding to restore degraded environments		100%	Successful applications have been made to the State Government for riverbank stabilisation/restoration at Pioneer Park (\$300k), Wellington and Flying Fox Foraging Habitat Restoration (\$100k). Macquarie River Legacy Boardwalk contains environmental restoration works and funding secured to re-route a section of the Macquarie River walkway away from river erosion.	Manager Recreation & Open Space
		Collaborate with Environmental Groups to identify and monitor noxious and environmental weeds		50%	Council's Parks and Bushcare Program continues to facilitate the efforts of volunteers across the local government area. Much of the work around biosecurity matters is managed by our Biosecurity staff.	Manager Greenspace Operations
		Design major infrastructure projects so that they avoid endangered ecological communities, threatened species, habitats and environmental assets		50%	All Part 5 projects are assessed through the Development Unit and none have impacted significantly upon any endangered ecological communities and/or the habitats of threatened species.	Mgr Building & Development Services

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

Code	3 Year Focus	1 Year Action	Status	Progress	Comments	Responsible Officer
6.4.1	People and property are protected from fire-related incidents	Review bushfire prone mapping for the region		50%	Process for implementation now under consultation with the NSW Rural Fire Service.	Manager Growth Planning
6.4.2	Development does not place the community at risk from flood impacts	Regularly maintain drainage networks in Dubbo, Wellington and the Villages		50%	Drainage network maintenance is undertaken through internal work requests and customer requests.	Manager Infrastructure Delivery
		Complete planning activities for stormwater drainage and flooding works in Wongarbron, and investigate funding opportunities and mechanisms		25%	It is proposed that a flood study be commenced this financial year for the overall catchment of Eulomogo Creek (Wongarbron). Extensive modelling has already been completed, with the intention that this	Mgr Infrastructure Strategy & Design

Code	3 Year Focus	1 Year Action	Status		Comments	Responsible Officer
					information be developed into a Flood Study and options review.	
		Develop an appropriate flood planning policy for Eumungerie following adoption of the Floodplain Risk Management Plan		0%	This action has not yet commenced due to other competing priorities. This task is programmed for completion in the third quarter of 2024/25 financial year.	Mgr Infrastructure Strategy & Design
		Prepare and adopt a Floodplain Risk Management Plan for Geurie		85%	Geurie Flood Risk Management Plan has also been prepared and will be presented to Council in the third quarter for adoption following the finalisation of the community consultation.	Mgr Infrastructure Strategy & Design
		Facilitate Council's Floodplain Risk Management Committee to monitor flood risks and mitigation opportunities		50%	Geurie Flood Risk Management Plan will be adopted soon and the Ballimore Flood Risk Management Plan will likely go to the Floodplain Management Committee in the 3rd or 4th quarter of this financial year. This is an ongoing activity for the stormwater branch. Some of the upcoming flood studies to review are the Wellington flood study and the adoption of the Dubbo Macquarie River Flood Study.	Mgr Infrastructure Strategy & Design
6.4.3	Local emergency management organisations and local State Emergency Services are capable of responding to emergencies	Implement and review disaster plans and Local Emergency Management Plans		40%	There are no disaster or emergency plans due for review under the Local Emergency Management Committee. The council's internal emergency response plans are in the process of being reviewed.	Manager Governance & Internal Control
		Coordinate Council's response and assist relevant agencies during emergencies and disasters		50%	Council has continued to respond and assist emergency services with response and recovery for flooding.	Manager Governance & Internal Control