

Delivery Program and Operational Plan 2023/2024








Progress Report

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	Definition	Legend
Complete	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	
Deferred	The action will not be completed in the current financial year, and the start date has been moved into the next or following financial year/s.	
Cancelled	The action will not start/progress any further.	
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	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
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		Applications for residential housing are assessed in a timely manner, with 285 applications determined between July-December 2023 taking an average of 34.6 days (nett). Noting steady but high number of residential applications lodged compared with previous years. This is an ongoing matter.	Development and Environment
1.1.2	Housing is affordable and secure	Undertake regular engagement with stakeholders to monitor issues impacting housing affordability and choice		Council facilitated a meeting of the Dubbo Housing Supply Reference Group in November 2023. Further meetings will be undertaken in 2024.	Development and Environment
		Investigate mechanisms to incentivise the development and release of new residential zoned land to assist the timely release of new housing supply		A Voluntary Planning Agreement for the Forest Glen Solar Farm at Minore has been negotiated by Council and will be publicly exhibited in January and February 2024. This Agreement will allow Council to facilitate an Expressions of Interest process to incentivise the development of Community Housing properties in Dubbo through registered and active Community Housing Providers. It is anticipated that the results of public consultation will be reported to Council in March 2024.	Development and Environment
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		Planning controls in both the Dubbo Central Business District and the Wellington Town Centre allow for the development of residential housing opportunities either consisting of serviced accommodation and/or residential accommodation ancillary to other commercial development types. Planning controls and development activity across these two key business areas will continue to be monitored.	Development and Environment
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		Council staff participate in a number of forums including the Dubbo Housing Supply Reference Group and the Central West and Orana Renewable Energy Zone Housing Action Group, which both aim to ensure housing is adequately planned and provided to meet the	Community Culture and Places

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				needs of our community. Council have also partnered with a developer for funds under the Regional Precinct and Partnerships Program which includes social housing outcomes, advice on the application is expected early 2024.	
1.1.5	Development opportunities are communicated to the community	Undertake regular engagement and education activities with stakeholders to communicate development trends, permissibility of residential development, and processes		The most recent change has been the generation of development consents (standardised across the state) which commenced on 1 July 2023. It should be noted that the NSW Department of Planning has continued temporary measures (generating development consents) due to difficulties with the Planning Portal software. An internal service review regarding Subdivision Certificate processing identified a number of process improvements. Additionally, Council has been engaging with the wider public especially with regard to housing, with workshops throughout 2023, including the Housing Reference Group and the Mayoral Forum.	Development and Environment

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




Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
1.2.1	Land is suitably zoned, sized and located to facilitate a variety of housing types and densities	Implement the structure plan for North-West Residential Urban Release Area		A draft Planning Proposal for the Precinct, which includes revision of planning controls to encourage a higher density of development in the Precinct to realise the Master Plan has been prepared. Works on the Precinct continue with two separate development applications for residential subdivision now under assessment. A grant application under the Federal Government Regional Precincts and Partnerships Program has been lodged to assist in the delivery of enabling infrastructure in the Precinct, including but not limited to construction of the intersection of the Newell Highway and River Street West. It is understood that this grant application is under consideration by the Federal Government.	Development and Environment


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		Prepare a structure plan for land in the South-West Residential Urban Release Area		It is understood that background planning information is currently being developed by a consultant group for a number of properties in the area. Progress on this project will be largely impacted by the speed of activity from the developer who has interests in the Precinct as Council is prioritising the North-West and Central-West Urban Release Areas.	Development and Environment
		Consider planning proposals in a timely manner		An initial Planning Proposal for the North-West Urban Release Area was considered by Council at its November 2023 meeting. This Planning Proposal is now with the State Government Department of Planning and Environment for Gateway assessment.	Development and Environment
		Review and make submissions on proposed changes to the Environmental Planning & Assessment Act, associated regulations and planning policies as opportunities arise		Submissions have been made to a number of proposed State Government planning/policy changes, including a new policy package for renewable energy projects and community benefits and another relating to short term worker accommodation.	Development and Environment
		Develop a Master Plan for Keswick estate that investigates options and opportunities for rezoning to encourage a variety of housing types and densities around neighbourhood hubs		A structure plan has been developed. Concept plans for the master plan are currently being developed based on the structure plan.	Organisational Performance
		Prepare a structure plan for residential land in Montefiores		Council sought quotations from consultants, of which none were received. Staff have now commenced negotiations with consultants with the capability to undertake the project. It is anticipated that works will be underway by the commencement of quarter 4.	Development and Environment
		Effective use of external sales and marketing resources to facilitate sales for future releases		A website for Keswick Estate was developed and will feature lots available for sale within Keswick Estate. Signage has been installed within Keswick Estate Stage 5, Release 2 showing available lots for sale. 3 local real estate agents have installed corflute signage within Stage 5, Release 2.	Organisational Performance
1.2.2	Adequate land is available in the villages for development	Prepare a Large Lot Residential Strategy for land in the peri-urban areas and villages		Consultation in respect of the future of a number of R5 Large Lot Residential zoned areas has commenced with State Government	Development and Environment

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				agencies. The results of this consultation will assist with development of the Large Lot Residential Strategy.	
1.2.3	Development is supported by a strategic and affordable infrastructure framework	Maintain Council's development Contribution Framework and Planning Agreement frameworks and associated registers		The integrity of the Development Contributions Framework is maintained in accordance with Legislation.	Development and Environment
		Assess requests to enter into Planning Agreements and Works-In-Kind Agreements in a timely manner		Council currently has 8 Voluntary Planning Agreements at various stages of the assessment and consideration process. This includes a Voluntary Planning Agreement for the Spicers Creek Wind Farm, which will be considered by Council at the February 2024 Council meeting.	Development and Environment
		Prepare a new Developer Servicing Plan for Water and Sewer infrastructure		Strategic planning for future water and sewer infrastructure is being undertaken that will inform the Plan.	Development and Environment
		Prepare a new Roads, Traffic Facilities and Car Parking developer contributions plan for Dubbo		A new Developer Contributions Plan (incorporating road upgrading requirements has been drafted for the North-West Urban Release Area, which is a higher priority project that will be considered by Council for consultation in early 2024. This is on the basis of the significant growth and development in this area of Dubbo which is anticipated from 2024 onwards.	Development and Environment
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		A Steering Committee was established to assist in overall coordination of planning and development activities across the Central West and Orana Renewable Energy Zone. Dubbo Regional Council is a Co-Chair of this Steering Committee. The Committee has a number of working groups including Transport and Logistics, Housing and Accommodation, Economic Development and Participation, Social Services and Environmental Delivery Coordination.	Development and Environment
		Investigate funding and smart technology opportunities to expand the Urban Salinity Monitoring Network		Staff currently investigating methods of geographical investigation of salinity hazard data, in addition to undertaking a review of the	Development and Environment

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				integrity of the salinity monitoring network in early 2024.	



1.3: Short-term and emergency accommodation is available





Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
1.3.1	Short-term accommodation is available for the workforce associated with significant infrastructure, major projects and employment generators	Partner with the State Government and other industry bodies to ensure short term accommodation is available to support the Central-West Orana Renewable Energy Zone and other industry needs		Council is actively participating in the Central West and Orana Renewable Energy Zone Steering Group - Workforce Accommodation. The role of this group is to ensure workforce accommodation issues across the REZ are adequately planned for and ameliorated. This includes pursuing accommodation actions in respect of Temporary Workforce Accommodation and investigating incentives for accommodation delivery and the need for policy and planning changes where required.	Strategy Partnerships and Engagement
		Implement recommendations from the Short-Term Accommodation Position Paper for Dubbo and Wellington		Council continues to undertake a number of housing measures, this includes Council approval of the Master Plan and Development Control Plan 1 for the North-West Residential Urban Release Area and adoption of the initial draft Planning Proposal for the North-West Precinct, which will realise an increased development density. In addition, Council also provided a submission to the Department of Planning and Environment short term worker accommodation policy position and continues to work with the State Government on a number of policy settings and work is continuing on a number of Temporary Workers Accommodation planning projects.	Development and Environment
1.3.2	Crisis and emergency accommodation supports the needs of the community	Continue to work with State Government and developers to increase the level of crisis and emergency accommodation available		Council staff attend many meetings and stakeholder discussions regarding crisis support. Council staff liaise with Orana Support Services and DCJ Housing regularly regarding those living rough in our LGA. Council Staff participate in a number of forums including the Dubbo Housing Supply Reference Group and the Central West and Orana Renewable Energy Zone Housing Action	Community Culture and Places






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				Group, which both aim to ensure housing is adequately planned and provided to meet the needs of our community.	
		Investigate alternative infrastructure contribution schemes for operators of affordable, crisis and emergency accommodation		The draft Planning Agreement for the Forest Glen Solar Farm will be on public exhibition January and February 2024. This Agreement will allow Council to undertake an EOI process with Community Housing Providers to assist in further incentivisation of community housing development in Dubbo. Staff continue to investigate other mechanisms.	Development and Environment



Theme 2: Infrastructure






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





Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
2.1.1	Traffic management facilities enhance the safety and efficiency of the road transport network	Maintain effective processes to identify, consider and prioritise new or renewed traffic management facilities		The need for additional facilities are identified within the current Dubbo and Wellington Pedestrian Access Mobility Plans. Priorities for traffic facilities are refined with data from customer requests and additional project specific studies.	Infrastructure
		Implement the 2020 Dubbo Regional Council Dubbo Transportation Strategic Plan in conjunction with Transport for NSW		With development rapidly progressing in the North West and Central West urban release precincts of Dubbo, the Dubbo strategic traffic model has been updated by the consultants to reflect the proposed changes in land use for those precinct areas. The traffic model update is necessary to accurately inform requirements for local and state transport infrastructure, as well as the timing of that infrastructure to support ongoing development growth in West Dubbo. The traffic model is currently under review by Transport for NSW (TfNSW). The updated traffic model will inform Council and TfNSW when certain projects are required to be delivered to support ongoing development, such as the new South Bridge, the western distributor and railway overpass, various new highway intersections, new key road linkages and other road upgrades. Council has also been collaborating with developers in the North West and Central West urban release precincts to ensure each development implements transport corridors and infrastructure, as defined by the Dubbo Transportation Strategy. Council resolved in September 2023 to refine the South bridge options down to two, and progress to a detailed business case for the remaining two options. Concept design of the railway overpass on the alignment of the western distributor near Minore Road is underway. This railway overpass will ensure future traffic can distribute	Infrastructure


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				from South West to Central West Dubbo, as well as freight movements moving along the western distributor in the future. The concept design is being undertaken now to enable Council to acquire appropriate road corridors through vacant land, currently undergoing development in that area.	
		Deliver and support initiatives in line with Transport for NSW's 2026 Road Safety Action Plan		Delivering and supporting initiatives in line with Transport for NSW's 2026 Road Safety Action Plan is an ongoing commitment from Dubbo Regional Council. Council ensures new transport infrastructure is designed and constructed in accordance with best practice design guides such as the Austroads Guide to Road Design. Council also undertakes road safety audits as required to assess observed road safety issues on the road network within the Dubbo Regional Council local government area. Initiatives delivered and supported include: a road safety audit undertaken at the Old Mendooran Road and Bootherba Road intersection, which resulted in the closure of a section of road to improve safety. Council has also recently engaged a consultant to undertake a safety audit for the design of River Street West Stage 1, a road project being undertaken by Council to activate development in the North West region of Dubbo.	Infrastructure
2.1.2	The road network meets the needs of users in terms of traffic capacity, functionality and economic and social connectivity	Update and maintain Council's Roads Asset Management Plan to inform future road programs		The 10-year Roads Strategy, as developed by the transport asset team, informs the roads asset management plan, and is the reference document when developing capital and/or renewal road projects. The 10- year Roads Strategy has been reviewed and updated during October 2023.	Infrastructure
		Undertake regular inspections to identify road defects and prioritise, schedule, and complete maintenance activities		Whole of road network (Urban and Rural) are ongoing. Local road networks are inspected annually, State roads inspected fortnightly and regional roads inspected monthly.	Infrastructure
		Investigate opportunities to monitor the condition of the road network through smart technology		Vehicle mounted camera technology has been trialed on Councils Road network. The potential	Infrastructure

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				to use collected data, in terms of road defect identification, is being considered as part of the trial.	
		Undertake road infrastructure planning for the Dubbo Urban Release Areas		Road planning activities for the new Dubbo Urban Release Areas has been consistent with the strategies outlined in Dubbo's Transportation Strategy. Council has been working with consultants to update the strategic traffic model, with specific focus on the new urban release areas in West Dubbo. The updated model will determine what local and state transport infrastructure is required to support new development in West Dubbo for the next 20 to 30 years, as well as the required timing of that infrastructure. Council has also been working with developers and consultants in the Dubbo's Blueridge urban release area to secure road alignments and corridors to ensure future growth is supported.	Infrastructure
		Undertake road infrastructure planning for the Central West Orana Renewable Energy Zone		This is an ongoing activity undertaken by Dubbo Regional Council, in line with ongoing developments currently underway in the Central West Orana Renewable Energy Zone.	Infrastructure
		Conduct a service review of rural road maintenance and use recommendations to help inform business improvement and decision making		This action will be formally deferred to the 2024/2025 Operational Plan as per the endorsed 2024/2025 Service Review Program.	Infrastructure
		Undertake a detailed analysis of car parking requirements in the Dubbo CBD that includes identifying future infrastructure needs and associated funding strategies		Council proposes to commence this project from April 2024, and is estimated to take up to 6 months to complete.	Infrastructure
		Continue to secure route for the Western distributor in line with the Dubbo transportation Strategic Plan to support advocacy efforts for highway bypass		Council is committed to ensuring corridors are set aside when required, and as development progresses, to support the alignment of the Western Distributor. More recently, Council has been working with developers in the Central West precinct to ensure a road corridor with appropriate horizontal geometry and width is set aside for the future road. Certain developments will also build parts of this road where it is required for them to obtain access. Council engaged an engineering consultant to	Infrastructure




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				undertake a concept design for a rail overpass on the alignment of the Western Distributor near Minore Road. This will enable Council to secure an appropriate road corridor for the Western Distributor near the new residential subdivision works being undertaken at Delroy Estate (just north of Minore Road).	
		Ongoing advocacy to support new highway distributor route		Council is committed to ensuring corridors are set aside to support the alignment of the Western Distributor. Council recently engaged an engineering consultant working on the concept design for a railway overpass on the alignment of the Western Distributor. This design will enable Council to set aside road corridors with an appropriate width for the future Western Distributor.	Infrastructure
		Progress the design phase of the Blueridge link road.		Public consultation was undertaken at the Blueridge Business Park in August 2023, where Council informed the Blueridge Community about the proposal to construct the Blueridge Link Road and open this route as a heavy vehicle haulage route for the quarries and concrete works on Sheraton Road. Council received verbal feedback at an information session, as well as formal submissions from various business owners from the Blueridge Business Park community. Council engaged a consultant to undertake a traffic impact assessment for this project, which analyses the impact of heavy vehicles running through the Blueridge Business Park and capacity of the surrounding road network and key intersections. This assessment is currently being finalised. Once the assessment is finalised, another round of consultation will be undertaken with the Blueridge community to discuss the findings of the analysis and Council's proposed next steps. This is likely to occur in the third quarter of this financial year.	Infrastructure





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				Design for the Blueridge Link Road is currently underway.	
2.1.3	Additional flood-free road access over the Macquarie River at Dubbo is provided	Progress a business case and feasibility analysis for an additional southern crossing of the Macquarie River in Dubbo		This project is expected to commence in April 2024, however, will not be completed until 2024/2025.	Infrastructure
2.1.4	Adequate and convenient car parking is available in commercial centres	Provide education programs and ensure compliance around parking problem/hot-spot areas, bus and school zones in the commercial centres		Parking officers have been provided with a vehicle which supports efficient monitoring and enforcement parking in school zones, loading and no parking zones, bus zones as well disabled parking areas not only restricted to the Dubbo Central Business District. While on patrol in both the vehicle and on foot, the officers regularly engage with the public and educate them as to the rules around parking in these areas. With recent changes to the number of bus zones in Dubbo particularly, the officers have undertaken an initial educative approach rather than issuing fines in the first instance. Proactive education has included media releases.	Development and Environment
		Analyse data from parking sensor trial in and around the Brisbane, Talbragar and Macquarie Street shopping precincts in Dubbo and provide reports to Council		Data from in-ground parking sensors shows that they have been 80% more effective in enforcing parking infringements than the manual chalking method. This facilitates greater public access to limited parking spaces by ensuring parking turnover better reflects restrictions. A report on the sensor trial which will include data collation and other innovative capabilities is being presented to Council in March.	Development and Environment
		Ongoing analysis and solution identification for car parking and vehicle access in Dubbo and Wellington		A Dubbo CBD parking strategy is planned for the third and fourth quarter of this financial year. A draft carparking strategy has been prepared for the Wellington CBD, including Nanima Crescent. Further consultation is required to finalise the strategy.	Infrastructure
2.1.5	Council works collaboratively with government and stakeholders on transport-related issues	Work with regional stakeholders to explore strategic opportunities to improve access and connectivity including road, rail and port		Support has been provided to large-scale businesses that require complex logistics for regional products to domestic and international markets.	Strategy Partnerships and Engagement







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		Pursue opportunities for additional funding of road projects through the State and Federal Government		<p>The Bridges Renewal program and Disaster Recovery Funding Arrangement applications for Saxa Road Comobella Crossing Bridge and the Duke of Wellington Bridge/Gobolion St repairs have been submitted to Federal and State government for consideration.</p> <p>Council has received funding under the Regional Emergency Road Repair Fund, from state government, to undertake repairs to the road network which was significantly impacted by severe flooding, storm damage and ongoing wet weather during 2022.</p> <p>Council has received a State Government contribution through the Accelerated Infrastructure Fund towards the construction of the River Steet West Collector Road.</p>	Infrastructure
		Collaborate with State and Federal governments in relation to transportation issues and limitations in the Central West Orana Renewable Energy Zone		Council is represented on the Orana Hunter Connections and Beyond Transport Study project group, and regularly attends to collaborate with Regional Development Australia, EnergyCo, Transport for NSW and other Councils to discuss transportation needs and opportunities for the upcoming renewable energy zone projects.	Infrastructure
		Advocate to the State and Federal Government for funding for a business case for the western distributor road that incorporating the needs of heavy freight		Multiple meetings have been held with Transport for NSW representatives to discuss the importance of the western bypass. Communications were also provided to Federal and State Members highlighting the importance of progressing a business case, requesting \$100,000 in funding to complete a study for the western distributor. No funding has been received, but Council will continue to advocate for the western distributor and seek funding opportunities to fund a business case.	Infrastructure
		Advocate to the State Government for additional overtaking lanes on the Mitchell Highway between Dubbo and Wellington		An overtaking lane is being developed by Transport for NSW on the eastbound lane between Geurie and Wellington. A Mayoral letter has been sent to the Minister raising	




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				community priorities that included overtaking lanes.	
		Collaborate with State and Federal Governments in relation to issues and truck configuration limitations on the Newell, Mitchell and Golden Highways		In addition to Informal discussions with relevant agencies in relation to truck configurations, Council has raised with Energy Co and the office of the Australian Govt Minister for Climate Change and Energy the need for significant improvements to the Golden Highway for the transportation of over size and over mass componentry.	

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




Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
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		Council's Water Supply and Sewerage Customer Service Plan 2022/2023 and 2023/2024 outlines adopted service levels for water supply including minimum water pressures, failure response times and notification for supply interruptions. Council's Customer Request Management system is indicating adopted service levels have been maintained within the reporting period.	Infrastructure
		Supply sewerage services to customers in accordance with Council's adopted service levels		Council's Water Supply and Sewerage Customer Service Plan 2022/2023 and 2023/2024 outlines adopted service levels for sewerage services including failure response times and notification for supply interruptions. Council's Customer Request Management system is indicating adopted service levels have been maintained within the reporting period.	Infrastructure
		Progress the Integrated Water Cycle Management Plan		This project has been delayed to significant developer interest in West Dubbo, resulting in Council having to re-evaluate its water and sewer servicing strategy for the area. Council has engaged consultants to update the hydraulic models for both water supply and sewer in Dubbo. Upon completion of modelling works, water supply and sewer services	Infrastructure




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				requiring augmentation or upgrades to cater for future population growth will be identified. Augmentation and upgrade works will then be captured in the new Integrated Water Cycle Management Plan. Council intends to commence the development of a new Integrated Water Cycle Management Plan from early 2024.	
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		Waste services are being provided to the community within the adopted service levels. This Financial Years Annual Bulky waste collection service was completed between October and December 2023. Summary of waste types presented and associated tonnages will be collated in February and disclosed to community in March 2024.	Development and Environment
		Implement the Local Government Area Waste Strategy		The Waste Strategy aims to guide the delivery of Waste services over the next 5 years, which will sit within a broader 20-25-year setting. In addition, the Waste Strategy will explore local transformation of waste rather than its export for processing outside the region, seeking to retain its social, economic, and skills-based benefits locally. The Waste Strategy Draft is due in March 2024, and the final version adopted in April 2024.	Development and Environment
		Undertake a weekly organic waste service for Dubbo, Wellington, Wongarbon and Geurie		The Food Organics and Garden Organics (FOGO) domestic service is an ongoing service being provided to the residents within the defined collection areas on a weekly basis. Over 2,730 tonnes was collected between July 1 and December 31, 2023.	Development and Environment
		Undertake regular consultation and information programs on waste collection and facilities in the villages		Active Social media promotions are being utilised to encourage urban residents to use their annual electronic waste "Voucher", where up to a trailer load/ 240kg maximum of waste to Council's landfills or transfer stations. Waste management educational programs for schools and businesses across three municipalities (position is funded by Dubbo Regional Council, Narromine Shire Council	Development and Environment





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				and Mid-Western Regional Council) are being implemented. Get Grubby Program has been introduced to assist and provide an education tool for households, schools, organisations and community groups,	
2.2.3	Urban drainage systems meet the needs of the community	The presentation of the Villages is maintained in accordance with the adopted Parks and Bushcare Program and other adopted strategies to effective resource maintenance activities		Staff continue to investigate alternatives to assist Villages community members with the maintenance and presentation of their Villages. Staff have presented alternatives to the Villages Committee at both its August and December meeting, additionally Council is progressing its Volunteer Framework.	Infrastructure
2.2.4	Enhanced telecommunications coverage is available in the region	Advocate to the State and Federal Governments and providers to progress the Smart Region Strategy and for the continued and expeditious roll-out of internet, telecommunications and data services throughout the LGA		Action through chairing of Regional Cities NSW and Regional Capitals Australia - lobbying and discussion with relevant Government agency stakeholders, including wind farm proponents and EnergyCo	
2.2.5	Council maintains infrastructure and delivers services at the adopted service levels as agreed with the community	Undertake regular monitoring of Council's Assets Management Strategy		The review and preparation of the Asset Management Strategy commenced in October 2023. The Asset Management Strategy continues to be reviewed and refined as part of the Delivery and Operational Plan annual process, to provide the strategic direction for the Asset Management Plans.	Organisational Performance
		Asset Management Plans undergo annual monitoring and review to reflect any changes in asset condition or services level of the asset portfolio		The Asset Management Plans continues to be reviewed and refined as part of the Delivery and Operational Plan annual process, utilising the strategic direction from the Asset Management Strategy and Asset Management Policy.	Organisational Performance
		Undertake a review of Council's building assets to determine the present and future needs and opportunities for these assets		The Financial Sustainability Report identified a need for an increased emphasis and attention on the forecast renewals program for Council assets. A review of resources to deliver desired outcomes is continuing. Council chambers has been relocated into a multipurpose space supporting building efficiently and utilisation.	Organisational Performance
		Feasibility and options considered for Duke of Wellington Bridge		Disaster Recovery Funding Arrangements (DRFA) funding application was submitted to	Infrastructure

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				State Government for consideration in November 2023. Council is currently investigating the feasibility of constructing temporary pedestrian access across the Duke of Wellington Bridge, while the road and existing footpath remain closed due damage. Community safety and project prioritisation will form part of the consideration.	
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		Low use items have been identified and under consideration for operational use with the relevant Managers. A recommendation report will be prepared for Director Infrastructure and Chief Executive Officer regarding any proposed changes.	Infrastructure
		Monitor motor vehicle incidents involving Council vehicles and implement appropriate action as required		All accidents are actioned in accordance with Council's Safe Driving Guide.	Infrastructure
		Council amends its existing fleet policy to be aligned to Council's Zero Emissions Fleet Strategy goals for light vehicles		It is anticipated that the amendments to the Fleet policy will go to the Executive Leadership Team for endorsement January/ February 2024	Infrastructure

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
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		Council staff continue to liaise with rail authorities in respect of traffic management when rail track works impact on public roads. Joint Council and Rail Authority level crossing safety inspections have occurred at high-risk rail crossings.	Infrastructure
		Advocate to the State Government to improve access and timing for passenger train services to reach major destinations		Council has been advised that when the regional rail fleet and the regional rail maintenance facility is operational Dubbo will have a morning train to Sydney.	Strategy Partnerships and Engagement
		Advocate to the State Government to ensure Dubbo is considered as part of the Fast Rail business case		The projects around Fast Rail in regional NSW have been scrapped by the NSW Government. No further action will be undertaken, noting that	



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				the Australian Government is focused on the Sydney Newcastle route.	
2.3.2	A network of cycleways and pedestrian facilities is provided and maintained	Review and implement the Pedestrian Access and Mobility Plan for the Local Government Area		This is planned to commence by April 2024.	Infrastructure
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		Council has been meeting with Transport for NSW (TfNSW) regularly to discuss projects currently being undertaken by TfNSW, including the development and implementation of new bus stops for the Dubbo urban area. Council supports TfNSW engagement activities and has constructed new signage.	Infrastructure
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		Airline stakeholder engagement maintained. Council Staff attended Australian Airports Association (AAA) National Conference in November 2023. Airport Manager presented to the regional AAA members stream on the success of Dubbo Regional Airports recent Customer Research and Stakeholder Engagement Strategy. As part of the stakeholder engagement component, all airlines provided input and an agreed action list developed, as part of a continuous improvement plan for the airport terminal operators, including airlines. Airport manager participated in the Regional Airports Panel discussion, alongside Albury, Eyre Peninsula, Ballina and MSSGroup who project manage multiple Western Australian Regional Airports. Discussion focus was on the industry input into the Governments aviation green paper with an emphasis on future infrastructure funding and net zero goals whilst balancing technological advancements, fleet changes, sustainability and maintaining cost-effective operations for stakeholders including airlines, airports, emergency services, private operators and passengers. Regular Passenger Transport (RPT) Northern Apron expansion completed through co funding from Regional Airports Program Round 3 (RAP 3). Link Airways advised operations to move from Essendon	Organisational Performance





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				Airport to Melbourne Tullamarine Airport from 7 January 2024.	
		Implement Strategic Growth Plan for Wellington Aerodrome and Recreation Park		Wellington Aerodrome Strategic Growth Planning was completed in September 2023. A decision was made to progress to additional work on high-level growth planning costings that are currently under review. Aerodrome stakeholder consultation was undertaken as part of the development of Wellington Airport's growth planning strategy.	Organisational Performance
		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		The maintenance of leases, licences, fees and charges at Dubbo Regional Airport and Wellington Aerodrome and Recreational Park is ongoing and under constant review to ensure they are up to date and being managed in line with longer term planning and development opportunities. Dubbo Regional Airport welcomed a new operator Feild Air to the Airport who leased facilities within the old Airservices Tower as an operations area. Field Air are providing aerial firefighting aircraft services for NSW Rural Fire Service.	Organisational Performance
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		Staff continue to investigate alternatives to assist Villages community members with the maintenance and presentation of their Villages. Staff have presented alternatives to the Villages Committee at both its August and December meeting, additionally Council is progressing its Volunteer Framework which supports a coordinated and considered approach.	Infrastructure
		Monitor for hot spots of illegal dumping		Remote trail cameras have been used at known illegal dumping hot spots with great success. With the help of the cameras, officers have been able to identify three people responsible for illegally dumping waste and the appropriate enforcement action has then been taken against these individuals. Additionally, signage has also been installed where the cameras are	Development and Environment






Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				located informing the public that there may be cameras in use, and this is successfully working as a deterrent. The cameras will be moved to other hot spot areas as required. Additionally, Rangers actively search dumped rubbish to find links to a person. If evidence is found the Rangers take appropriate enforcement action.	





Theme 3: Economy


3.1: Visitor economy growth is supported

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
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		Dubbo and Wellington Visitor Information Centres registered for the 'Strive 4 Sustainability Scorecard' program. Staff attended online Ecotourism webinar supported by Destination NSW, Destination Network Country and Outback and Ecotourism Australia. Monthly engagement with Destination Country and Outback for advocacy of the Dubbo Region and opportunities for tourism growth.	Strategy Partnerships and Engagement
		Promote the region on destination marketing platforms and collaborative programs		<p>Official launch of the Dubbo Region Visitor Guide was undertaken in October with ongoing collaboration with local industry 'Destination Partners' to market the Region through campaigns, publications, dubbo.com.au website and social media.</p> <p>A summer Destination Marketing campaign was undertaken focusing on drive markets, utilising curated blog content to deliver conversions. A 'Shop Local' messaging was a focus of an extensive Christmas in the Dubbo Region campaign delivered across social media, print, radio and in-store to both visitors and locals.</p> <p>Dubbo.com.au activity: No of page views: 95,953 Page views per session: 2.02</p> <p>Dubbo Region social media activity 477,454 reach 5,496 visits 11,219 followers (increase of 312 from Q1)</p> <p>Visit Dubbo social media activity: 2,143 reach 515 visits 7320 followers (decrease of 1 from Q1)</p>	Strategy Partnerships and Engagement


Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
		Operate Visitor Information Centres and provide information to tourists about the region's attractions, maps and other items relevant to tourism		Activities include updated Wellington town map, created and sold over 500 hampers using regional produce, assisted in roll out of Visitor Guides across region and stage (accommodation, airports, bulk mail outs), provided souvenir stock to Wellington Caves to assist with sales, and undertook review of aged stock.	Strategy Partnerships and Engagement
		Implement Strategic Plans and Internal Business Strategies for the Old Dubbo Gaol		Strategic Interpretation Plan continues to be implemented through exhibition development. Life of Crime was launched, accompanied by a retail book of the exhibition content expanded. A new digital interactive wayfinding map was released and a new interactive touch screen display in the Gallows Gallery. Customer Survey undertaken over a 2-month period with a positive 4.52/5 overall satisfaction rating.	Community Culture and Places
		Implement Strategic Plans and Internal Business Strategies for the Wellington Caves		Service Review completed with stakeholder engagement scheduled for 2024 on findings. Internal Business Strategy updated and informing operations. Operations continuing to perform well in a challenging tourism period. The Phosphate Mine continues to remain closed due to safety concerns, with additional Cave Tours and Discovery Lab in place to minimise financial impact of the main tour continuing to be offline.	Community Culture and Places
		Deliver the Destination Dubbo International Ready Project (Heritage Plaza, Wiradjuri Tourism Centre and Macquarie River Precinct) in accordance with approved budgets and timelines		Alternate funding strategy with Infrastructure NSW has now been approved to ensure the completion of the Heritage Plaza and Events Precinct. Public Works NSW approved as external project managers on the plaza, through BILT and Major Projects. A funding application to the Australian Governments Growing Regions Program will be submitted in January 2024 to attract funds to	Community Culture and Places







Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				complete the Wiradjuri Cultural Tourism Centre and Keeping Place.	
		Opportunities to have e-Bikes available for community and visitors is explored		E-bikes report presented to Council in October with recommendation to allow current market to provide for visitors and community (e-bikes available at NRMA Dubbo Holiday Park).	Strategy Partnerships and Engagement
		Council partners with the Taronga Western Plains Zoo on the Regional Hospitality and Tourism Centre of Excellence Business Case to support the development of unique visitor opportunities		Consultants appointed. Memorandum of Understanding completed. Extension time request approved with business case approved to March 2024.	
		Implement and monitor the Marketing Services Action Plan		Ongoing support for internal marketing services including DREAM Festival, Your Say platform, The Voice Referendum, Keswick Estate, 'Smile it Christmas' and Dubbo Art Fair. Social media campaigns including 'Did you Know' awareness campaign for Council, Christmas closures, end of year library Services, waste and environmental social media campaigns (Waste Wise Wednesday, Textile Recycling trial and Bulky Rubbish collection). Significant graphic design projects included the DRTCC Season Program Launch, Council's Annual Report, Wiradjuri Tourism Centre. Social media review underway with changes implemented already include as 'Dubbo City' altered to 'Dubbo Region'.	Strategy Partnerships and Engagement
		Develop a business case and feasibility analysis for renewing Phosphate Mine		There has been difficulty in identifying appropriate contractors to assist in the repair, restoration of a Tourism Mine. Conversations are continuing to take place in this space to identify the most appropriate course of action. The renewal of the phosphate mine will be considered in line with the findings of the Service Review	Community Culture and Places
3.1.2	Events that foster cultural, recreational and community interaction opportunities are supported	Economic and social event outcomes supported with funding in accordance with Council's Financial Assistance Policy		The Financial Assistance Program has been fully expended for 2023. The program will re-open in July 2024 with two funding options. The Community Events Fund is for community-run events that deliver cultural and social outcomes and the Destination Event Fund (Stream 1) supports large events that attract	Community Culture and Places




Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				people from outside the region delivers economic benefits to the region.	
		Implement the Event Attraction and Support Strategy		Council secured the Cricket NSW Youth Championships for 2024. This event brings the total number of events secured for 2024 to nine. Major sporting events secured under Council's Event Attraction Program in 2023, to be held in 2024, are set to deliver a combined \$11M of economic activity in the region.	Community Culture and Places
		Implement strategic plans for the Dubbo and Wellington showgrounds		<p>The Wellington Showground consultation has been undertaken to explore a new operational model. There are a number of key actions required to inform future consultation and decision making.</p> <p>Support has been provided to Wellington Showground stakeholders who are submitting grant applications for projects including accessible concrete path, Wellington Racetrack Watering System and Grandstand Kitchen upgrade.</p> <p>Support has been provided to Dubbo Showground stakeholders who are submitting grant applications for projects including Harness Track Arena Lighting Upgrades and investigation into a bore upgrade as part of the Showground Stimulus Funding.</p>	Community Culture and Places
		Ongoing implementation of the Regional Event Action Plan to increase community events use of public space		Council facilitated the approval of nine events held on public land including, but not limited to, Fong Lees Lane, National Indigenous Touch Football Knockout, Stuart Town Multicultural Festival and Carols by Candlelight.	Community Culture and Places
3.1.3	Visitor accommodation is available	Develop and monitor tourism accommodation visitation reports		<p>Accommodation occupancy rate is being compiled every month and is shared with industry and stakeholders.</p> <p>Dubbo - September (89%), October (81%), November (78%), December (65%)</p> <p>Wellington - September (73%), October (73%), November (34%), December (51%)</p>	Strategy Partnerships and Engagement

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				Combined - September (81%), October (77%), November (56%), December (58%)	
		Maintain and operate the Wellington Caves Holiday Complex		<p>Service review completed with stakeholder engagement planned for 2024.</p> <p>Internal Business Strategy updated and informing operations.</p> <p>Operations continuing with a noticeable increase to contract accommodation stays through agency and government. This has assisted to maintain budgeted occupancy numbers despite a more difficult tourism period and lower occupancy levels across Wellington and the region.</p>	Community Culture and Places





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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
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		Partnerships continue to develop with Regional Development Australia (industry forums), Department of Regional NSW (Drought Resilience Plan program and partnership opportunities), Regional Australia Institute (new member of Regional Alliance Activators). REACT Facility preliminary business case developed with the assistance of DRNSW, Corrective Services, Department of Education, Aboriginal advisory bodies, Federation University and Squadron Energy. Grant application for Regional Precincts & Partnerships Program Wellington Town Centre and were developed through strong partnerships with NSW Business Chamber, state and federal members, Department of Planning and Environment and Energy Co. Grant applications submitted that included employment and investment opportunities were Regional Precincts and Partnerships Program (North West Urban Development and Wellington Town Centre - REZ Ready) and	Strategy Partnerships and Engagement

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				Growing Regions Program (Wiradjuri Cultural Tourism Centre).	
		Provide support to stakeholders seeking government funding in line with community strategic priorities		Grant funding assistance provided for Marantha House for Growing Regions Program and engaged with potential partners and regional organisations in regard to the Regional Precincts and Partnerships Program. Partnership with RDA Orana to support Grants Guru to promotion of grant opportunities to community.	Strategy Partnerships and Engagement
		Monitor and review policies and procedures to promote local business especially SMEs and Aboriginal organisations within the LGA		Council adopted an updated purchasing procedure that prioritises the use of Local suppliers for procurement wherever applicable and available. In addition, it also provides a separate Procurement pathway for Council's Prequalified Local Supplier with increased threshold and reduced number of quotations requirement.	Organisational Performance
		Delivery of master planning and construction of Moffatt Estate		A concept plan for Moffatt Estate Stage 4, Release 1 has been prepared. It is anticipated that a development application will be lodged based on such a concept plan, scheduled to commence by April 2024.	Organisational Performance
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		Advocate for youth, aboriginal and long-term unemployed through engagement with renewable energy zone jobs advocate on monthly basis, participation in Jobs and Skills Taskforce with Local Jobs Taskforce Team, collaboration with Energy Co on the 'Economic Development and Participation' fortnightly meeting.	Strategy Partnerships and Engagement
		Collaborate with local schools, universities, businesses and government agencies to identify employment pathways and traineeship opportunities"		Developed the preliminary business case for activation of site in Wellington for Renewable Energy Awareness Training Centre which considers a pathway for school age children to current workforce for preparation, transition and engagement in Renewable Energy Sector.	Strategy Partnerships and Engagement
3.2.3	The growth, development and diversification of the	Maintain the Dubbo Regional Livestock Markets to appropriately support the agricultural sector		Employment opportunities are currently being evaluated through the ongoing service review program and this is being progressed with	Organisational Performance

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
	agricultural industry is supported			market soundings while keeping a strong focus on supporting the agricultural sector. The results will be provided to council upon completion.	
3.2.4	The Dubbo Central Business District and Wellington Town Centre are supported by commercial activation programs and activities	Implement and measure outcomes of the Economic Development Services Action Plan		Projects and activities undertaken in include Wellington CBD business and audit and presentation to the Wellington Town Committee; 'Shop Local' Christmas campaign including Christmas Tree activations in both locations., Small Business Month (grant execution and event planning); Dubbo CBD Property expression of interest facilitation. Business development activities included 58 enquiries from July to December including 18 face-to-face meetings and 7 site visits. Other activities included regional investor presentations including to Hydrostor and Rio Tinto; developed preliminary business case for Wellington Renewable Energy Awareness and Career Training (REACT) facility; and finalised Green Hub business case in conjunction with Advanced Wastewater Treatment Plant.	Strategy Partnerships and Engagement
		Improve food safety outcomes and conduct regular food inspections of retail food businesses		The Environmental Health Officers conduct inspections of all 278 retail and 3 mobile food premises annually as well as all relevant home based and temporary food premises as required under the Food Authority's Food Regulation Partnership. Part of this agreement requires Council to submit an annual report to the NSW Food Authority reporting all inspections and actions taken each year. Part of the inspection program includes educating food retailers what is required and why in order to ensure compliance with the NSW Food Act and the Australian Food Standards.	Development and Environment
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 Tamworth Street and Victoria Street		This has not yet commenced due to other competing priorities.	Infrastructure




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






Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
3.3.1	Land is suitably zoned, sized and located to facilitate a variety of development and employment generating activities	Undertake regular engagement with businesses in regard to land zoning, appropriateness of proposed sites and approval pathways		A Duty Planner and Duty Building Officer is available to the public from 1pm-5pm Monday to Friday and also an additional service offered in Wellington. Preliminary DA meetings are regularly held to assist proponents with their developments. These are ongoing services offered free to the public. Additionally, Stakeholder engagement in regard to housing has included a number of workshops throughout 2023, including the Housing Reference Group and the Mayoral Forum.	Development and Environment
3.3.2	The Dubbo Central Business District and Wellington Centre are supported by long-term plans	Implement and monitor the Wellington Town Centre Plan		Funding and other mechanisms continues to be sought for delivery of the items included in the Wellington Town Centre Plan. A grant application has been made to the Federal Government Regional Precincts funding mechanism to work on taking projects in the Wellington Town Centre Plan from conceptual to shovel ready stage. Commencement of the Uungula Wind Farm Voluntary Planning Agreement will deliver funding for the implementation of the Wellington Town Centre Plan.	Development and Environment
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		Investment attraction strategy actions undertaken include Rio Tinto investment pitch for Scandium processing facility, and Hydrostor Wellington site engagement and presentation with CEO. Green Hub business case developed and finalised through the Strategic Business Case Fund in December. Developed the preliminary business case for REACT facility in Wellington in December.	Strategy Partnerships and Engagement
		Collaborate with supply chain business to help support a diverse and growing regional economy		Presented to Rio Tinto for Scandium processing facility for North Dubbo. Delivered event for Small Business Month engaging over 20 small businesses. Grant applications submitted to support regional investment included Regional Precincts and Partnerships Program (North West Urban Development and Wellington Town Centre - REZ Ready).	Strategy Partnerships and Engagement





Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				Successfully attracted \$200,000 in funding to develop Drought Resilience Plan through the Department of Regional NSW.	


Theme 4: Leadership




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






Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
4.1.1	Council encourages and facilitates two-way communication with and between stakeholders and the community	Administer the use of community engagement tools, platforms and practices		The Community Engagement Strategy including the Community Participation Plan will be presented to Council at the Ordinary meeting of February 2024. The development of the Your Say engagement platform has enabled Council to utilise a range of community engagement tools and practices. Internal capability has been strengthened with staff obtaining IAP2 qualifications and sharing learning and best practice across the organisation. Internal and external reporting frameworks have been established to support visibility of insights and data. Since launching in April 2023 Council's YourSay engagement portal currently has 679 members, over 71,000 site views, 1,504 engagement contributions and 80 projects launched.	Strategy Partnerships and Engagement
		Provide opportunities for the community to interact and communicate with Councillors		Council facilitates civic events which provide opportunities for the community to interact with Councillors, and look for additional ways to enhance interactions, such as the Australia Day community survey, in an effort to remain informed of community needs and preferences. Each Council and Committee meeting includes a public forum where community members can speak to matters of interest on the agenda, and Councillor contact details are available at all times. Opportunities also include Community Committees (12) and Community Leaders Breakfasts. Councillors have been offered assistance in regard to effectively utilising social media to engage with community.	Organisational Performance
		Review existing and additional communication channels to support effective engagement and communications between Council, community and stakeholders		Service Review on Community Committees completed with Council recommendations implemented. Support provided to Councillors to assist in social media management and engagement. Post consultation reports on Engagement Program via Your Say being	


Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				made available to participants in addition to Councillors and internal stakeholders. Ongoing review and refinement of Web Chat function via Customer Experience; organisational customer request management review resulted in clear and consistent service level identification and improved responses to community. Accessibility review of corporate website is underway.	
		Conduct a range of civic events and ceremonies, including Australia Day, Remembrance Day, Anzac Day, and Community Leaders Breakfast		Citizenship Ceremonies have been held with 104 new citizens and a Community Leaders breakfast was held in November. A successful Dubbo Day awards ceremony was held at the Taronga Western Plains Zoo and plans are currently being finalised for Australia Day celebrations in Wellington and Dubbo.	Organisational Performance
		Collaborate with neighbouring LGAs to investigate and consider formal boundary adjustments for areas such as Yeoval and North Yeoval		Project plan developed following advice received from Office of Local Government. Engagement plan in development.	
4.1.2	Council's decision-making processes are open, transparent and accountable	Provide an annual report to the community		Annual Report endorsed by Council at the November Ordinary Meeting 2023. Annual Report provided to Office of Local Government and uploaded to Council's website.	
		Ensure Council meeting business papers, agendas and minutes are publicly available in accordance with legislation		Business papers are produced in accordance with the Code of Meeting Practice, along with minutes and other agenda requirements. The Code of Meeting practice has been reviewed and business papers are now available to community members earlier than previous timeframes.	Organisational Performance
		Ensure adopted strategies and key documents are available on Council's website following their adoption, and are easily accessible		Transparent leadership has been supported through policy updates and reporting to Council and external statutory bodies about Code of Conduct, GIPAs, Complaints and regulatory functions. Policies are adopted by the elected body and then published on Council's website, along with other informative documents for the community.	Organisational Performance

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
		Ensure community awareness of Council funding program and effective provision of funding in accordance with Financial Assistance Policy		Corporate website provides central source for Policy and details on all related funding programs. All funding provision in the period has been provided in accordance with the Policy and funding rounds supported by broad and targeted communication activities. A review of the Financial Assistance Policy commenced in January 2024 and will provide opportunity to gauge community awareness and feedback from a range of stakeholders on policy and process.	
		Implement and measure outcomes of Communication Services Action Plan		Collaboration with internal stakeholders to ensure communications were delivered in a timely and interesting manner via our multiple platforms including YourSay, social media, website and media, for example Wheelers Lane works, Shared Legacy Pathway Project, financial sustainability and Student Exchange to Japan. Projects undertaken include The Voice Referendum, Christmas 'Shop Local' campaign, Local Heros, Council's Annual report and the continued Council awareness campaign of the services and activities of Council ('Did you Know?').	Strategy Partnerships and Engagement
		Undertake a community engagement and education program regarding Council's financial position		Following consideration of an independent report, Council resolved to develop an Organisational Sustainability Review and Improvement Plan, as part of the development of the 2024/2025 Operational Plan and budget process. Council has created a dedicated YourSay project page regarding Financial Sustainability Review. Council engaged an independent consultant to review financial performance and report on recommendations to support a financially sustainable future. Consultants worked with Councillors and staff to undertake the review and developed recommendations improve the financial position of Council.	Organisational Performance
4.1.3	Council provides quality customer service	Implement and monitor the Customer Experience Strategy		The Customer Experience Strategy outlines a three year action plan, with activities in this period aligning with year three.	Strategy Partnerships





Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				<p>Actions currently being undertaken include;</p> <ul style="list-style-type: none"> * Employ a combination of measurements to provide a complete view of the customer experience: implementing a Customer Effort Score measurement of Customer Sanctification (CSAT) and for loyalty through the Net Promoter Score (NPS); and investigating a centralised data metric system to measure these scores across Council more broadly. * Revise the Customer Experience Charter and Service Level Agreements to ensure that they still meet our customer exceptions: A review is currently underway to revise the Charter including adjustments to service levels. A broader CRM workflow review is being undertaken and will incorporate the Organisational Sustainability review framework once established to align agreed upon service levels throughout Council, in particular the Infrastructure division. * Continue to implement mobile technology solutions so that our staff can work anywhere and at any time: roll out of Actus App throughout Infrastructure Delivery teams in Dubbo and an upgrade to DRC&ME Citizen Central portal scheduled for mid 2024. * Develop a council-wide approach to recruitment for customer-facing roles to ensure talent retention: this is being explored through the current EVP framework from PC&S. Strengthen relationships will occur once framework implemented. * Include service design projects in Council's Community engagement activities: Draft Community Engagement Strategy framework to be presented to Council in February 2024. 	and Engagement
		Ensure staff respond to customer requests and correspondence in accordance with Council's Customer Experience Charter		Dashboards have been implemented to ensure target times of customer requests outlined in the Customer Experience Charter are met. ELT & EO's are distributed a monthly report of progress throughout the organisation. The dashboard has been added to Councilpedia for all Supervisors/team leaders and coordinators	Strategy Partnerships and Engagement






Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				to actively monitor team performance. A reduction in outstanding correspondence has been recorded since implementation.	
		Expand and promote services available through the DRC&Me Portal		<p>Additional services have been created through DRC&ME with ongoing services being explored.</p> <p>Additional developments include;</p> <ul style="list-style-type: none"> * New Bin service - Waste Management * GIPA Applications, streamlined contact * Pensioner Rebates * Footpath Dining/Sign permits * Cemetery request review and transition to DRC&ME applications including interment Permits, Ashes Interment Application, Headstone Applications and Plaques. - Stand alone portal being developed for Funeral home stakeholders. * Dwelling Entitlement Enquiries transitioned to online services * Fire flow transitioned to online services * Raising fees through online services throughout DRC&ME * Development of Rates Authority * Multiple and stand-alone payment improvements for rates and debtors * Development of real estate verified log ins for stakeholder management 	Strategy Partnerships and Engagement
		Ensure business continuity plans are in place for the provision of Council services, and implement when required		Council's Business Continuity Plan (BCP) is reviewed and updated annually, with the last review being completed in November 2023, The BCP has been well utilised during the emergency response events over the last three years and its application tested in real time emergency events.	Organisational Performance
		Conduct the biennial Community Needs and Satisfaction Survey in May 2024		An Engagement Plan has been developed for the project. A request for research company services is currently open through VendorPanel. Stakeholder workshops will occur in January 2024, including Councillors and management. The survey will be open in March/April with the final report and	Strategy Partnerships and Engagement



Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				recommendation analysis completed by May 2024.	
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		2023-2024 Operational Plan, 2023 Annual Report and 2024-2025 Service Review Program endorsed by Council. July to September 2023 reporting on Operational Plan completed. Planning has commenced for State of the Region Report and 2024 - 2025 Operational Plan.	
		Ensure governance reports to external agencies comply with statutory requirements		Council is accountable to a number of statutory bodies and reporting requirements. A number of reports have recently been completed including the pecuniary interest forms for the executive and the elected body, related party disclosures for the elected body, Public Interest Disclosure statistics which are reportable to the NSW Ombudsman, Code of Conduct and GIPA statistics due to the Office of Local Government. Council continues to investigate potential legislative compliance frameworks to enhance current reporting processes.	Organisational Performance
		Review and maintain appropriate governance frameworks		Governance frameworks are reviewed and considered as required under legislation and best practice guidelines. Following feedback, there has been an increased focus making processes and access to policies, as easy as possible for the community.	Organisational Performance
		Review and adopt the Audit Plan in accordance with Audit and Risk Management Committee		A new Audit plan is currently being developed with input from the new Audit, Risk and Improvement Committee. The incoming Committee considered its first completed audit for IT Governance in December 2023 and will adopt a new plan for the coming 1-3 years in March 2024,	Organisational Performance
		Implement the Work Health and Safety Action Plan		WHS Action Plan includes 26 actions, six are in progress, with the following 11 actions complete; Health and Safety Committee, DRC Safety Commitment, WHS Metrics, WHS Objectives and Performance Targets, Corporate Induction, Safety Observation, Campaign	Organisational Performance







Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				Safety Hub, Fatigue Management, Appenate and Vault - Software Decision, Risk Assessment Process, Licence and Compliance Training Register, WHS Controlled Documents, Incident Investigation Training, Chemwatch	
		Manage and support the Audit and Risk Management Committee to facilitate and enhance risk accountability		Following a merit-based recruitment process in late 2023, a new term of the Audit, Risk and Improvement Committee commenced in November 2023. The new membership consists of 3 independent members and a Councillor representative and operates under a new Charter and Terms of Reference, all of which follow the new Guidelines issued by the Office of Local Government. The new Committee met in December 2023 and considered a number of matters including the IT Governance audit completed by a consultant firm.	Organisational Performance






4.2: The resources of Council are sustainably managed

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
4.2.1	The system of raising revenue is equitable, and revenue from grants and other income sources is maximised	Review the Statement of Revenue Policy for the year covered by the operational plan		The annual review is due to commence in January 2024 as part of the 2024/2025 budget process.	Organisational Performance
		Review the rating structure		The annual review is due to commence in January 2024 as part of the 2024/2025 budget process.	Organisational Performance
		Complete annual financial statements, other statutory reports and returns as required		The 2023 Annual Financial Statements were submitted for audit on 11 September 2023 and were presented to Council for adoption at the Ordinary Meeting in October 2023. The associated 2023 Management Letter was presented to the Audit, Risk and Improvement Committee in December 2023 and work has commenced to address matters raised.	Organisational Performance
		Completion of quarterly budget review statements		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	Organisational Performance

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				Reporting (IP&R) framework. The results and findings are raised in the Financial Performance Committee meetings for continuous improvement and transparency.	
		Monitor the level of State and Federal government grants payable to Council, including Financial Assistance Grants and lodge submissions accordingly		Continued monitoring of the level of State and Federal government grants payable to Council is occurring and submissions are lodged accordingly.	Organisational Performance
		Invest Council funds in accordance with legislative requirements and Council's Investment Strategy and Policy		Council funds have been invested in accordance with legislative provisions and Council's adopted Investment Policy and Strategy. The policy is currently being reviewed as part of our annual processes.	Organisational Performance
		The Long-Term Financial Plan review annually and review in detailed as part of the 4yearly review of the Delivery Program		The review of the Long-Term Financial Plan commenced in December 2023 as part of the 2024/2025 budget preparation process. The strategies and information obtained through working with external consultants AEC Group on the Financial Sustainability Review are being reviewed as to how these can best be implemented into the plan.	Organisational Performance
		Pursue opportunities for strategic alliances and collaboration with neighbouring Councils and regional stakeholders.		Collaboration includes funding obtained for collaborative Dubbo/Narromine LGA Drought Resilience Plan, ongoing participation in the Western Alliance, provision of numerous policies and procedures to neighbouring Councils, completion of service review of Macquarie Regional Library alliance and development of the Dubbo Region visitor guide which includes Great Western Plains promotion in collaboration with four neighbouring councils.	
4.2.2	Technological capabilities meet the requirements of Council and the community	Ongoing implementation of the Smart Council Strategy to support to use of new technology to improving customer experience and organisational performance		The Smart Council Strategy continues to progress in its implementation, marked by several successful projects. Notably, real-time data analysis tools developed with Microsoft PowerBI have empowered our teams with valuable insights, fostering data-driven decision-making capabilities. The implementation of business process automation through Microsoft PowerApps has significantly streamlined workflows, reducing manual labor	Strategy Partnerships and Engagement

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				<p>and enhancing overall productivity.</p> <p>Building on this success, our mobile workforce has gained additional capabilities through the deployment of mobile forms, customer request management systems, and employee kiosk applications. These advancements have proven instrumental in improving operational efficiency and responsiveness to customer needs, thereby elevating our overall service delivery.</p> <p>In recognition of the paramount importance of cybersecurity in today's digital landscape, Council have adopted the ASD Essential 8 and has commenced it's implementation. Ongoing improvements to cybersecurity policies and processes ensure a vigilant approach to safeguarding sensitive data and protecting systems against emerging threats.</p>	
		Maintain corporate information in accordance with the State Records Act		<p>The corporate information system is being maintained in accordance with the NSW State Records Act. Approximately 92,000 records have been captured in the electronic document management system since 1 July 2023.</p> <p>In addition, the Information Services team has embarked on a hard copy scanning project. This project will digitise paper records spanning 1945 to 2012, which will be stored in the electronic document management system. The objective of this project is to ensure the preservation of these records, improve accessibility and save physical space. To date, circa 5% of our records have been scanned, it is estimated that we will scan approximately 15% of our hard copy records within the current financial year.</p>	Strategy Partnerships and Engagement
		Maintain a comprehensive and accurate Geographical Information System and effective internal and external service provision		<p>A comprehensive and accurate Geographical Information System is being maintained. Circa 98 works as executed (WAX) plans have been captured in the corporate GIS system. Mobile mapping systems have been made available to</p>	Strategy Partnerships and Engagement





Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				staff to improve asset management processes. Further, online mapping systems have been made available to the community to increase access to information.	
		Maintain an accurate Land Information System database		LIS & E-Services Co-Ordinator & LIS Officer utilise and employ data information in a timely and accurate manner. Due to the increase in applications over the previous years and the introduction of the Planning Portal, an administrative assistant has been employed on a 2-year contract to assist, which commenced 4 July 2023. This is an ongoing matter.	Development and Environment
		Ongoing implementation of the Smart Region Strategy to create economic opportunity, support environmental sustainability, and promote wellbeing and safety is undertaken in conjunction with relevant functions of Council and key stakeholders		Council is currently furthering a Smart Region Strategy project with the University of New South Wales, which is a smart sensor project. This project will allow Council to collect temperature data in a number of residential areas in Dubbo to assist with future planning controls to manage urban heat impacts. The initial summer results of this work have now been received by Council and is currently under review.	Development and Environment
4.2.3	A highly skilled, diverse and motivated workforce is maintained	Design and implement a new workforce management strategy		Drafting of the Workforce Management Strategy has commenced and will be included in the Resourcing Strategy to go on public exhibition in April 2024.	Organisational Performance
		Effectively manage the corporate training program to ensure value and return on investment		The new Learning and Development Partner commences on 29 January 2024. DiSC rollout continues and corporate training spend is on track at 50% for the end of December 2024.	Organisational Performance
		Facilitate opportunities for employee engagement and feedback		Executive Leadership Team debrief for survey booked for 1 Feb 2024; Senior Leadership Team debrief booked for w/c 5 feb (date still to be finalised with the provider). Action planning in individual divisions will commence from March 2024.	Organisational Performance
		Design and implement an employee recognition program and implement annual performance management program		Moving to an Inclusion Diversity and Belonging committee was delayed until Feb 2024, Work on the employee recognition program will commence in February 2024.	Organisational Performance




Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
		Implement Council's Equal Employment Opportunity Management Plan and Aboriginal Employment Strategy		Change to Inclusion Diversity and Belonging Committee delayed until February 2024. Drafting of new Aboriginal Employment Strategy to commence with the new committee. Still on track for completion by the end of the performance period with the delay.	Organisational Performance
		Implement ongoing support and opportunity for professional development programs for all Councillors		The schedule of workshops and briefings provide information to the elected body to support informed decision making, educational opportunities are provided as requested, along with Local Government conference programs. Individual development programs are established and implemented on an individual needs basis.	Organisational Performance
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		A service review is underway. Actions include engage legal, options analyse, Councillor workshops, DRLM committee update, financial analysis, review of leases and all will be completed in mid 2024.	Organisational Performance
		Provide cost-effective supply, contract administration and procurement services		Council adopted an updated purchasing procedure with increased threshold for Infrastructure and maintenance works in line with the current market, and a separate Procurement pathway is established for Council's Prequalified Local Supplier. This will not only reduce the administration work for both Council and Supplier but will also streamline the procurement process across the Council.	Organisational Performance
4.2.5	Service reviews are conducted to improve the performance of Council	Implement adopted service review program to inform strategic business planning, organisational performance and Council decision making		Service reviews completed July- December 2023 include: Library Services, Water and Sewer Operations Business Continuity, Community Committees, Corporate Information Services and Wellington Caves Complex. Major Project Management, Process Automation, Saleyard and Visitor Information Services reviews are currently underway. 2024-2025 Service Review Program was endorsed by Audit, Risk and Improvement Committee and Council in October 2023. A DRC Service Review Framework and internal handbook has	


Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				been created to support both overall program management and individual review projects.	

Theme 5: Liveability



5.1: The health and safety of the community is improved





Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
5.1.1	Effective medical services and facilities are available	Advocate for appropriate health service provision and collaborate with government agencies and industry to support key work attraction initiatives		Council participates in the Central West Orana Renewable Energy Zone (CWO REZ) working groups. The Social Services Working Group within the CWO REZ has worked proactively to minimise adverse impacts on the social amenity and access to essential services within the Central West Orana Renewable Energy Zone. Council is also supporting Department of Regional NSW and the 'Welcome Experience' program to attract and retain key workforce in the region. In September Council partnered with University of Sydney to create a General Practitioners welcome event.	Community Culture and Places
		Work with stakeholders in the Dubbo Health, Education and Wellbeing Precinct to support the growth of services and facilities		Council continues to collaborate with landowners in the Precinct and key developers. This includes examining options for the strategic development of the River Street extension through the Precinct. In addition, Council also continues to collaborate with stakeholders to determine accommodation requirements.	Development and Environment
5.1.2	The needs of older people and people with a disability are monitored to ensure appropriate services and facilities are available	Develop and implement strategic plans when making decisions that may impact older people and people with a disability		Council facilitates a Disability Access and Inclusion Advisory committee. Actions undertaken to date include, review of Council's Disability Inclusion Action Plan content and reporting, The committee has provided input toward potential solutions to issues raised in Council's Disability Inclusion Action Plan. Encourage public consultation in initiatives designed to achieve the objectives of the Council as defined in the Disability Inclusion Action Plan.	Community Culture and Places
		Participate in regular interagency groups to assess the needs of older people and people with a disability		Council's Community Development Officer for seniors and people with disability chairs the Dubbo Aged Services Interagency and also attends the Dubbo Disability Interagency meetings. Council's CDO is co-facilitator for the	Community Culture and Places

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				Dubbo Region Dementia Alliance. CDO is planning and organising the Seniors Week Expo for February 2024 which will be held in Dubbo. An invitation has been sent out to relevant services and businesses to participate.	
		Maintain and implement the Disability Inclusion Action Plan		The Disability Inclusion Action Plan has been reviewed by the current Disability Access and Inclusion Advisory committee. Actions undertaken include, improving the DRC website in regard to access for people with various types of disabilities, the Community Development Officer (Seniors and People with Disability) continues to meet with Dubbo and Wellington interagency for example, Dementia Alliance, Dubbo Emergency Services Interagency and Dubbo aged Services Interagency. Commenced reviewing Dubbo and Wellington mobility maps, keeping the community informed of repair progress for recent disabled amenities vandalism.	Community Culture and Places
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		Four internal and external workshops to form a baseline of community values and framework for a Community Safety and Crime Prevention Plan. Other engagement included attending the Community Safety and Crime Prevention Conference in Gunnedah. Meetings were held with local shop and business owners. A review of Council's existing Collective Impact for Social Change Policy 2018 and previous Social Justice and Crime Prevention Working Party. All this information was presented to Councillor at a workshop on the 7 December 2023. A report will be prepared for Council in early 2024 recommending a pathway forward.	Community Culture and Places
		Advocate to the State Government to provide 24-hour police services in Wellington		Council continues to work with the Mid Western Orana Police District on many levels. Council has involved MWO Police in the stakeholder meetings related to the Community Safety & Crime Prevention Plan. Council's staff engage with Police regarding Youth issues, the elderly	Community Culture and Places



Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				and vulnerable and local shop and business matters.	
		Advocate to the State Government for the establishment of a Youth Koori Court in Dubbo		The Youth Koori Court in Dubbo was opened in July 2023, and it is the first one in regional NSW. It sits twice a month at the Dubbo Children's Court. Council's Youth Development Officer attends the meetings related to the Koori Court. The court helps the young person to access support services, such as education, health, and housing.	Community Culture and Places






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




Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
5.2.1	The health, education and socio-economic status of our First Nations communities is improved	Council undertakes high level communication activities to support local community to access information regarding 'the Voice' referendum with links to published Australian Government information		Council completed a community education program through social media and also an in-person panelist forum sharing Information about The Voice referendum on the 10 October 2023 at the Dubbo Regional Theater and Convention Centre. Information shared was from the Voice.gov.au (Federal Government) and the Australian Electoral Commission.	Community Culture and Places
		Provide and maintain an Aboriginal liaison service and participate in advisory groups to support and assist our First Nations community		Council has a full time Aboriginal Liaison Officer position who supports local advisory groups such as the; Wellington Aboriginal Action Panel (WAAP) and the Dubbo Aboriginal Community Working Party. Support is also provided to groups including Koori Interagency, Elders groups, Support is provided to the Wellington Local Aboriginal Land Council with a particular focus on Nanima. ALO has been able to support the promotion of dental health care needs for Nanima residents. Council participated and facilitated community NAIDOC celebrations in Dubbo and Wellington and co-facilitated the collection and distribution of Christmas hampers for Nanima families	Community Culture and Places


Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
		Maintain positive working relationships with representative bodies such as the Aboriginal Working Party, Wellington Leaders Groups, traditional owners and Aboriginal Land Councils		Council continues to support the Wellington Aboriginal Action Panel (WAAP) and the Dubbo Aboriginal Community Working Party (DACWP) through the attendance at each meeting of the Aboriginal Liaison Officer and other Council staff and CEO as requested. Council has financially supported the WAAP and the DACWP with the NAIDOC celebrations in Wellington and Dubbo during 2023.	Community Culture and Places
		Maintain Supply Nation membership in Council's Procurement Policy to include the First Nations business sector		Council continues the membership with Supply Nation and reported on Spend tracker for indigenous spending for first quarter in October 2023 and second quarter in January 2024.	Organisational Performance
5.2.2	The culture of our First Nations communities is recognised and celebrated	Implement Council's Reconciliation Plan to address national Closing the Gap initiatives including health, cultural, economic and social outcomes		A Reflect Reconciliation Action Plan was developed with community. This developing document has been developed in consultation with the RAP Committee and Reconciliation Australia. The RAP is expected to be finalised and adopted before mid-year.	Community Culture and Places
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		Discussion have been undertaken with Traditional Owners regarding co land management of Terramungamine Reserve including repatriation of rock grinding grooves from Dubbo urban area.	

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


Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
5.3.1	The social services requirements of our community are identified and met	Participate in interagency groups in regard to social service issues		Council participated in a number of interagency and network meetings related to each of their roles and positions. These interagency groups are (but not limited to); Dubbo Interagency, Wellington Interagency, Youth Interagency, Wellington Children Committee, Dubbo Aged Services Interagency, Koori Interagency, Dubbo Regional Dementia Alliance.	Community Culture and Places
		Provide support for the operations of the Dubbo and Wellington Neighbourhood centres and associated service providers		The Wellington Information and Neighbourhood Service (WINS) Community Centre and the Connecting Community Services - Dubbo	Community Culture and Places




Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				Neighbourhood Centre are able to apply for the Community Services Fund, along with other not for profit and community groups. Council allocates a budget of \$150,000 per year to assist services.	
		Community service outcomes supported with funding in accordance with Council's Financial Assistance Policy		Council resolved at their meeting 26 October 2023 that the Community Services Fund allocation totaling \$90,233.24 (GST exempt) be provided to successful applicants. Round 2 opened in February 2024.	Community Culture and Places
		A highly skilled, diverse and motivated workforce is maintained. Opportunities are explored to effectively enhance Council's related services and improve community outcomes through community-based partnerships and volunteerism		A community partnership approach to open space maintenance in village precincts has been considered and supported through the Village Community Committee. Council Volunteer Framework has been created to support the safe, effective and consistent engagement of volunteers across the organisation.	
		Multicultural audiences are catered for in corporate and destination communication platforms		Investigating the ability of videos on social media and digital platforms to include captions to allow individual phones and laptops to automatically translate captions.	Strategy Partnerships and Engagement
5.3.2	A variety of youth activities and entertainment is available	Operate and resource the Youth Council and support participation in National Youth Week		Council's Youth Development Officer facilitates the Youth Council and also works with the Youth Interagency and other services within the region to organise and run Youth Week events during April each year in Dubbo and Wellington. This is undertaken with funding from the Department Community and Justice. Council was successful in securing funding (\$7,000) for the Autumn Holiday Break program from the Office for Regional Youth.	Community Culture and Places
5.3.3	People have access to a range of burial and interment options	Develop long term management plans for cemetery facilities and ensure required service support		A cross organisational approach has been undertaken to improve service design and delivery of the cemetery facilities. Internal and external stakeholders are being engaged to consult on a cemetery management framework that aligns with legislation and promotes sustainable cemetery options for our community. In order to improve efficiency, service delivery and accountability, a number of	Community Culture and Places




Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				administrative and operational initiatives are being implemented over the course of 2024. Areas of focus include processes and procedures, a management policy and strategic master planning for the regions two most utilised cemeteries.	
5.3.4	Our community values domestic, companion and other animals	Provide animal shelter and impounding services in Dubbo and Wellington		<p>A total of 410 animals (dogs and cats) were brought into the animal shelter between October 2023 to December 2023. Our current facility in Dubbo can hold 82 dogs and 24 cats. When stray animals are presented to the shelter, animal attendant staff try reuniting the animal by checking for a microchip, if the animal is microchipped, lifetime registered, and the details are up to date.</p> <p>The Wellington pound facility is not staffed so is consequently only used as a holding facility for animals by the Rangers before being transported to the main holding facility at the Dubbo Animal Shelter.</p> <p>Depending on if the Animal shelter in Dubbo is at capacity, the overnight pens are available for strays to be dropped off afterhours. Both overnight pens in Wellington and Dubbo are checked daily for animals. Due to being at capacity, the staff have had to implement a surrender waitlist for people wishing to surrender their animal.</p>	Development and Environment
		Complete construction of the new Dubbo Animal Shelter		The new animal shelter has had both the Development Application and Construction Certificate approved. The procurement process is being undertaken and the tender proposed to be awarded in March 2024 with construction anticipated to begin in April 2024	Development and Environment
		Implement an education program to educate residents on the requirements of keeping companion animals		Council works with both the RSPCA and Animal Welfare League (AWL) to assist in providing education and healthy pet days to the residents. The last annual healthy pet days resulted in 170 animals from Wellington and 120 from Dubbo being health checked, microchipped and vaccinated for free. Additionally, Rangers attend schools and	Development and Environment

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				childcare centres to educate students on responsible pet ownership, caring for animals and how to behave safely around animals. The shelter staff are planning to arrange with the Livestock market to conduct a free microchipping and registration education day for working dogs and their owners. The Animal Shelter Facebook page also provides educational posts as well as Council media releases to help educate the public around responsible pet ownership and the legal requirements of owning a pet.	
		Deliver Ranger Services to assist with lost, stray, noisy or nuisance animals		Rangers are based in both Dubbo and Wellington and conduct regular patrols within the Local Government Area observing for stray dogs, dogs off leads and so on. Stray dogs that are picked up by Rangers which are microchipped, lifetime registered and have up to date details may be returned to the owners, otherwise the animals are taken to the Animal Shelter where they will be accommodated until the owner is found. Rangers also respond to reports from the public regarding lost, stray, nuisance animals and dog attacks, as well as complaints concerning noisy dogs. Rangers will educate the dog owners on ways to reduce the dogs barking as well as explain to the complainant what is classified as nuisance barking.	Development and Environment


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





Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
5.4.1	Access to a variety of high-quality education facilities, opportunities and choice is available	Advocate for appropriate primary, secondary and tertiary education service provision and collaborate with government agencies and industry to support key worker attraction initiatives		Council participates in the Central West Oran Renewable Energy Zone Working Groups. The Social Services Working Group has a focus on; Minimise adverse impacts on the social amenity and access to essential services across health, education, community safety and recreation for the residents and communities within the Central West Orana Renewable Energy Zone (CWO	Community Culture and Places



Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				REZ). This platform will be leveraged to deliver positive legacy benefits from the CWO REZ for local residents	
		Provide ongoing support to Macquarie Conservatorium in exploring ongoing service provision in the LGA, including state government advocacy and funding application support		Council provided lease documentation to the Conservatorium of Music on 10 October 2023. Staff continue to work the Conservatorium to finalise this matter.	Community Culture and Places
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		Dubbo Family Day Care continues to provide the governance and administration services to registered Family Day Care Educators within; Dubbo, Wellington, Narromine and Warren. Currently there is approximately 205 children registered with Dubbo Family Day Care. There are 25 Family Day Care Educators providing these services under the coordination of the Dubbo Family Day Care service. Dubbo Family Day Care was named the Service Perpetual Star Award Winner in the 2023 Excellence in Family Day Care Awards! During October 2023 Dubbo Family Day Care received an Acknowledgement in NSW Parliament by Dugald Saunders.	Community Culture and Places
		Advocate to the State Government and private education providers to provide and expand childcare, preschool and after-hours services in the villages		Dubbo Family Day Care Coordinator has represented Council and Family Day Care in a range of consultations/advocacy over the last period. These include, Dept of Education (DoE) Early Childhood Education and Care (ECEC) roadshows (meetings and discussions with DoE bodies to discuss regulatory and compliance related issues for Early Childhood industry), Family Day Care State meetings (quarterly, discussions with other FDC services, NSW DoE and discussions with National PEAK body Family Day Care Australia), Family Day Care Conference (meetings with NSW DoE bodies to discuss regulatory and compliance related issues for Early Childhood industry). Met with delegates from Commonwealth DoE in relation to Family Assistance Law, NSW DoE, Local Reforms and Commissioning Early Childhood	Community Culture and Places

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				outcomes team. Council facilitates the Dubbo Early Years Education and Support Group.	
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		Macquarie Regional Library (MRL) completed a review of neighbouring councils that may be geographically well-placed to join MRL. A regional council acting as an administration council for a regional library system requires solid financial analysis to ensure cross-subsidisation is minimised due to the per capita contributions and significant population size differentials of regional and rural councils.	Community Culture and Places
		Prepare an annual report on the Macquarie Regional Library		MRL 2022/2023 Annual Report is currently being compiled, inclusive of statistical and financial audited statements. Additionally, graphic design and layout will be finalised in February 2024. The 2022/2023 MRL Annual Report will be a similar format to the previous year's as per attached document.	Community Culture and Places
		Implement the findings of the Macquarie Regional Library Service Review		Macquarie Regional Library (MRL) Service Review Action Plan has been developed. The Plan has 21 actions over 1 - 5 years+. The Plan was approved by the Council Audit and Risk Committee in October 2023. Further consultation with MRL member councils to take place in March 2024 as continuous improvement actions are implemented. Three actions currently underway.	Community Culture and Places



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






Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
5.5.1	Passive and active open space is located to maximise access and use by the community	Conduct a review of the Strategic Open Space Master Plan		A second draft has been submitted for review and has been distributed internally for comment. Comments have been collated and some further adjustments are required. It is anticipated that the draft will be submitted to March Committee Meeting. The Open Space Master Plan 2034 provides strong strategic direction for the future development and management of open space	Community Culture and Places





Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				within the local government area and provides a strong nexus between population growth and provision of open space through developer contributions.	
		Identify government grants to further environmental restoration and rehabilitation works as part of the adopted Macquarie River Master Plan		The Flying Fox Habitat Foraging Restoration plantings will commence in Autumn 2024. Further information has been requested through the Local Small Commitments Allocation (NSW) for the development of the South Dubbo Weir Picnic Area and River Red Gum planting. Council has applied for \$972,000 (\$108,000 DRC contribution) for the installation of erosion control measures to protect Sandy Beach from future flood events. This involves the placement of deflectors within the river and the planting of additional trees and shrubs. This is through the Growing Regions Fund (Federal).	Community Culture and Places
		Engage with the community in the planning and development of public open space areas		Council proactively seeks input from the community through Your Say and other platforms, as appropriate. A number of projects are currently being promoted including: Regand Park Leash Free Area, Regand Park South Dubbo Weir Project, Legacy Shared Pathway, the Ollie Robbins Event Precinct (Destination Dubbo), Tree Planting Projects and Bell River/Pioneer Park Restoration Projects. These are frequently updated.	Community Culture and Places
		Develop Public Open Space Guidelines to identify standards for future developments		The draft Public Open Space Guidelines are progressing and are being reformatted to make them more accessible/readable. It is envisaged that the revised draft will be made available in April 2024.	Community Culture and Places
5.5.2	Unique recreation and open space facilities are available	Revitalise Pioneer Park in Wellington, including repair of flood damage to the facility		Erosion control measures (rock armouring) along 60 metres of the Bell River completed in December. Planting of 500 endemic plants will be undertaken in March 2024. The Part 5 has been approved and the tender for the renewal of the pathway is in final stages of preparation and is anticipated to be in the marketplace by mid-February with works expected to be completed by June 2024.	Community Culture and Places


Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
		Identify external funding opportunities to install shade for the multi-purpose courts at Rygate Park		Advanced trees (endemic) have been planted between the amenity block and the courts. Additional tree planting will be provided as funding opportunities (internal and external) are identified.	Community Culture and Places
5.5.3	Our sporting facilities cater for a wide range of events and opportunities	Actively engage and collaborate with sports user groups and Dubbo Regional Sports Council to support effective asset management and development and viable and responsive service delivery		Council continues to actively engage with the Dubbo Regional Sports Council in identifying opportunities to collaborate in renewing or upgrading sporting asset infrastructure through the Sportsgrounds Improvement Fund. Following the completion of works funded by Stronger Country Communities Fund Round 4 for the resurfacing of the netball courts there was \$50,000 remaining. With financial support from the Dubbo Netball Association these funds will be utilised to resurface additional courts with the works completed prior to the start of the 2024 season.	Community Culture and Places

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
5.6.1	Our community participates in and celebrates the high quality of cultural services and facilities available	Implement and monitor the SPARC Plan (Cultural Plan)		SPARC actions implemented to date include Public Art Strategy adoption, SPARC Grant Program successfully delivered its first funding round, Dubbo Art Fair event was delivered and another very successful event and an Online Database Listing for Creative/Community groups was launched on the Council website.	Community Culture and Places
		Develop a seasonal program that attracts a range of shows and community events to the Dubbo Regional Theatre and Convention Centre		The 2024 Season Program was launched in November 2023 showcasing 22 productions. The diverse program includes four dance productions, seven comedies, two concerts, three musicals, one opera, one drama and four youth productions. The program includes local, state, national and international shows. The program has been well received with 242 subscriptions and a \$205 average spend per subscriber. This subscriber total is 32% more than for the same quarter in 2022 demonstrating	Community Culture and Places






Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				the program and subscriber benefits have broad appeal.	
		Implement Strategic Plans and Internal Business Strategies for the Dubbo Regional Theatre and Convention Centre		Implemented an operational model based on the lean philosophy to assist the team to improve efficiency and effectiveness across key areas. The first stage focused on setting cleanliness and maintenance standards to ensure the facility is presented at a high standard for visitors at all times. The second phase focused on safety and compliance benchmarks for touring companies and local and non-local hirers of the facility to ensure a safe and high-quality cultural service is provided and to identify areas of improvement.	Community Culture and Places
		Develop a seasonal program that attracts a range of cultural and arts events to the Western Plains Cultural Centre		Programming of the WPCC Gallery and Museum spaces continued through this period including exhibitions 1x4, Hayden Fowler, Art in Conflict, From the Vault, Rhonda Sharpe and BOLD. Programming continued to perform well through school holiday workshops, mini-makers and smokescreen.	Community Culture and Places
		Implement Strategic Plans and Internal Business Strategies for the Western Plains Cultural Centre		Operations continue to perform well through the implementation of business plan strategies and the annual exhibition program. Facility utilisation continues to perform well across all aspects of operations including Cafe, Gallery, Museum, Community and Corporate Hire. A customer feedback project has been designed during this period to be implemented in the 2nd half of 2023/24.	Community Culture and Places
		Implement a Public Art Strategy for culture and space activation within the region		Public Art Strategy for the Dubbo Region adopted at Decembers Ordinary Council Meeting. Implementation will now be undertaken as part of forward budget preparation and Cultural Development Team Action Plans.	Community Culture and Places
		Development of a future focused Cultural Precinct Plan at the Western Plains Cultural Centre		The direction of this action is heavily influenced by the potential sale of the old Dubbo City Bowling Club. Council has provided an expression of interest to purchase the land. If successful, this will form a key component of	





Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				any future cultural precinct at the site. Council continues to work with community groups to facilitate meeting room access. Work continues on the review of Council owned assets, leases and license agreements and identify opportunities to increase use of any underutilised facilities.	
5.6.2	Culturally and Linguistically Diverse peoples' culture and heritage is celebrated	Collaborate with the culturally and linguistically diverse local community to identify needs and respond to opportunities for celebration of diversity in culture and heritage in the LGA.		Council's Multicultural Advisory Committee is committed to promoting cultural events and programs in the LGA. Manager Community Services and a current Councillor attended the last Welcoming Cities meetings in December 2023 - promoting the events that had occurred and will be occurring in the region. Council committed \$25,000 for Dubbo NAIDOC celebrations during 2023 and \$15,000 for Wellington NAIDOC celebrations during 2023.	Community Culture and Places
		Identify external funding opportunities to create a multicultural park, incorporating a mother language monument		Council has received a revised advanced concept plan for the Multicultural Garden. This plan will be presented at the next meeting of the Multicultural Advisory Committee to progress the design. No external funding has been identified to progress the implementation of the plan once it is finalised and adopted.	Community Culture and Places
		Maintain Sister Cities relationships and support opportunities for cultural exchange		A two-way student exchange with Sister City Minokamo Japan was undertaken this period. Planning was undertaken for a Mayor and Councillor delegation visit to Japan, planned for March 2024. As part of the itinerary, the delegation will visit Cheongju in South Korea in hopes of forming a new sister city partnership. Planning has also commenced for the 2024 student exchanges, in the hopes of returning Wujiang China back into the program after several year hiatus due to travel restrictions.	Community Culture and Places
5.6.3	Items of heritage significance are protected, conserved and	Heritage protection outcomes supported with funding in accordance with Council's Financial Assistance Policy		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	Development and Environment





Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
	adapted for re-use where appropriate			two (2) years. However, the funding from the NSW Heritage Office has remained static for some years, limiting the number of projects that can Council assist.	
		Provide a heritage advisory service to protect and enhance heritage assets, and to identify items of heritage significance		Council's Planning staff provide operational heritage advice. Additionally, Council's Heritage Advisor is available 1 day per month to assist both staff and the general public with regard to development associated with listed heritage items.	Development and Environment


Theme 6: Environmental Sustainability

6.1: We achieve net zero emissions





Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
6.1.1	Investment in renewable energy opportunities are encouraged and supported	Develop and implement appropriate policies to ensure new development and street lighting upgrades adopt LED technology		In accordance with Section 45 of the Electricity Supply Act 1995 (Placement of Electricity Works) and Clause 2.45 of the State Environmental Planning Policy (Transport and Infrastructure) 2021, developers installing street lighting must notify Council of their intention to do so and to obtain Council's consent for the works proposed. As part of this process, Council reviews all street lighting designs proposed by ongoing new developments to ensure new lighting is adopting the latest LED technology.	Infrastructure
		Collaborate with the State Government to ensure development in the Central-West Orana Renewable Energy Zone takes a strategic approach to community development		Council is actively collaborating with other Council's in the Central West and Orana Renewable Energy Zone and State Government Departments with the implementation of a Steer Co Group for overall coordination. This includes a number of working groups, which are focused on housing and accommodation, social services, environment, traffic and transport and economic development.	Development and Environment
		Implement the Energy Strategy and Implementation Plan		Energy Report being conducted (forecasted completion in April) to allow for a snapshot to be reviewed/compare against the adopted Strategy.	Development and Environment
		Maintain membership in the Cities Power Partnership		The Cities Power Partnership for the current Financial Year has been renewed.	Development and Environment
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		Capturing data and further identifying data to be captured and managed from BMS systems and current renewable assets installed such as Solar arrays, and smaller more efficient HVAC system upgrades. This is to drive informed energy saving solutions, mapping and recommendations for facility operations. Sustainable Building Policy has been applied to the new Dubbo Animal Shelter project with	Organisational Performance


Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				construction anticipated to begin in by April 2024.	
		Monitor and report the energy performance of Council buildings and facilities via Council's energy management tool		The E21 bill reviewer platform is currently utilised monthly by the respective Facility Managers to review monthly energy consumption and energy performance of respective sites.	Development and Environment
		Implementation and application of Council's Sustainable Building Policy		The adopted Sustainable Buildings Policy and Standards is actively being implemented to assist in applying minimum and best practice sustainability standards to the design, construction, refurbishment, and operation of buildings. The Policy and Standards will apply to all buildings owned or managed by Council, including renovations over \$50,000 and any new builds over \$250,000.	Development and Environment
		Comply with Council's Net Zero Strategy		The endorsed Net Zero Framework will provide Council with an overarching blueprint for reducing greenhouse gas emissions to net zero within its operations by 2050. The requirement for Council to achieve 'net zero emissions' is outlined within the 2040 Community Strategic Plan (Objective 6.1). The Net Zero Framework has been set out in three parts (Background, Framework, and Implementation, Monitoring and Review) and is structured around the United Nations Framework Convention on Climate Change (UNFCCC) guidance for setting and achieving net zero commitments.	Development and Environment
		Conduct strategic review of opportunities for offsetting Councils electricity costs through renewable energy projects at high energy consumption sites		Council has engaged an engineering consultant to perform significant upgrades to the Troy Gully Sewer Pump Station, Dubbo's largest sewer pump station. The electrical switchboard for this site has been sized to allow for the construction of a significant solar array on the adjacent overflow storage chamber (300kW). Council has performed a structural assessment of the roof of this structure and determined that solar panels can be installed successfully. Detailed hydraulic analysis has also been performed on the pumps	Infrastructure



Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				<p>chosen for the project, ensuring that operation of the site is consistently efficient.</p> <p>Other Water and Sewer sites will be looked at on a case-by-case basis, with a strong focus on the oversetting of large induction loads and ensuring efficient modes of operation.</p>	
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		Active discussions are being had with Commercial Electric Vehicle Charging Station Suppliers. Funding and grant opportunities are continuously being monitored and identified. Council has made enquiries regarding electric vehicle rideshare companies specifically relating to Wellington as a serviced area.	Development and Environment
		Collaborate with the State Government as part of the NSW Electric Vehicle Strategy		The NSW EV Destination Charging Grant received is completed, with the installation of two (2) Electric Vehicle charging stations located at the Wellington Library, and two (2) Electric Vehicle charging stations located at the Wellington Caves. Monitoring and working closely with State Government to identify funding opportunities.	Development and Environment
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		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. University of NSW have created a website for the project and plans have been created to install temperature sensors on street assets for which approval is currently being sought.	Development and Environment
		Implement the Street Tree Master Plans and Street Tree Maintenance Guidelines to improve the quality of street appeal in the region in line with budget and resources		Tree pits have now been installed on the southern side of Bultje Street (between Brisbane and Darling streets) ready for planting. Bultje Street is a Priority 1 planting site due to the age and health of the existing trees, and this particular section forms the centre of the Bultje Street Medical Precinct. The trees will be planted within the next month. Additional tree planting will be undertaken in accordance with	Community Culture and Places

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				the Priority Plans and the available budget following a review of the budget,	
		Implement the Dubbo Regional Council Tree Preservation Order and Significant Tree Register 2023 (as resolved by Council)		Tree Preservation Order (Public Trees) and Significant Tree Register (2023) implemented. Following the submission of the TPO (Private Trees) report Council has requested further information on the framework proposed and its implementation. A report providing this information will go to Council in February 2024 for their consideration.	Community Culture and Places




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




Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
6.2.1	The impacts of climate change are identified and addressed through collaboration with our community and government	Support and encourage community groups and programs to undertake environmental restoration works		Due to seasonal conditions (summer) further tree planting has not yet occurred. Tree planting will recommence after March when the conditions are more favourable. Tree planting sites include Regand Park and Police Paddock using largely external grant funding.	Community Culture and Places
		Consider climate change risk planning for Council and Council's assets within the development of Council's Risk Management Framework and associated documents		Council continues to work on it's overall Risk Register. Implementation of the framework is ongoing.	Organisational Performance
		Adopt an urban forest tree canopy target and deliver against actions and associated policies		A Greening Strategy for Dubbo/Wellington is being drafted that will propose a realistic tree canopy target based on available planting space / opportunities, budget and current and forecasted climatic conditions. The Greening Strategy will also address the age distribution of our current urban forest as well as future species selection to account for a warmer drier climate.	Community Culture and Places
6.2.2	Water supply is provided efficiently and sustainably to our community	Promote and encourage water savings initiatives to the community		During November 2023, Council released a mobile phone app 'Water Portal' for apple and android users to conveniently access the MyDRC water portal to monitor and manage their water consumption. The app allows users with a smart meter device to receive SMS or email alerts for water leaks or high	Infrastructure

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
				consumption. As part of the app release a competition was created to encourage residents and owners with a smart water device to register on the MyDRC Water portal.	
		Investigate activities and funding strategies to ensure long-term water security		<p>Council continues to work with consultants and engineering specialists towards the crossing of the Macquarie-Wambuul with the newly constructed Wellington Bore Pipeline. It is anticipated that these works will be completed this calander year. Preparation works are also underway for the crossing of the Main Western Railway in Montefiores with Council engaging with specialised pipe laying contactors to determine the final scope of works.</p> <p>Council has constructed two new production bores and associated pipelines in Geurie. These have been connected to the Geurie Water Treatment Plant. Further augmentation works are planned for the Macquarie River Raw Water Pump Station to better facilitate the arrangement. The details of this project are being finalised with construction work set to commence this calander year.</p> <p>Council has completed the construction of the 9.0km Northern Bore Field Pipeline in Dubbo. The construction of water supply bores is now being undertaken. The construction and extension of power lines to supply the new bore sites will be completed this financial year.</p> <p>Scoping works have commenced for the augmentation of the John Gilbert Water Treatment Plant to allow operation on 100% ground water. Expected construction works include the replacement of aging chemical dosing equipment and storage facilities, construction a new clarifier and a full review of plant operation.</p>	Infrastructure

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
6.2.3	Waste management processes reduce our environmental footprint and impact on the environment	Investigate smart technology to improve waste management practices		Smart technologies that are aimed to improve waste management practices are continuously being explored (such as, Investigating GPS technology that can be applied to landfill compactors). This example of technology advancement will allow for an increase in operation efficiency by compacting waste to predetermined heights and compaction rates. In addition, prevent unnecessary passes over the waste by the compactor and allow for accurate heights to be achieved, as a result conserving fuel and extending plant life.	Development and Environment
		Work with NetWaste on waste projects and opportunities for greater diversion from landfill		As an active member of the Netwaste steering committee, potential waste projects and trials to increase greater diversion from landfill, increase reuse, recycling and circular economy opportunities are continuously being identified and utilised.	Development and Environment






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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
6.3.1	The quality of the Macquarie, Talbragar and Bell River corridors are managed and enhanced	Support and encourage participation in Council's Parks and Bushcare Program		The Parks and Bushcare program remains dedicated to supporting and facilitating volunteer efforts in this domain. Council continues to collaborate closely with various volunteer groups, providing support for their invaluable contributions to the maintenance and preservation of our natural areas.	Infrastructure
6.3.2	Stormwater discharge into receiving waters is limited	Appropriately designed stormwater treatment devices and detention systems are to be implemented or conditioned on new or existing stormwater catchments where practical and in consideration of full lifecycle costs		This is an ongoing activity for Dubbo Regional Council. Ongoing new development applications are reviewed by Council to ensure developers are implementing appropriate stormwater detention and water quality systems in accordance with Council's stormwater management policies.	Infrastructure
6.3.3	Endangered ecological communities, threatened species, habitats and	Advocate to the State Government for funding to map all endangered environmental assets		Council continues to work closely with the State Government on biodiversity issues and assessment processes across the Local Government Area.	Development and Environment

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
	environmental assets are protected	Advocate to the State Government for funding to restore degraded environments		<p>The Flying Fox Habitat Foraging Restoration plantings will commence in Autumn 2024. Further information has been requested through the Local Small Commitments Allocation (NSW) for the development of the South Dubbo Weir Picnic Area and River Red Gum planting.</p> <p>Council has applied for \$972,000 (\$108,000 DRC contribution) for the installation of erosion control measures to protect Sandy Beach from future flood events. This involves the placement of deflectors within the river and the planting of additional trees and shrubs. This is through the Growing Regions Fund (Federal).</p>	Community Culture and Places
		Report on the Weed Action Program (Department of Primary Industry)		The Natural Resources team continues to facilitate the efforts of the Weed Action Program across the local government area. This program is inspection based with the providing regular reporting to the Department of Primary Industry via a dedicated system.	Infrastructure
		Assess major infrastructure projects so that they reasonably avoid endangered ecological communities, threatened species, habitats and environmental assets		All Council's Part 5 projects are assessed through Council's Development Unit and none have impacted significantly upon any endangered ecological communities and/or the habitats of threatened species. With regard to State Significant Development / Infrastructure, Council provides input at all stages of the assessment process, noting that these applications are assessed and determined by NSW Department of Planning & Environment.	Development and Environment

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
6.4.1	People and property are protected from fire-related incidents	Review bushfire prone mapping for the region		Draft Bushfire Prone Land Mapping has been completed ready for implementation.	Development and Environment

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Directorate
6.4.2	Development does not place the community at risk from flood impacts	Implementation of the Floodplain Risk Management Plan for Geurie.		This will be an ongoing activity to be undertaken over the next 5 years.	Infrastructure
		Complete planning activities for stormwater drainage and flooding works in Wongarboon, and investigate funding opportunities and mechanisms		Council is currently committed to delivering a flood study for the Ballimore Village and has recently applied for funding to update the Wellington Flood Study. To avoid over commitment of Dubbo Regional Council's Stormwater team, funding for a Wongarboon Flood Study has not yet been pursued. The Wongarboon Flood Study is the next priority to commence after the Ballimore Flood Study is finalised.	Infrastructure
		Develop an appropriate flood planning policy for Eumungerie following adoption of the Floodplain Risk Management Plan		Work on this action will commence in April 2024.	Development and Environment
6.4.3	Local emergency management organisations and local State Emergency Services are capable of responding to emergencies	Progress Council's Enterprise Risk Management Framework and local Emergency Responses		Council fosters a close working relationship with local emergency bodies and is currently progressing joint planning documents for emergency response situations. The Enterprise Risk Framework has recently been reviewed and the resulting Risk Registers are currently being progressed through a series of workshops across Council.	Organisational Performance
		Coordinate Council's response and assist relevant agencies during emergencies and disasters		Council works with emergency response services to deliver the most robust and safest emergency responses to the community. The Emergency Management Plan for the combined emergency services is to be reviewed in early 2024.	Organisational Performance