

Delivery Program and Operational Plan 2024/2025








Final 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	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
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.		Building and Development Services Team assess applications for both the Dubbo CBD and Wellington Town Centre. Council also frequently investigates funding opportunities for delivery of elements included in the Wellington Town Centre Plan, including through Voluntary Planning Agreements.	Building & Development Services
1.1.2	Housing is affordable and secure	Undertake regular engagement with stakeholders to monitor issues impacting housing affordability and choice.		Council noted the early insights from public exhibition of the Housing Strategies in February 2025. Council has prepared a draft charter for the Housing Supply Reference Group, and expressions of interest will be called in 2025/2026.	Growth Planning
		Investigate mechanisms to incentivise the development and release of new residential zoned land to assist the timely release of new housing supply.		Council was successful in obtaining funding under the Federal Government Housing Support Program - Stream 1 to prepare a range of Housing Strategies. This project will establish an updated strategic framework to manage housing growth to meet the long-term needs of our community. This involves analysing demographic trends, housing supply and demand dynamics, various housing types, land use opportunities, and potential challenges to ensure new housing will enhance our region's character and liveability. Key components of the project include a Regional Housing Strategy, Large Lot Residential Strategy, Affordable housing policy, and Character statements for villages.	Growth Planning
1.1.3	Urban renewal occurs in the Dubbo Central Business District and Wellington Town Centre	Prepare an issues paper for a Dubbo CBD Strategy.		Council staff have been investigating development requirements, infrastructure servicing requirements, crime prevention requirements, and community service requirements to help inform the contents of	Growth Planning


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				the Issues Paper. Progress on this project has been delayed as a result of staff time being required to further other priority housing projects, including the North-West and the Central-West Precincts in Dubbo, and the Housing Strategies being funded under the Federal Government's Housing Support Program - Stream 1.	
1.1.4	Public and social housing are integrated into residential areas	Advocate and collaborate with the State Government and developers to increase the level of affordable community and social housing.		Council was successful in obtaining funding under the Federal Government Housing Support Program - Stream 1 to prepare an Affordable Housing Framework. This involves identifying Council's role and options for incentivising an increase in social and affordable housing in the region, and partnerships required. Council undertook consultation in October, November and December 2024 with social housing providers, the NSW Government and the community to better understand social housing issues and possible solutions. Council also undertook consultation in March 2025 with social housing providers to explore more formal partnerships, development requirements and potential housing products. The draft Local Housing Strategy is expected to be reported to Council and publicly exhibited in 2025/2026.	Growth Planning
1.1.5	Development opportunities are communicated to the community	Undertake regular engagement and education activities with stakeholders to communicate development trends, permissibility of development, and processes.		The assessment of development applications is an ongoing process. Assessing the impact on the natural environment is undertaken with all applications, including infrastructure projects which are considered under the provisions of the Environmental Planning and Assessment Act, 1979. Council is also actively working on housing solutions for construction workers accommodation associated with the Central West Orana Renewable Energy Zone with government and other stakeholders.	Building & Development Services


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

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
1.2.1	Land is suitably zoned, sized and located to facilitate a variety of housing types and densities	Ongoing Implementation the Master Plan for the North-West Residential Urban Release Area.		Council is progressing the North-West Urban Release Area Planning Proposal, Development Control Plan and Infrastructure Contributions Plan. These are anticipated to be placed on exhibition in quarter 3 2025 as a cohesive planning package. The following supporting strategies have been completed and are being reviewed by staff: - Development control plan - Flood impact and risk assessment - Stormwater strategy - Contamination study	Growth Planning
		Ongoing Implementation of the Master Plan for the Central-West Residential Urban Release Area.		Council is preparing an Infrastructure Contributions Plan and undertaking further consultation with Transport for NSW to further implement the master plan. Council has progressed with the Strategic Transportation Model to identify traffic impacts, and this is anticipated to be shared with TfNSW in quarter 3 2025.	Growth Planning
		Review and make submissions on proposed changes to the planning system as opportunities arise.		Council previously made a submission into the NSW Upper House Inquiry into the Impact of Renewable Energy Zones on rural and regional communities and industries in NSW. This submission was provided to Council in February 2025 for notation and information.	Growth Planning
		Develop and implement the Master Plan for Keswick Estate.		Development of the Master Plan is ongoing. Internal advice is being provided with regards to the planning proposal. Implementation of the master plan will continue into 2025/2026.	Property & Land Development
		Develop and Implement the Master Plan for the residential land in Montefiores.		Council received funding from the NSW Government to undertake this body of work. Consultation as an initial component of the process has been recently undertaken. This project will be completed in 2025/2026.	Growth Planning
1.2.2	Adequate land is available in the villages for development	Prepare funding opportunities to undertake Large Lot Residential Strategies for land in the peri-urban areas and villages.		Council received funding under the Federal Government Housing Support Program - Stream 1 to undertake a Large Lot Residential Strategy and Village Place Plans. An engagement insights report was presented to Council on 11 February 2025. The draft Strategies are currently under preparation.	Growth Planning

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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.		Council's planning agreement register is available online at https://www.dubbo.nsw.gov.au/Builders-Developers/Planning-Controls-Tools-and-Resources/planning-agreements Council's development contributions register is available online at https://www.dubbo.nsw.gov.au/Builders-Developers/Planning-Controls-Tools-and-Resources/infrastructure-contributions	Growth Planning
		Assess requests to enter into Planning Agreements in a timely manner.		Council is currently considering multiple planning agreements, with most related to projects in the Central West Orana Renewable Energy Zone. An update report is presented to Council quarterly on the status of renewable energy projects in the Local Government Area and the status of Planning Agreements.	Growth Planning
		Review infrastructure contributions plans for Dubbo.		Council is preparing an infrastructure contributions plan for the North-West and Central-West Urban Release Areas in response to the planning proposals seeking to rezone land. Council is currently reviewing the work schedules, costings and infrastructure priorities of the Dubbo open space and roads infrastructure contributions plan. It is intended the draft Contributions Plan will be re-exhibited in September 2025	Growth Planning
1.2.4	Rural and productive agricultural land is managed sustainably	Cumulative impacts of the development of the Central West Orana Renewable Energy Zone (CWOREZ) are strategically planned for.		Council is actively collaborating with other Council's in the Central West 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.	Growth Planning



1.3: Short-term and emergency accommodation is available


Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
1.3.1	Short-term accommodation is available for the workforce associated with significant	Housing opportunities for short term workers in the region are explored and strategically planned for.		Council provided feedback on the confidential Department of Planning - Central West Orana REZ cumulative impact studies for workforce, population	Growth Planning


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	infrastructure, major projects and employment generators			and housing, and how it relates to the draft Renewable Energy Zone Housing Strategy. Council are working with EnergyCo to undertake a feasibility analysis for short term worker accommodation in villages. Council is assessing a development application for temporary workers accommodation in part of Keswick Estate (D25-119).	
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.		The Community Safety and Crime Prevention Reference Group has been established and has had its first meeting. A range of matters will be discussed during these meetings with the intent of improving outcomes for community safety in our area. The discussions around crisis and emergency accommodation can continue via this group.	Executive




Theme 2: Infrastructure




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



Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
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.		<p>Council gains knowledge of the need for new or renewed traffic facilities through customer requests and ongoing inspections and audits undertaken by staff across the road network. Works are prioritised based on various road safety and road capacity criteria such as:</p> <ol style="list-style-type: none"> 1. Traffic volume and congestion 2. Crash and near miss statistics 3. Number of vulnerable users (restricted mobility and vision impaired) 4. Type and severity of potential incidences <p>This is an ongoing action and is included in the 2025/2026 actions as item 1.4.2.1 which is continue to apply effective processes to identify, assess, and prioritise the implementation or renewal of traffic management facilities.</p>	Infrastructure Strategy & Design
2.1.2	The road network meets the needs of users in terms of traffic capacity, functionality and economic and social connectivity	Implement the 2020 Dubbo Regional Council Dubbo Transportation Strategic Plan in conjunction with Transport for NSW.		<p>Council is currently progressing road planning activities at multiple locations around Dubbo. Some examples include:</p> <ol style="list-style-type: none"> 1. Rail overpass design near the intersection of Minore Road and Chapmans Road - Design options have been prepared, and the consultant is now working on the final report. 2. Update to the Dubbo Traffic Model - In conjunction with Transport for NSW, Council has engaged a consultant to prepare a new Strategic Traffic Model for Dubbo utilising Vissum modelling software. The consultant is currently working on finalising the base model. Council has also been preparing updated land-use and population forecast data that will inform future development scenarios for the traffic 	Infrastructure Strategy & Design



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				<p>mode. The model will help inform future transport infrastructure requirements for the new urban release areas in West Dubbo.</p> <p>3. Western Distributor - Council has been working with developers in West Dubbo to set the width and alignment of the western distributor through the central west urban release area.</p> <p>4. Council has finalised the concept design for Sheraton Road and is currently working on the detailed design. Council has also undertaken consultation with bus companies and the schools to obtain necessary feedback that will help inform the final design.</p> <p>5. South Bridge Project - Council is working with a consultant to prepare a technical brief for the next stage of the South Bridge project. The next stage aims to undertake further detailed analysis of the remaining two options, providing sufficient information to inform both Council and the community on selecting one preferred option.</p> <p>This is an ongoing action and is included in the 2025/2026 actions as item 1.4.2.5 which is implement the 2020 Dubbo Transportation Strategy in conjunction with Transport for NSW.</p>	
		Investigate opportunities to monitor the condition of the road network through smart technology.		<p>During the final quarter of the 2024/2025 financial year, Council has engaged with industry stakeholders and users of new road monitoring smart technology. Feedback has been sought from suppliers, State Government road authority representatives, other local Councils and engineering professional associations with relevant expertise. From the feedback, Council is continuing to confirm what the technology can achieve for our road network, and how it may meet our needs.</p> <p>This work will continue into the 2025/2026</p>	Infrastructure Delivery

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				financial year and is included in the 2025/2026 actions as item 1.4.3.1 which is investigate smart technology options for monitoring road network conditions.	
		Undertake road infrastructure planning for the Dubbo Urban Release Areas.		<p>Council is currently progressing road planning activities at multiple locations around Dubbo. Some examples include:</p> <ol style="list-style-type: none"> 1. Rail overpass design near the intersection of Minore Road and Chapmans Road - Design options have been prepared, and the consultant is now working on the final report. 2. Update to the Dubbo Traffic Model - In conjunction with Transport for NSW, Council has engaged a consultant to prepare a new Strategic Traffic Model for Dubbo utilising Vissum modelling software. The consultant is currently working on finalising the base model. Council has also been preparing updated land-use and population forecast data that will inform future development scenarios for the traffic mode. The model will help inform future transport infrastructure requirements for the new urban release areas in West Dubbo. 3. Western Distributor - Council has been working with developers in West Dubbo to set the width and alignment of the western distributor through the central west urban release area. 4. Council has finalised the concept design for Sheraton Road and is currently working on the detailed design. Council has also undertaken consultation with bus companies and the schools to obtain necessary feedback that will help inform the final design. 5. South Bridge Project - Council is working with a consultant to prepare a technical brief for the next stage of the South Bridge project. The next stage aims to undertake further detailed analysis of the remaining two options, providing sufficient information 	Infrastructure Strategy & Design




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				to inform both Council and the community on selecting one preferred option.	
		Undertake the design for stage 2 of the Blueridge link road which will connect the new road alignment in Blueridge Estate through to the Mitchell Highway.		Council resolved at its July 2024 Ordinary Meeting that due to a road safety findings report, Council adopt Sheraton Road (between Boundary Road and Wellington Road) as the primary haulage route for the three heavy industry developments located on Sheraton Road, outside of peak school drop off and pick up times. As a result, the Blueridge Road Stage 2 is deferred with the priority for design placed on Sheraton Road.	Infrastructure Strategy & Design
2.1.3	Additional flood-free road access over the Macquarie River at Dubbo is provided	Finalise a business case and feasibility analysis for an additional southern crossing of the Macquarie River in Dubbo.		<p>Council is working with a consultant to prepare a technical brief for the next stage of the South Bridge project. Council received advice from Transport for NSW that a detailed business case should only be prepared for one option, as the analysis and level of design and investigation needed for a detailed business case is quite extensive and costly. Council is now going to work with the consultant to undertake a level of analysis and design that will enable Council and the community to select one preferred option.</p> <p>This work will continue into the 2025/2026 financial year and is included in the 2025/2026 actions as item 1.4.2.2 which is progress the detailed design and business case for an additional southern crossing of the Macquarie River in Dubbo.</p>	Infrastructure Strategy & Design
2.1.4	Adequate and convenient car parking is available in commercial centres	Undertake a detailed analysis of car parking requirements in the Wellington CBD that includes identifying future infrastructure needs.		A detailed analysis of car parking requirements has been undertaken for Nanima Crescent in the Central Business District (CBD) of Wellington. As there is adequate parking availability in the CBD area of Wellington, there are no identified needs for further infrastructure to support future growth and demand within the CBD. There is however a need for parking to be formalised on Nanima Crescent with signs	Infrastructure Strategy & Design

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				and line marking, as well as potential timed parking restrictions in high demand commercial areas.	
		Undertake a detailed analysis of car parking requirements in the Dubbo CBD that includes identifying future infrastructure needs.		<p>Council staff will coordinate with internal and external parties to understand potential needs and opportunities for the development of a Dubbo CBD parking strategy, and develop a detailed technical brief that can be used to procure consultant services to undertake the project.</p> <p>This work will continue into the 2025/2026 financial year and is included as part of the 2025/2026 actions as item 1.3.3.1 which is complete an issues paper for the draft Dubbo CBD Strategy.</p>	Infrastructure Strategy & Design
		Monitor parking sensor data from around the Brisbane, Talbragar and Macquarie street shopping precincts in Dubbo, to facilitate greater public access to parking spaces.		<p>Council installed 150 inground parking sensors in August 2022. There were 100 sensors were installed in Church Street between Brisbane and Bligh streets, 20 in Brisbane Street between Talbragar street and the railway line, and 30 in Macquarie Street between Riverdale and Church Street.</p> <p>The sensors report back to the Parking officers when overstay of time violations have been detected. This frees up the Parking Officers to continue patrolling other areas in the CBD and the region. Not all detected violations result in the issuing of an infringement due to circumstances such as the car has left the spot before parking officers arrive, the car has a valid mobility parking scheme permit, or resident parking permit, plus other reasons.</p> <p>The patrolling of the CBD parking spaces ensures an efficient turnover of parking spaces to allow more people to park.</p>	Environmental Compliance
2.1.5	Council works collaboratively with government and	Work with regional stakeholders for the transportation of oversized and over mass components related to the Central West Orana Renewable Energy Zone.		Dubbo Regional Council is involved in discussing regional solutions with affected neighbouring Councils for the transportation of over sized over mass componentry	Executive



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	stakeholders on transport-related issues			<p>associated with the Central West Orana Renewable Energy Zone to ensure that solutions can be applied across the Local Government Areas.</p> <p>Council is also in discussion with Transport for NSW, particularly to determine suitable upgrades for roads intersecting the Golden Highway that will be used for the transportation of renewable energy componentry.</p>	
		Pursue opportunities for additional funding of road projects through the State and Federal Government.		<p>Applications by Council for government funding of road projects is ongoing. During the final quarter of the 2024/2025 financial year, Council has been approved to receive disaster (flood) recovery funding related to the road network, including both urban and rural roads, at locations across its local government area. Some notable inclusions in approved disaster recovery works are funding to repair the Duke of Wellington Bridge approaches and repairs to Showground Road in Wellington adjacent to Pioneer Park.</p> <p>During the final quarter of the 2024/2025 financial year, Council has responded to Government grant body invitations to submit applications for available roadside pathway funding.</p>	Infrastructure Delivery
		Advocate to the State and Federal Government for funding for a business case for the western distributor road that incorporates the needs of heavy freight.		<p>The western distributor is not a priority for Council at this stage, as it is not identified as being needed inside the next 10 years, and Council is currently working on other strategic priorities. A report was presented to Council in February 2025 addressing the feasibility of a Newell Highway bypass. Council noted that a bypass is not feasible for Dubbo at this stage, and that the western distributor (as identified in the Dubbo Transportation Strategy) serves the</p>	Infrastructure Strategy & Design




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				need to enable freight to bypass the centre of town if needed.	
		Advocate to the State Government for additional overtaking lanes on the Mitchell Highway between Dubbo and Wellington.		Discussions have been held with staff from Transport for NSW in relation to the provision of overtaking lanes on the Mitchell Highway between Dubbo and Wellington. Transport for NSW are in the initial stages of investigation for overtaking lanes between Geurie and Wellington.	Executive
		Advocate and collaborate with State and Federal Governments in relation to issues and truck configuration limitations on the Golden Highway.		<p>A round table meeting was held in October 2024 with State Government Minister for Regional Transport and Roads, Orana and Hunter regional members of parliament to discuss the outcomes of the Orana Hunter Connections and Beyond Golden Highway Transport Study.</p> <p>The Orana Hunter Connections and Beyond Golden Highway Transport Study was finalised in June 2024 with Dubbo Regional Council staff contributing information included in the study. The study identified a number of heavy haulage limitations along the Golden Highway and included works such as:</p> <ul style="list-style-type: none"> • Performance based standards (PBS) 2B approved access • Overtaking lanes • Right and left hand turn lanes off the state highway • Bridge widening and realignment <p>Dubbo Regional Council continues to be involved in the discussions in relation to the truck configuration limitations on the Golden Highway.</p>	Executive






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




Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
2.2.1	Water and sewer infrastructure and services meet the needs of the community	Quarterly meetings are held with NSW Health and the Department of Climate Change, Energy, the Environment and Water to review the operation of the Dubbo drinking water supply system.		<p>Council's water and sewer staff met on 15 August 2024, 22 November 2024, 11 February 2025 and 21 May 2025 with representatives from NSW Health and Department Climate Change, Environment, Energy and Water to consult on operations of the Dubbo drinking water supply system including current and future capital projects, resourcing, training, water supply maintenance, treatment processes and water quality.</p> <p>These meetings cover the four water treatment plants and associated infrastructure.</p>	Water Supply & Sewerage Operations
		Quarterly meetings are held with NSW Health and the Department of Climate Change, Energy, the Environment and Water to review operation of the sewerage treatment system.		<p>Council's water and sewer staff met on 15 August 2024, 22 November 2024, 11 February 2025 and 21 May 2025 with representatives from NSW Health and Department Climate Change, Environment, Energy and Water to consult on operations of the sewerage system including current and future capital projects, resourcing, training, maintenance and treatment processes.</p> <p>These meetings cover the five sewerage treatment plants and associated infrastructure.</p>	Water Supply & Sewerage Operations
		Complete the upgrade of Troy Gully Sewerage Pump Station.		<p>Contractors have been awarded the contract to perform major upgrades to Troy Gully Sewer Pump Station. The pump station is the largest of all sewer pump stations in the Dubbo Local Government Area, transferring approximately 6.7ML of raw sewage each day from all properties in Dubbo east of the Macquarie-Wambuul River to the Dubbo Sewage Treatment Plant.</p>	Water Supply & Sewerage Strategy



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				<p>Upgrades to the pump station include the replacement of aging drywell pumps with new and efficient submersible pumps, replacement of all electrical control equipment, demolition of aging buildings, security and lighting improvements, and new security fencing.</p> <p>A strong focus has been placed on workplace safety, particularly with regard to confined space access. Modifications have focused on the removal of the need for maintenance to be performed by Council staff within the pump station. New pipework will be installed at ground level for easy access. A gantry crane will also be installed to allow maintenance on the submersible pumps to be undertaken at ground level. This work is expected to be complete in late September 2025.</p> <p>Currently, major works have included the clearing of all trees, the replacement of existing fencing with high security palisade and electric gates, the installation of stainless steel pipe work, construction of a new switchboard hut, construction of a new all-weather driveway, and installation of dusk to dawn security lighting and installation of a modern switch board into the switch board hut. The major milestone installation of wet well stainless steel pipe risers being installed and connected to four pump bases has been achieved, along with the installation of a new internal water main throughout the site.</p> <p>This work will be completed in 2025/2026 financial year and is included in the 2025/2026 actions as item 1.2.3.1 which is complete the upgrade of Troy Gully Sewerage Pump Station.</p>	



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		Complete the upgrade of Geurie Raw water pump station.		<p>Upgrade of Geurie Raw Water Pump Station is being undertaken by contractors on behalf of Council. The upgrade replaces two existing submersible pumps with two new line shaft turbine pumps.</p> <p>The wet well of the pump station has been cleaned and de-silted. A new platform has been constructed over the pump station to allow for the installation of a new switchboard and control gear, as well as filtration equipment. The platform has been installed at such a height to ensure reliable operation during major flooding events in the Macquarie-Wambuul River.</p> <p>The upgrade will allow full integration of bore water to the Geurie Water Treatment Plant, currently capable of only accepting river water. Modifications to the pump station will allow Geurie to be supplied by river water, bore water, or a mixture of both. Such capability will increase water security for the village in times of high river turbidity and in events where the Macquarie-Wambuul river ceases to flow. This project is nearing completion, with minor additional works and commissioning to occur in the 2025/2026 financial year.</p>	Water Supply & Sewerage Strategy
		Finalise modelling for the Integrated Water Cycle Management Plan and develop an issues paper.		<p>Council, in conjunction with consultants, has prepared detailed hydraulic models of both its water supply and gravity sewerage networks in the Dubbo area. Final reports for both networks have now been provided to Council.</p> <p>The reports identify capacity issues and associated capital works upgrades over the next 30 years. Concurrently, Council has developed a sewer servicing strategy for the Sandy Creek catchment in West Dubbo, as well as areas in the vicinity of Westview Street and Richardson Road.</p>	Water Supply & Sewerage Strategy

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				<p>The development of these strategies will allow considerable expansion of Dubbo further to the west and will specifically facilitate the development of the Central and Southwest Urban Release Areas.</p> <p>Council has now approached NSW Public Works and requested works commence on a new Integrated Water Cycle Management (IWCM) Plan for Dubbo. Simultaneously, Council has requested a quotation from a third-party consultant to undertake staging and cost benefit analysis for the future construction of the Sandy Creek catchment.</p> <p>The finalisation and adoption of the IWCM plan will be undertaken in the 2025/2026 financial year and is included in the 2025/2026 actions as item 4.2.5.1 which is finalise and adopt the new Integrated Water Cycle Management Plan.</p>	
		Complete the fluoride dosing system in Dubbo.		Completion of the fluoride dosing facility is now programmed to be completed in late September 2025. The new equipment building has now been constructed with dosing equipment currently being installed. Installation of a new flow meter between the existing filtered water channel and clear water pump stations has also been completed.	Water Supply & Sewerage Strategy
2.2.2	Solid waste management services meet the needs of the community	Kerbside domestic waste services are provided to customers in accordance with Council's adopted service levels.		Council continues to provide waste services to the community within the adopted service levels. Rural and Urban Tip vouchers and Bulky waste collection has transitioned to an online system for a further 12 month trial.	Resource Recovery & Efficiency
		Prepare and implement the Local Government Area Waste Strategy.		The Waste Strategy was adopted at the March 2025 Council meeting. The Waste Strategy has been added to Councils Plans and Strategies website page for ongoing public access and viewing.	Resource Recovery & Efficiency





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2.2.3	Urban drainage systems meet the needs of the community	Develop and have adopted by Council maintenance service levels for Recreation and Open Space assets.		Maintenance Service Level for Parks has been adopted. Maintenance Service Levels for Sporting Facilities and Reserves are in development.	Recreation & Open Space
2.2.4	Enhanced telecommunications coverage is available in the region	Collaborate with the Regional Tech Hub (RTH) on the Wellington Project to help resolve connectivity issues for businesses in Wellington.		Education and awareness continues to local Wellington and village communities of the Regional Tech Hub and the importance of reporting any issues. No current reports have been made to the Regional Tech Hub for issues reported by community. In addition, reminders to community of the 3G shutdown as of 28 October were communicated.	Strategic Partnerships & Investment
2.2.5	Council maintains infrastructure and delivers services at the adopted service levels as agreed with the community	Asset Management Plans undergo annual monitoring and review to reflect any changes in asset condition or service levels of the asset portfolio.		Council is generating Master Plans for the two main Waste Facilities, which will include Asset and Financial Management schedules.	Resource Recovery & Efficiency
		Review Council's building assets to determine the present and future needs and opportunities for these assets.		Work continues in partnership with the PMO to align Council's building asset portfolio with the updated asset management framework. This collaborative approach is ensuring consistency across prioritisation, lifecycle planning, and future investment strategies. Draft findings are being refined and mapped against service needs and being presented by the PMO to ELT roundtable, The insights gathered will inform updated Asset Management Plans and feed into the 2025-2026 planning cycle.	Building Assets
		Complete construction of Saxa Road Comobella Bridge.		Construction of a bridge to replace the damaged Comobella crossing on Saxa Road was Councils preferred solution to repair a flood damaged pipe culvert causeway at this location. The project included, design and construction of a suitable bridge, demolition of the existing damaged pipe culvert and reconstruction of Saxa Road at the approaches to the new bridge structure.	Infrastructure Delivery

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				Final construction activities were completed in early June 2025, at which time the bridge was opened to traffic. The new bridge and improved road approaches provides safe reliable access across the Mitchell creek for Saxa Road users.	
		Complete construction of Burrendong Bridge Number 1.		<p>The Burrendong Bridge Number 1 project included the removal of a sub standard timber bridge, construction of a suitable replacement bridge and reconstruction of the Fashions Mount Road approaches to the new bridge. Final construction activities on the project were completed in April 2025.</p> <p>The new two lane concrete bridge improves the level of service for road users who access the Burrendong tourist precinct, to meet the current and future needs of our community.</p>	Infrastructure Delivery
		Complete construction of Molong Street Bridge, Stuart Town.		<p>The Molong Street Bridge replacement project in Stuart Town has been completed, including demolition of the existing bridge, construction of a new concrete structure and reconstruction of Molong Street at the approaches to the new bridge. Final construction activities on the project were completed in June 2025.</p> <p>The new two lane concrete bridge provides modern safe access for both pedestrians and motorists in Stuart Town, to meet the future needs of the village community.</p>	Infrastructure Delivery
		Complete reconstruction of Ballimore Road.		The Ballimore Road Reconstruction Stage 2 project objective was to upgrade a section of Ballimore Road (south of Westella Road for approximately 1.9km) from gravel to bitumen seal, improving its service level to the community. The overall scope of the project activities included roadside vegetation clearing, earthworks to improve road geometry, drainage,	Infrastructure Delivery




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				construction of a road pavement, bitumen sealing, linemarking and signage installations. Final construction activities on the project were completed in May 2025.	
		Complete rehabilitation Saxa Road (Maryvale - Bakers).		<p>The Saxa Road Reconstruction project is a Council initiative to provide safe, reliable all-weather access to the section of Saxa Road between Maryvale Road intersection and Bakers Lane intersection. Project scope of works includes pavement widening and strengthening, bitumen seal widening, installing new box culverts and extending existing box culverts.</p> <p>The project is scheduled for delivery over two financial years (2024/2025 and 2025/2026 financial years). During the final quarter of the 2024/2025 financial year, construction commenced onsite with Council crews undertaking the project drainage components. Also in the final quarter of the 2024/2025 financial year, Council awarded a tender for contractors to undertake the remaining project scope of work.</p> <p>This work will continue into the 2025/2026 financial year and is included in the 2025/2026 actions as item 1.4.3.2 which is complete rehabilitation of Saxa Road from Maryvale Road to Bakers Lane.</p>	Infrastructure Delivery
		Commence construction of Blueridge Link Road Stage 1.		<p>Council resolved at its July 2024 Ordinary Meeting that due to a road safety findings report, Council adopt Sheraton Road (between Boundary Road and Wellington Road) as the primary haulage route for the three heavy industry developments located on Sheraton Road, outside of peak school drop off and pick up times.</p> <p>As a result of this decision, the Blueridge Road Stage 1 is deferred with the priority</p>	Infrastructure Delivery

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				for design and reconstruction to be undertaken on Sheraton Road with enforceable controls on truck movements during school peak period.	
		Continue construction of River Street West Collector Road Stage 1 including the intersection on the Newell Highway.		<p>The River Street West Collector Road Stage 1 road construction project is programmed for delivery over two financial years (2024/2025 and 2025/2026 financial years). At the end of June 2025, civil works contractors have made significant progress on the project, including its intersection with the Newell Highway. Stormwater and underground utilities installations are largely completed, earthworks are approximately 90% completed and road pavement is approximately 70% completed.</p> <p>The project is scheduled for completion in quarter two of the 2025/2026 financial year and Council is on target to meet this timeframe with this included in the 2025/2026 actions as item 1.4.2.4 which is complete construction of River Street West Collector Road Stage 1 including the intersection on the Newell Highway.</p>	Infrastructure Delivery
2.2.6	Council utilises a modern and efficient plant fleet that meets operational needs	Complete a full review of light vehicles in consideration of the Zero Emissions Fleet Strategy goals, including consideration of Electric Vehicles and associated infrastructure.		<p>Council has successfully completed a comprehensive review of the light vehicle fleet in alignment with the Zero Emissions Fleet Strategy goals. This review included a detailed assessment of Electric Vehicles (EVs) and the necessary infrastructure to support their integration.</p> <p>Additionally, a pooled vehicle review and a grey fleet review has been finalised. As part of Council's commitment to sustainable practices, an EV charging strategy plan to facilitate the transition to a more environmentally friendly fleet has been developed.</p>	Fleet & Depot Services

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

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
2.3.1	Appropriate and well-connected rail infrastructure is available	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. Council has provided feedback to the NSW Government's Strategic Regional Integrated Transport Plans to ensure everyone has access to safe, reliable and efficient transport options.	Strategic Partnerships & Investment
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.		<p>Council received a draft Pedestrian Access and Mobility Plan (PAMP) in February 2025 and has provided comments to the consultant preparing the PAMP. The final draft is being prepared with it to be publicly exhibited for community input in the 2025/2026 financial year.</p> <p>This work will continue into the 2025/2026 financial year and is included in the 2025/2026 actions as item 1.5.3.1 which is develop and implement a funding strategy, prioritising identified works within the Pedestrian Access and Mobility Plan for the Local Government Area.</p>	Infrastructure Strategy & Design
2.3.3	Public transport services are available in our villages	Undertake activities to understand public transport needs within the Villages and advocate the outcomes.		Desktop research has concluded to understand the availability of public transport to villages in the region. The Villages sub-committee has been consulted on behalf of the village's community regarding the current needs of villages, the needs and priorities of public transport. This information will be collated to create priority listing for advocacy.	Strategic Partnerships & Investment
2.3.4	Our community has convenient air access to a variety of destinations	Establish and maintain partnerships to promote air travel, emergency management and support route viability and affordability.		Dubbo Regional Council continued strengthening its airline partnerships. Formal partnership agreements are under legal review, although some negotiations have been impacted by operational uncertainty with airlines. A comprehensive Route Analysis, completed in late 2024, is guiding the strategic direction for future air service	Dubbo Regional Airport


Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				<p>development, including the design of a community survey to be conducted in FY205/2026. This survey will be supported by consultant-led engagement and airline insights to ensure robust data collection. While passenger numbers saw a slight decline over the financial year, airlines have been actively testing the market, resulting in improved seat load factors. These enhancements support Dubbo Regional Airport's ongoing competitiveness in attracting and sustaining regular passenger transport (RPT) services and potential new routes. The Dubbo Regional Airport Runway Sustainability Project is well underway with key tenders on exhibition; formal grant agreements have been signed and funding allocations commenced.</p> <p>Regional connectivity is a key metric for Dubbo Regional Airport, Dubbo Regional Airport has experienced an increase in dedicated Fly in Fly out charters, larger 80 seat aircraft are being utilised to support these operations. These charters are directly supporting the Renewable Energy Zone; we anticipate this to continue for the remainder of the calendar year and into the following year. Regional connectivity to the west of Dubbo has remained steady compared to last year based on available data. Further development is occurring at Dubbo Regional Airport by Airlines predominantly in the western & charter market to further solidify their presence in Dubbo.</p> <p>Productive discussions have been undertaken throughout the 2024/2025 financial year, with a draft Memorandum of Agreement & licence in preparation. Key discussion have been held to commence a feasibility study to support a dedicated Large Aerial Tanker (LAT) base which will commence on completion of the</p>	


Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				Memorandum of Agreement. Support companies for the LAT have indicated contract extensions with ongoing support to remain at Dubbo Regional Airport. Existing emergency service providers based at Dubbo Regional Airport have been involved in collaborative opportunities for emergency exercises & operations at the Airport further strengthening partnerships.	
		Progress the Wellington Aerodrome and Recreation Park Strategic plan.		Stakeholder discussion's & conceptualisation for the future of Wellington Aerodrome and Recreational Park occurred over the 2024/2025 financial year period, with draft concept plans existing. A holistic prospectus marketing it towards Advanced Air Mobility, Vehicle Testing & aviation related functions are the key drivers for the site, significant milestones have occurred at this site over the year with groundbreaking first flights supporting Advanced Air Mobility. Demand for vehicle driving & additional AAM testing has increased with a large Australian company seeking interest in operations from this site towards the end of the calendar year. A prospectus for this site is to be developed in the coming financial year.	Dubbo Regional Airport
2.3.5	Roadside environments and entrance statements are developed and maintained	Develop and adopt village maintenance and mowing service levels.		The Public Parks Maintenance Service Levels document was presented to Council at the Culture and Community Committee held on 8 April 2025. These were subsequently endorsed at the Ordinary Council meeting held on 22 April 2025. The adoption of this document enables the classification of village sites, establishing defined maintenance service levels and frequencies.	Greenspace Operations
		Identify and respond to notifications of hot-spot areas for illegal dumping and implement appropriate measures where necessary to reduce instances of illegal dumping.		Council Rangers received 487 reports of illegal dumping from 1 July 2024. Illegal dumping can range from a bag of rubbish through to a trailer load of items including rubbish, clothing, toys, mattresses, furniture, and white goods. All reports of illegal	Environmental Compliance


Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				dumping made to Council are investigated if any evidence is found that can be used to identify the person responsible Council takes action against the person. This can include the issuing of Notices to clean up and fines.	


Theme 3: Economy






3.1: Visitor economy growth is supported



Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
3.1.1	Diverse and unique visitor opportunities are explored, developed and supported	Advocate for and support tourism businesses in the region.		<p>Ongoing support for internal marketing services included programs such as Smokescreen 2025 program, Wellington flood study consultation, community safety and crime prevention plan public exhibition, new resident event promotion, student exchange applications opening, promotion of youth music event Autumn Live, community insight survey 12-month check-in, domestic services education, staff recruitment and apprenticeships, Region Events Strategy, Film Competition website creation and promotion, Plastic Free July filming and promotion, Christmas 2025, Launch of Get Grubby at Home Program, Bulky Rubbish Service promotion, Tipping Voucher Program webpage updates and 2025 Event Attraction Program Promotion. Branding projects included updated Brand Guidelines, creating express guidelines to support staff, YourSay brand analysis including brand guideline creation and implementation, and REACT brand creation.</p> <p>Actions for the Destination Partnership Program were completed, including the print of the Dubbo Region Visitor Guide, delivery of over 25,000 guides to local businesses and national Visitor Information Centre locations. Industry stakeholders, partners, Council representatives and talent from guide shoots were invited to launch the guide prior to deliveries and a mailout flyer to local residences.</p> <p>Dubbo Regional Council Websites (Apr - Jun): Total users: 48,411 (increase 8.8% from Jan-Mar)</p>	Strategic Partnerships & Investment



Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				<p>Total sessions: 71,168 (increase 6.29% from Jan-Mar) Page views: 169,017 (increase 36.95% from Jan-Mar)</p> <p>Dubbo Regional Council Social (Apr - Jun): Total reach: 421,250 (increase 34.5% from Jan-Mar) Total visits: 32,850 (decrease 0.9% from Jan-Mar) Total followers: 28,506 (increase 936 from Jan-Mar)</p>	
		Promote the region on destination marketing platforms and collaborative programs.		<p>The new Visitor Guide (2025-2026) launched in March 2025 (revenue \$180,000; 108 partners joined the program) and 25,000 guides distributed. The guide is the platform to market the destination to potential visitors in NSW and Australia. Digital edition of the Dubbo Region Visitors Guide was published allowing cyclic metric access and enabling viewers to click through advertisements direct to partner's websites. Flyers were distributed to new residents of the Dubbo Regional Council Local Government Area promoting mates rates to entice residents to attend tourist attraction year-round.</p> <p>Partnerships have included Destination NSW (complimentary advertising space for \$11,000 in the Caravan and Camping Holiday Guide), and LinkAirways Inflight Travel Magazine for the front cover and inside double page spread of the April/May edition, and Channel 9 filmed an for an episode for Travel Guides (yet to be aired), Australian Geographic story for Dubbo and the Great Western Plains, and Channel 7 Sunrise live from Old Dubbo Gaol.</p> <p>Major destination campaign (Winter) launched to target visiting friends and relatives and potential visitors along Eastern Australia. The campaign was fully digital and rolled out across Meta, Google Display,</p>	Strategic Partnerships & Investment





Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				<p>YouTube, and Search, featuring four core content themes (Launch, GBAP, Experiences, and Partner Offers) and 24 unique partner creatives. With 154 ad sets on Meta to support optimisation, the campaign recorded strong early performance, achieving a high conversion rate of 23.13% and a click-through rate of 1.72%, with both exceeding industry benchmarks with in the first month, 248 Great Big Adventure Pass tickets were sold — a 44% increase from same period last year and a 118% uplift compared to the previous month.</p> <p>Work completed for a review and actionable marketing strategy to establish priorities for the next two years; regular meetings with Destination Country and Outback to advocate, improve and support tourism in the region and presented to the Board of Taronga Western Plains Zoo.</p> <p>Dubbo Region Websites (Apr - Jun): Total users: 39,693 (increase 20.5%) Total sessions: 54,301(increase 21.6% from Jan-Mar) Page views: 111,983 (increase 14.2% from Jan-Mar)</p> <p>Visit Dubbo Social (Apr-Jun): Total reach: 33,813 (increase 341% from Jan-Mar, 7,652 reach previous quarter) Total visits: 1,809 (Increase 64% from Jan-Mar) Total followers: 7,518 (increase 72 from Jan-Mar)</p>	
		Develop the Visitor Services Action Plan.		<p>Service review of Wellington and Dubbo Visitor Information Centres completed with data collection of visitors to both locations continuing (514 responses in first 6 months).</p> <p>Key programs and activities include State Cup Accommodation concierge service (36</p>	Strategic Partnerships & Investment

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				<p>assistance registrations, 400 beds), Visitor Guide drops to over 400 locations across Dubbo and Wellington, distribution to over 220 NSW, QLD and Victorian information centres. School holiday program distribution to local providers. Visitor Guide (2025-2026) sales undertaken. Bulk drop off and mail out, new in house guides with updated branding and updated priority display at airport complete.</p> <p>New Dubbo Region souvenir design rolled out across both centres and local product promotion undertaken at both locations. New Dubbo Region map implemented, as well as 'how to reorder' brochure for local businesses and external Visitor Information Centres.</p> <p>Regional Australia Bank opened within the Wellington Visitor Information Centre in May.</p> <p>Four bus tours conducted, 577 Driver Reviver products provided, Great Big Adventure Passes sold at both locations and Wellington Caves mates rates. Over 420 New Resident packs created, including packs for New Res night and NSW Health. Participation in the 'Bundle up in the Dubbo Region' winter campaign and Sunrise live broadcast visit to the Old Dubbo Gaol.</p> <p>Asset upgrades include front counter redesign, upgraded sewage system, pathway and awning damage.</p>	
		Progress strategic plans and strategies for the Old Dubbo Gaol.		<p>Conservation Management Plan, Interpretation Plan and Exhibition Plans remain current and are actively being implemented across relevant operational areas. Strategic Marketing Plans have been developed and are now in the initial stages of implementation. These plans focus on enhancing brand visibility, engaging target audiences, and supporting service uptake. Marketing initiatives are aligned with both the Business Plan and Interpretation Plan,</p>	Wellington Caves Complex

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				ensuring cohesive messaging and strategic outreach.	
		Progress strategic plans and strategies for the Wellington Caves.		The current Business Plan and Interpretation Plan remain current and are actively being implemented across relevant operational areas. Strategic Marketing Plans have been developed and are now in the initial stages of implementation. These plans focus on enhancing brand visibility, engaging target audiences, and supporting service uptake. Marketing initiatives are aligned with both the Business Plan and Interpretation Plan, ensuring cohesive messaging and strategic outreach.	Wellington Caves Complex
		Complete construction of the Old Dubbo Gaol Heritage Plaza.		Project timelines are impacted by the need to undertake further archeological investigation in support of the engineering design of artwork framing. This has been completed, and the project has been restarted. Artwork delivery date for late July, with installation planned for October 2026. Final completion of project due for 2026.	Cultural Development
		Complete construction of the Macquarie River Foreshore Event Precinct.		Formal advice received on the cancellation of the project received. Funds redirected to the completion of the Old Dubbo Gaol Plaza and towards the Wiradjuri Tourism Experience.	Recreation & Open Space
		Progress the Wiradjuri Cultural Tourism Centre, including an associated community led operating model.		75% Design drawings submitted and undergoing cost analysis by independent assessors. Community consultation for interpretation completed, and formation of community-led committee underway.	Cultural Development
		Council partners with the Taronga Western Plains Zoo on the Regional Tourism Activation Fund Round 2 - New Serengeti Plains Visitor Experience and Eco Accommodation Tourism Infrastructure Project to support the development of unique visitor opportunities.		Dubbo Regional Council has worked with Taronga Western Plains Zoo to ensure milestones have been met or renegotiated. Milestone media opportunities have been developed and implemented.	Executive


Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
		Develop action plan in response to the findings of the Phosphate Mine business case and feasibility analysis.		An inspection was conducted by the Resource Regulator on Tuesday 7 January 2025. The inspection provided clearance for staff to begin addressing the recommendations outlined in the 2022 Geotechnical Report. This includes both immediate and long-term actions aimed at stabilising and improving the Mine conditions to be in a position to re-open the tourism asset once remedial works have been completed and the Mine has been declared safe by a Geotechnical engineer and the Resource Regulator. Remedial works have been scheduled and will continue into 2025/26.	Wellington Caves Complex
		Implement and monitor the Marketing Services Action Plan.		<p>Ongoing support for internal marketing services included programs such as Smokescreen 2025 program, Wellington flood study consultation, community safety and crime prevention plan public exhibition, new resident event promotion, student exchange applications opening, promotion of youth music event Autumn Live, community insight survey 12-month check-in, domestic services education, staff recruitment and apprenticeships, Region Events Strategy, Film Competition website creation and promotion, Plastic Free July filming and promotion, Christmas 2025, Launch of Get Grubby at Home Program, Bulky Rubbish Service promotion, Tipping Voucher Program webpage updates and 2025 Event Attraction Program Promotion. Branding projects included updated Brand Guidelines, creating express guidelines to support staff, YourSay brand analysis including brand guideline creation and implementation, and REACT brand creation.</p> <p>Actions for the Destination Partnership Program were completed, including the print of the Dubbo Region Visitor Guide, delivery of over 25,000 guides to local businesses</p>	Strategic Partnerships & Investment




Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				<p>and national Visitor Information Centre locations. Industry stakeholders, partners, Council representatives and talent from guide shoots were invited to launch the guide prior to deliveries and a mailout flyer to local residences.</p> <p>Dubbo Regional Council Websites (Apr - Jun): Total users: 48,411 (increase 8.8% from Jan-Mar) Total sessions: 71,168 (increase 6.29% from Jan-Mar) Page views: 169,017 (increase 36.95% from Jan-Mar)</p> <p>Dubbo Regional Council Social (Apr - Jun): Total reach: 421,250 (increase 34.5% from Jan-Mar) Total visits: 32,850 (decrease 0.9% from Jan-Mar) Total followers: 28,506 (increase 936 from Jan-Mar)</p>	
3.1.2	Events that foster cultural, recreational and community interaction opportunities are supported	Cultural, recreational and community events are supported through Council's Financial Assistance Policy.		In 2024/2025 Council's Event Assistance Program of \$46,600 was shared between 18 locally organised events. The breakdown being \$10,000 support provided to seven events in the Community Events Fund - Round 1. A further \$14,600 support for six events in the Community Events Fund - Round 2 and \$22,000 shared by five major events in the Destination Events Fund - Stream 1. These events fostered cultural and recreational benefits and provided opportunities for community interaction. A number of these events attracted visitors from outside the Local Government area which provided a boost to the local economy.	Performing Arts and Events
		Develop the Dubbo Region Events Strategy.		Following a comprehensive community engagement process, the draft 2025-2030 Dubbo Region Events Strategy was	Performing Arts and Events


Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				developed and will be considered by Council at its August 2025 meeting. The strategy will then go on public exhibition for a period of no less than 28 days enabling the community to provide feedback which will then be tabled at the August Council meeting. There are three focus areas with a total of 16 actions in the five-year plan expected to commence in September 2025.	
		The Business Plan for the Dubbo Showground is reviewed and updated each year including the maintenance schedule and asset renewal.		The completed 2025/2026 Business Plan covers strategic intent, history, capabilities, maintenance priorities and asset renewal. The document is an important resource which will help inform the Master Planning process to take place in 2026/2027.	Performing Arts and Events
		The Business Plan for the Wellington Showground is reviewed and updated each year including the maintenance schedule and asset renewal.		The completed 2025/2026 Business Plan covers strategic intent, history, capabilities, maintenance priorities and asset renewal. The document is an important resource which will help inform the Master Planning process to take place in 2026/2027.	Performing Arts and Events
3.1.3	Visitor accommodation is available	Develop and monitor tourism accommodation visitation reports.		Accommodation occupancy rate is being compiled every month and is shared with industry and stakeholders. Dubbo average occupancy rate in Quarter 1 (73%) Quarter 2 (70%), Quarter 3 (63.6%) and Quarter 4 (75%) Wellington average occupancy rate in Quarter 1 (41%) Quarter 2 (48%), Quarter 3 (43.9%) and Quarter 4 (39%)	Strategic Partnerships & Investment
		Partner with the State Government and other industry bodies to ensure that tourist and visitor accommodation is protected from the impacts of major projects.		Monthly meetings with State Government to review upcoming major projects and workforce requirements. Work with Destination Network Country and Outback for their strategic review on the impacts of the Renewable Energy Zone on short-term accommodation stock in the region (via successful grant application). Met with Taronga Western Plains Zoo and Royal Flying Doctor Visitor Experience to discuss concerns for the long-term accommodation	Strategic Partnerships & Investment




Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				capacity for the tourism sector. Working with Council departments to understand workforce and housing requirements of major projects in the region.	

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

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
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.		<p>Partnerships continue to develop with Dubbo Business Chamber, RDA Orana (Inland Growth Summit and Resources Energy and Industry Innovation Forum) and Regional Australia Institute (Regional Alliance Activators); along with those in the health and wellbeing precinct with Charles Sturt Uni, University of Sydney, Royal Flying Doctor Service and extending to TAFE with focus on the up and coming Renewable Energy Zone.</p> <p>Region on the Rise Campaign highlighted the stories of regional stakeholders to highlight the diversity of work opportunities throughout the Region. Including the research and innovation of AMSL Aero and Taronga Western Plains Zoo.</p> <p>Regular taskforce meetings with Workforce Australia for workforce readiness (Infrastructure working group, Healthcare and Social Assistance group).</p> <p>Women in Construction program (part 2-FINAL) completed in partnership with Transport NSW and Abergeldie (8 participants identifying as youth, first nations and with a disability).</p> <p>Regular meetings with Jobs, Skills and Industry Participation Advisory Group, working with a range of industries to better understand the gaps in employment, skills and opportunities for local businesses and local First Nations people to work in the Rail Network and Renewable Energy Zone.</p>	Strategic Partnerships & Investment


Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
		Monitor and review policies and procedures to promote local business especially SMEs and Aboriginal organisations within the LGA.		The Indigenous business spend for the last Quarter of the year was \$1,915,893 through 16 Supply Nation registered businesses. This brings the total annual spend with indigenous businesses to \$3,647,707.	Project Management
		Complete civil construction works for Moffatt Stage 4.		The lodgement of our development application has been delayed and work will continue to 2025/2026.	Property & Land Development
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 by proponents of major projects.		<p>The Building Opportunities through Outreach Training and Support (BOOTS) women in construction program was developed in partnership with Abergeldie Complex, NSW Department of Education, VERTO, Skillset and Workforce Australia. The program had 8 graduates (3 identify as Aboriginal or Torres Strait Islander and 5 as long-term unemployed). Two graduates are now in full time employment.</p> <p>Women in Construction program (Part 1) completed in November with 20 participants. 8 identify as under 25, 7 identify as Aboriginal/Torres Strait Islander, and 1 person with a disability. Women in Construction program (Part 2- FINAL) completed in March 20 with 8 women under 15 returning to participants - 3 who identified as Aboriginal/Torres Strait Islander, and 1 person with a disability.</p> <p>Offering opportunities with REACT in partnership with VERTO to fund places in Laptop to Launch program (12 places funded). The initiative helps bridge that gap by providing participants not only with essential digital and job-readiness training with the goal to support foundational skill development and create real pathways into employment across Dubbo and Wellington. Educating and promoting the opportunities for employing people with a disability through regular Council newsletters. Websites and data information expanded to include resources for Disability Support</p>	Strategic Partnerships & Investment




Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				Services, and First Nations and Indigenous Services Providers. Renewable Energy Zone page includes resources for upskilling, training and services for workforce readiness.	
		Collaborate with local schools, universities, businesses and government agencies to identify employment pathways and traineeship opportunities.		<p>Workforce development programs were supported by Council including the BOOTS (Building Opportunities through Outreach Training and Support) program, Vet student visit to Dubbo, Renewable Energy Awareness Training Centre business case, Women in Construction program (Part 1 & 2), Wake up Shake Up program (VERTO), Orana Youth Forum (sponsor and participant), CSIRO Stem Link Program, The Welcome Experience, Charles Sturt University events (Nursing and Careers Night), and Laptop to Launch (Dubbo and Wellington).</p> <p>Continual messaging via Dubbo Region Connect social media channels of links to the Dubbo Regional Council website with toolkits for businesses and job seeker information.</p> <p>Sharing of events and open days of schools and universities.</p> <p>Workforce website page updated to provide clear information and links for individuals and businesses for seeking assistance for employment pathways.</p> <p>Participation in groups including Jobs, Skills & Industry Participation, 'Local Jobs' (Workforce Australia program) both taskforce meetings and sub-committees (Social and Healthcare and Infrastructure).</p> <p>Council secured 20 opportunities through the NSW Governments Fresh Start Program (apprenticeships, traineeships and cadetships) for a wide range of areas including parks and gardens, waste services, planning and certification, finance, tourism, customer service and airport operations.</p>	Strategic Partnerships & Investment

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
		Complete a detailed business case of the Renewable Energy Awareness and Career Training (REACT) Centre.		Detailed business case has been completed and a grant submission has been completed for the Legacy Infrastructure Fund (Central West Orana Renewable Energy Zone). Two locations were considered for the training centre being the former Soil Conservation site and a site in Wellington town. A presentation and final document of the business case has been provided to financial stakeholders.	Strategic Partnerships & Investment
3.2.3	The growth, development and diversification of the agricultural industry is supported	Advocate to government agencies for increased support for business, including the potential to decentralise government services to improve processes for the supply chain for agricultural related products from the region.		Working with agricultural stakeholders and Department of Primary Industries and Regional Development to understand current challenges and opportunities. Drought Resilience Plan includes supply chain and business diversification within initiatives program.	Strategic Partnerships & Investment
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.		Shop Local projects and activities included December Shop Local campaign which included a marketing campaign to shop local during the Christmas season and the installation of the Christmas tree and associated decorations; WeLove #myDubboRegion increasing business engagement and regional perception piece, t. Continual promotion of the MyDubboRegion Shopping Card program for local businesses; and the 'Power Behind Your Spend' data and stories to provide meaning and connection to spending locally. Websites and data information updated on the business and industry pages (Dubbo.com.au) for new residents, workforce readiness, emergency planning and renewable energy zone information. Created new calendar for business and networking events to allow further promotion of events in the region. CBD audit undertaken for lights and flag poles (items requiring maintenance or replacement).	Strategic Partnerships & Investment

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				<p>Supported Dubbo Business Chamber as a sponsor of Rhino Awards, the Small Business Commissioner for Small Business Month, Charity Golf Day and the CEO Series, consisting of six events. Supported the RDA Orana Inland Growth Summit. Regionally significant project information updated on the YourSay Page and promoted across social media channels. Region on the Rise Campaign highlighted the stories of regional stakeholders to highlight the diversity of work, investment and lifestyle opportunities throughout the Region. Video series for Region on the Rise included organisations such as AMSL Aero, AREA and Taronga Western Plains Zoo. The campaign was digitally marketed into metro and regional areas in NSW, QLD, VIC and the ACT across LinkedIn, Facebook, Instagram, YouTube, and the DRC and DubboRegion websites. Results included 14 media stories; 215,000 social media reach and over 5,000 clicks. Other programs included Day of Disability, focussing on our community members with a disability who work within the Dubbo Region and actively involved in the Community Crime and Safety Plan, with open discussions, surveys and collating of information for Reference Groups and key stakeholders.</p>	


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



Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
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 relation to land zoning, appropriateness of proposed sites and approval pathways.		The assessment of development applications is an ongoing process. Staff within the Building & Development Services Branch are in constant contact with business with regard to the zoning of properties, appropriateness of sites given the development proposed and approval	Building & Development Services





Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				pathways. Council provides a duty planning service to the community in both Dubbo and Wellington.	
3.3.2	The Dubbo Central Business District and Wellington Centre are supported by long-term plans	Implement and monitor opportunities to contribute to the Wellington Town Centre Plan.		This is an ongoing process, with staff attending various functions to engage with stakeholders. This includes attending and presenting at functions such as: the Mayoral Forum; and the Chamber of Commerce Breakfast, which was held in quarter 4 of the period.	Building & Development Services
3.3.3	Major investment is proactively attracted and supported in line with regional opportunities	Provide investment attraction services including; location identification, up to date investment collateral and investor concierge services to assist with positive economic outcomes for the Dubbo Region.		Investment attraction actions undertaken include: Developers Forum Presentation; investment collateral updated, new maps for infrastructure and services in the region, Enquiries continue to be strong with 114 external investment enquiries (17 for Dubbo, 11 for Wellington and the remainder for whole region). Regional tours, face to face meetings and in-depth discussions with Lotus Energy, Clara Energy, Hydrostor, Gwydir Circular Economy, Verdant Industries, Pano AI, PV Industries and Phoneix HES SIA. Development of internal process improved for communications, information sharing and tracking of external enquiries.	Strategic Partnerships & Investment
		Collaborate with supply chain business to help support a diverse and growing regional economy		Improvement of internal process to identify and connect potential investment opportunities with other businesses in the region. Solar panel recycling companies to connect with local businesses for input and output to enhance potential circular economy (ie: PV Industries, Hiway). Collaborate and assist Department of Primary Industries and Regional Development with programs and enquires in the energy and manufacturing industries (Minore Solar Farm, ICN and AUKUS, Renewable Energy Zone landing page on websites to be coordinated and connected).	Strategic Partnerships & Investment



Theme 4: Leadership

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




Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
4.1.1	Council encourages and facilitates two-way communication with and between stakeholders and the community	Progress the adopted Community Engagement Strategy including Community Participation Plan 2023-2027 and implement improvement actions.		<p>The Community Engagement Strategy, including the Community Participation Plan, was reviewed in alignment with the Integrated Planning and Reporting (IP&R) Framework within three months of the Local Government Election (October 2024) during this period. The reviewed Community Participation Plan was endorsed in Q3. Actions continue to be implemented including updates for Q4:</p> <ul style="list-style-type: none">* Community Conversations Pop-Ups: Engagement efforts were supported across the organisation through various Community Conversations Pop-Up events and targeted consultations including the Dubbo and Wellington Show stands in May 2025.* Centralised Data Collection: A centralised approach to collecting community data and insights was established to support Council decision-making and grant projects. This includes mandatory community consultation sections in Council reports, and all projects now require an engagement plan that identifies stakeholders, feeding into a centralised stakeholder database. Ongoing.* Creation of internal dashboards that exhibits customer and community satisfaction as a key performance indicator - Internal dashboards will be developed to display Customer satisfaction measures across all touch points and a dashboard for Community satisfaction will be developed which incorporates measures from the results of the Community Insights Survey and Check In which was delivered in Q3. Satisfaction benchmarks established through the survey and check in, will define the base indicators for the Corporate	Customer Experience & Engagement







Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				<p>Organisational measures within the Blueprint and if they have been met. Monthly Councillor Snapshot reporting will include this data. All ongoing.</p> <p>* Internal Capability Building: Efforts continued to enhance internal capabilities in data collection and survey design. An internal analytics service was developed to evaluate research methods and engagement tools for effectiveness and optimisation. Q4 Executive Leadership endorsed the development and delivery of an education program 'Engaging Leaders'</p> <p>* Staff to be trained in facilitation - A training program aligned to IAP2 principles will be rolled out internally which aims to increase confidence and capacity for Council staff in engagement practices. 'Engaging Leaders' is currently under development and will be delivered from Q2 2025/2026</p>	
		Provide opportunities for the community to interact and communicate with Councillors.		<p>Council supports opportunities for members of the public to interact with Councillors and encourages direct contact when appropriate.</p> <p>Public Forum opportunities are provided prior to each Council meeting to support Councillors and public interaction.</p> <p>Council has also set up various community committees where Councillors, members of the public and staff are members, this allows information sharing and interaction opportunities in a less formal setting than that of a Council Meeting.</p>	Corporate Governance
		Conduct a range of civic events and ceremonies, including Australia Day, Remembrance Day and Anzac Day.		<p>There has been a range of civic events, ceremonies and functions that Councillors have been able to attend. There has been the Remembrance Day ceremony held in both Dubbo and Wellington and some in the villages of the LGA, Australia Day ceremonies in both Dubbo and Wellington, ANZAC day ceremonies in Dubbo, Wellington and various villages within the</p>	Corporate Governance

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				LGA and there has also been 5 Citizenship Ceremonies conducted.	
		Collaborate with neighbouring LGAs to investigate and consider formal boundary adjustments.		This is a multiyear project. Significant progress has been made on the investigations on potential boundary alteration for North Yeoval. An update report was presented to the Corporate Services Standing Committee Meeting 11 July 2024, with Council continuing work with Cabonne Shire Council.	Executive
4.1.2	Council's decision-making processes are open, transparent and accountable	Ensure Council meeting business papers, agendas and minutes are publicly available in accordance with legislation.		There has been 11 formal Council meetings (including four Extra Ordinary meetings), and seven Standing Committee meetings held in this last financial year. Legislation requires that Council provide the business papers 72 hours in advance of each meeting, however, Council amended the Code of Meeting Practice which was adopted in February 2025 and Council now provides the business papers 1 week before each meeting. The additional time allows the community more time to digest the information and make enquiries on matters of interest.	Corporate Governance
		Collaborate with community organisations to progress the objectives of the Community Strategic Plan, including supporting community awareness of external grant opportunities.		Delivery Program updated. CSP actions refreshed and endorsed by Council. Grant opportunities promoted through targeted channels, including business and general newsletters	Executive
		Implement and measure outcomes of Communication Services Action Plan.		Communicate with a range of internal and external stakeholders to ensure all communications to the community are accurate, transparent and understandable. Communications are published across a wide range of outlets including, social media, YourSay, media releases, community emails, direct newsletters and advertising. Key projects for the year included tree planting works on darling street; funding for the Renewable Energy and Career Training	Strategic Partnerships & Investment

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				Centre in Wellington, Dubbo Regional Animal Shelter official opening, Draft 2025-2026 Budget and Operational Plan consultation, Polystyrene Processing Machine at Whylandra, bridge upgrades on Burrendong Way, Laptop to Launch Program, Highly Commended award at Local Government Awards and the Archaeological works at Old Dubbo Goal. Outcomes of the standing committee and Ordinary Council meetings are also reported on a monthly basis. A total of 50 media releases were distributed to local, regional and national media outlets, with 32 picked up by the media directly. Council responded to 41 media requests ensuring questions were answered by the relevant staff members for both local radio, television and print outlets. Council continues to focus on answering questions through social media channels as well as making sure the message is understandable and suitable for the platform it is being delivered on.	
		An informed response to the outcomes of the Organisational Sustainability Review and Improvement Plan is provided to new elected body.		Actions including onboarding Councillors as to the financial position and reporting of Council; the revision of asset management plans and reviews of service delivery reflected an ongoing focus on the Organisational Sustainability Plan.	Executive
4.1.3	Council provides quality customer service	Implement and monitor the Customer Experience Strategy.		The Customer Experience Strategy sets out a three-year action plan, with current activities aligning with the objectives for year three of this cycle. Consultation and planning for the next three-year action plan has commenced throughout this period, focusing on strategic priorities for the 2025-2027 period. The updated action plan will highlight key projects and strategic objectives for this new phase and will be finalised by June 2025. Actions currently being undertaken include;	Customer Experience & Engagement



Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				<p>* Employ a combination of measurements to provide a complete view of the customer experience - Including implementing a Customer Effort Score measurement of Customer Sanctification (CSAT) and for loyalty through the Net Promoter Score (NPS) - work is currently underway with the Customer Insights team to find a centralised data metric system to measure these scores across Council more broadly and is ongoing. Additional research is being undertaken to develop a Customer Relationship System, this action will be included in the 2025-2027 action plan.</p> <p>* Consultation outcomes will inform the draft the 2025-2027 Action plan. Adoption and implementation will commence in Q1 2025/2026.</p> <p>* Continue to implement mobile technology solutions so that our staff can work anywhere and at any time - This includes the roll out of Actus App throughout Infrastructure Delivery teams in Dubbo. Delayed.</p> <p>* Develop a council-wide approach to recruitment for customer-facing roles to ensure talent retention- this is being explored through the current Employee Value Proposition framework from PC&S. Strengthen relationships will occur once framework implemented.</p> <p>* Include service design projects in Council's Community engagement activities- on track through Engagement services new framework and Strategy and was evident through recent consultations such as Delivery, Operational and Budget, Renewable Energy, Cemetery Masterplan and Improvement and Crime Safety Action Plan and responding to homelessness reports.</p>	







Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
		Monitor the adopted Customer Experience Charter and ensure the standards are followed in relation to customer requests and correspondence.		<p>A review of the Customer Experience Charter and Service Level Agreements is currently underway to ensure they continue to meet our customers' expectations. This revision, which includes adjustments to service levels, is expected to be endorsed by Council in August 2025.</p> <p>Dashboards have been implemented to track adherence to target response times as outlined in the Customer Experience Charter. Monthly progress reports are distributed to Executives and Executive Officers, and these updates are a recurring agenda item in Manager meetings. The dashboard is also accessible via Central, allowing Supervisors, Team Leaders, and Coordinators to actively monitor their team's performance.</p> <p>Ongoing.</p> <p>Customer Experience continue to provide solutions and offer resources to assist Managers and Supervisors in reducing overdue correspondence.</p>	Customer Experience & Engagement
		Expand and promote services available through the DRC&ME Portal.		<p>DRC&ME continues to expand with over 11,400 registered users and represent 14.9% of all customer service requests. During Q4 a total of 2 new services were made available, with the total services now available on DRC&ME at 55.</p> <ul style="list-style-type: none"> - Written Planning Advice - Report a Stormwater Issue <p>Further identification of services is ongoing.</p>	Customer Experience & Engagement
		Ensure business continuity plans are in place for the provision of Council services, and implement when required.		<p>Council's currently has a Business Continuity Plan (BCP) in place. This plan is reviewed annual with a substantial (bigger than usual) review currently be planed for the second half of this year.</p>	Corporate Governance





Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
		Undertake regular surveys to obtain community insights.		Results and insights were presented to Council in Q4 2025 on the Check-In Survey. Survey support is ongoing internally and within YourSay to ensure meaningful outcomes and decision making.	Customer Experience & Engagement
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.		Operational Plan and Budgeted endorsed by Council successfully, including workshops to support new Councillors along the process and community consultative committee briefings,	Executive
		Ensure governance reports to external agencies comply with statutory requirements.		Governance staff are required to report to external bodies such as the Office of Local Government, the NSW Ombudsman's Office, the Information and Privacy Commission, the Independent Commission against Corruption and other statutory bodies. Some of these reports are required annually (or more frequently) and there is a reporting calendar in place to ensure deadlines are, and have been, met. While other reports are only required reactively when a certain event or incident occurs, or is reported to Council.	Corporate Governance
		Review and adopt the Audit Plan in accordance with Audit Risk and Improvement Committee.		Four audits have been completed and presented to ARIC during this reporting year in accordance with the audit program. A regular report has been introduced to the ARIC which provides a progress update on the audit program.	Corporate Governance
		Implement the Work Health and Safety Action Plan.		Actions due within this quarter have been completed with work continuing on the overall WHS Action Plan	People & Culture
		Manage and support the Audi, Risk and Improvement Committee to facilitate and enhance risk accountability.		There have been 6 ARIC meetings in the whole reporting year being August, October, December 2024 and 3 February, 17 March and 2 June 2025. Current membership concludes in November 2025. Preparation is currently underway for new membership. Audits have been completed on Airport	Corporate Governance

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				Compliance, Heavy Vehicle Chain of Responsibility, and DRIVES (a Transport for NSW requirement and Drinking Quality Water Management Plan. Governance introduced a new Audit Program Update Report to ARIC in this reporting period to facilitate accountability and follow-through on audit outcomes.	

4.2: The resources of Council are sustainably managed



Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
4.2.1	The system of raising revenue is equitable, and revenue from grants and other income sources is maximised	Ensure adherence to the Office of Local Government Compliance and Reporting Requirements.		All Office of Local Government compliance and reporting requirements up to June 2025 have been met. The GST Certificate was submitted to the Office of Local Government in July 2024. The rates were levied by service of rates notices under section 562(4) of the Local Government Act 1993 in July 2024. The 2023/2024 financial statements and the audit by the NSW Audit Office were finalised in October 2024, and are now available on the Dubbo Regional Council website. The September Quarter Business Review Statement was prepared and approved by Council in November 2024. The December Quarter Business Review Statement was prepared and approved by Council in February 2025. The March Quarter Business Review Statement was prepared and approved by Council in May 2025. Annual obligations including future budgets, revenue policy and resourcing strategy were adopted by Council in June 2025. Council funds were invested in accordance with legislative requirements and Council's Investment Strategy and Policy, and the monthly reports on money invested under section 625 of the Local Government Act 1993 have been prepared and provided to Council.	Financial Operations
		Considered approach to grant attraction opportunities focusing on renewals.		Renewable Benefit Fund committee established. Villages and Wellington Town Committee documenting their aspirations for future grant opportunities	Executive



Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
4.2.2	Technological capabilities meet the requirements of Council and the community	Implement the Smart Council Strategy Action Plan.		<p>Council is making strong progress on the Smart Council Strategy, with several key initiatives well underway.</p> <p>Cybersecurity remains a top priority, and we've strengthened our digital defences by implementing the Australian Signals Directorate's (ASD) Essential 8 controls. At the same time, we're enhancing our business continuity plans to ensure we can respond swiftly to disruptions, maintain essential services, and minimise downtime.</p> <p>In line with our strategy to integrate and optimise systems, we are also migrating branch-level applications to the cloud. This shift is delivering greater scalability, flexibility, and cost efficiency, further advancing our vision for a smarter, more connected council.</p>	Information Services
		Effective service provision of Council's Geographical Information System.		A comprehensive and accurate Geographical Information System is being maintained. Circa 92 works as executed (WAX) plans have been captured in the corporate GIS system year to date.	Information Services
		Maintain an accurate Land Information System database.		Information is constantly updated to ensure the accuracy of the database, and to ensure Planning Certificates are issued in accordance with Legislation.	Building & Development Services
		Progress the Smart Region Strategy.		<p>Council completed a Smart Region Strategy project with the University of New South Wales, which collected temperature data in a number of residential areas in Dubbo to assist with future planning controls to manage urban heat impacts. Information about this project is available online at https://yoursay.dubbo.nsw.gov.au/smart-and-cool-places-project.</p> <p>Council is also undertaking a further project with the University of NSW for the delivery of a battery energy storage system for the Dubbo Administration Building.</p>	Growth Planning
4.2.3	A highly skilled, diverse and motivated workforce is maintained	Implement and revise the Workforce Management Strategy to identify future workforce requirements.		Progress on the targets due for this reporting period continues. All targets are on track as described in the Workforce Management Strategy.	People & Culture
		Review and align learning initiatives and compliance to ensure value and effective capability building.		98% of the training budget was spent for this financial year, with nearly every employee within Council	People & Culture


Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				receiving training support in one of the three categories.	
		Support employee feedback and engagement through an annual pulse check and review of action planning.		All activities for the employee pulse check have been completed. On track for the full survey this year in early October 2025.	People & Culture
		Implement the initiatives designed under the Inclusion Diversity and Belonging strategy.		Council has published its Inclusion, Diversity and Belonging strategy on the website. Implementation is underway with three of the 2025 targets already achieved. Work continues on the remaining targets to ensure their completion.	People & Culture
4.2.4	The business activities of Council provide financial returns to the community	Implement the outcomes of the Dubbo Regional Livestock Markets Business Structure Service Review.		<p>The revised status quo changes at the Dubbo Regional Livestock Markets have now been fully implemented for the 2024/2025 financial year. These changes were rolled out through ongoing collaboration with key stakeholders to ensure the revised status quo structure supports the day-to-day operations effectively.</p> <p>The revised structure has provided clarity around roles and responsibilities, removed ambiguity, and improved overall efficiency. It has also led to improvements in compliance, maintenance, and animal welfare outcomes.</p> <p>As part of this process, all agent access licenses and safety documentation are now in place, and the stock handling tender has been finalised. The only major milestone remaining under the revised status quo is the transition of stock scanning. The current scanning contract runs through to September 2026, and while DSSA and DRC are working together to maintain compliance in the interim, a formal tender process will be undertaken once that contract concludes.</p>	Dubbo Regional Livestock Markets
4.2.5	Service reviews are conducted to improve the performance of Council	Implement the adopted service review program to inform strategic business planning, organisational performance and Council decision making.		Service review program delivered for 2024/2025 including regular updates through the Audit Risk and Improvement Committee.	Executive

Theme 5: Liveability





5.1: The health and safety of the community is improved

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
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.		<p>GP Registrar Welcome Event series continues with 15 registrars in attendance at the August event and 26 at the February event.</p> <p>Collaboration with Regional Development Australia to discuss the Welcome Experience (key worker attraction program funded by the NSW State Government) to provide collateral for new key workers in the region. The Welcome Experience attended the New Resident Event and assisted in the promotion of the event to current program recipients.</p> <p>Council collaborated and participated in the Regional Development Australia Youth Forum and the CSIRO Generation STEM program that highlighted key worker initiatives and employment pathways in the region.</p> <p>Region on the Rise campaign was launched which is designed to highlight the diverse opportunities for work and investment within the Region.</p> <p>The campaign included a focus on the opportunity to study and work in the health sector and the digital assets have been made available to NSW Health for recruitment purposes. The campaign was digitally marketed in metro and regional areas across NSW, QLD, VIC, and the ACT on LinkedIn, Facebook, Instagram, YouTube, and the DRC and DubboRegion websites.</p>	Strategic Partnerships & Investment
		Work with stakeholders in the Dubbo Health, Education and Wellbeing Precinct to support the growth of services and facilities.		<p>Council is continuing to advocate for an integrated Health and Education Hub through strengthening the relationship between healthcare, education, and research to improve service delivery and workforce development and retention.</p>	Strategic Partnerships & Investment

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				Partnerships between University of Sydney (School of Rural Health) Charles Sturt University, TAFE NSW, Western NSW Local Health District and NSW State Government to create a pipeline for health professionals through GP Registrar events and the Region on the Rise campaign targeted to healthcare workers moving to the region and the Welcome Experience. Phase 2 of Region on the Rise is focussed on the diversity and opportunity for the health sector within the Region.	
5.1.2	The needs of older people and people with a disability are monitored to ensure appropriate services and facilities are available	Participate in regular interagency groups to inform strategic plans that address the needs of older people and people with a disability.		Council's Community Development Officer for Seniors and people with Disability continues to work collaboratively with local services and agencies to meet the needs of the local community. This often involves meeting with new services or programs that are commencing in our region and connecting with the right people and other services to gain a positive impact for the community. CDO regularly attends and facilitates local and regional interagency meetings. These meetings are held monthly. * Dubbo Interagency * Dubbo Disability Alliance * Dubbo Dementia Alliance (Community Development Officer has been a cofacilitator of this alliance) * Dubbo Aged Care Services Interagency (Community Development Officer Chairs) * Wellington Interagency * Crisis Support Services meeting	Community Services
		Maintain and implement the Disability Inclusion Action Plan.		Dubbo Regional Council 2022-2025 Disability Inclusion Action Plan (DIAP) has come to the end of its life (June 2025) and will be replaced by the 2025-2029 Disability Inclusion Action Plan (DIAP) currently being developed with an estimated delivery date of by the end of 2025. Annual mandatory reports providing updates on the implementation status of 2022-2025 DIAP	Community Services





Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				has been submitted to NSW Government - Communities and Justice - NSW Disability Council until end of 2024, deemed as the final report for the 2022-2025 DIAP.	
5.1.3	There is an appropriate level of policing in our region	Implement the adopted Community Safety and Crime Prevention Plan.		Council's first Community Safety and Crime Prevention Plan was adopted in March/April 2025 after a very successful public exhibition noting positive feedback and enthusiasm. Implementation of the 28 actions listed in the 2025-2029 Dubbo Regional Council Community Safety and Crime Prevention Plan is underway with two (2) completed, and eleven (11) well underway.	Community Services



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



Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
5.2.1	The health, education and socio-economic status of our First Nations communities is improved	Provide and maintain an Aboriginal liaison service and participate in advisory groups to support and assist our First Nations community.		Council's new Aboriginal Liaison Officer commenced in the position in March 2025. Quickly connecting with internal and external groups.	Community Services
		Maintain Supply Nation membership in Council's Procurement Policy to include the First Nations business sector.		Supply Nation Membership has been renewed for year ending Sept 2025.	Project Management
5.2.2	The culture of our First Nations communities is recognised and celebrated	Implement Council's Reconciliation Action Plan to address national Closing the Gap initiatives including health, cultural, economic and social outcomes.		Launched during Reconciliation Week. There are many steps that need to be taken to ensure we get this right. The RAP advisory group has been established and are holding its first meeting in the month of July.	Community Services
5.2.3	Items, areas and places of First Nations cultural heritage significance are protected and conserved	Effective working relationships with First Nations community representatives that deliver protection and enhanced broader community understanding for matters and items of cultural significance.		Ongoing. Undertaken a heritage study in Northwest Urban Release area that has identified cultural assets of very high significance. This will now be a consideration in the urban design and how to increase Traditional Owners access whilst protecting for future generations and incorporating into public land management of the future urban release area. The development of the fit out and operating	Executive

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				model of the Wiradjuri Cultural Tourism Centre has commenced and consultation with First Nations community representatives is central to these works. Ensured Council's consultation mechanisms with First Nation's communities were being utilised by government and agencies involved in the energy transition as a consistent contact point for community..	


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




Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
5.3.1	The social services requirements of our community are identified and met	Participate in interagency groups in regard to social service issues.		Staff within the Community Services branch regularly attend, facilitate or speak to a range of social services interagency/meetings. These meetings cross over a wide variety of services, agencies and non government organisations across the Dubbo region.	Community Services
		Community service outcomes supported with funding in accordance with Council's Financial Assistance Policy.		Council is working towards a revised Financial Assistance Policy which will be the new DRC Community Funding Framework. This funding opportunity contributes to our Towards 2040 Community Strategic Plan aspirations aligned with four strategic pillars.	Community Services
		Opportunities for community based partnerships are explored to enhance Council's related services and improve community outcomes.		The Community Safety and Crime Prevention Reference Group has been established and is an avenue for these partnerships to be explored. As well as Council's regular attendance at interagency meetings of various types and a willingness to be open to discussions around opportunities within Council structures.	Executive
		Diverse audiences are catered for in corporate and destination communication platforms.		Following accessibility trial in 2023/2024, the accessibility tool has now been implemented on Council's Corporate and Destination websites. The tool supports residents and visitors, who have diverse needs, in accessing communication material. Investigation into a replacement website quality assurance tool	Strategic Partnerships & Investment


Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				<p>has resulted in Council identifying a cost-effective replacement option. The new alternative has a range of features to support Council staff in their movement towards the industry standard in Website Content Accessibility Guidelines (WCAG) of Grade 8 language for communication.</p> <p>Visitor Services have five flyers for tourism information translated into Mandarin, Malayalam, Nepalese, Punjabi and Urdu (5 top non-English speaking languages spoken in the region) to support both visitors and residents. Flyers are located in Dubbo and Wellington Visitor Information Centres.</p> <p>Internal stakeholders engaged to standards and tools released by Australian Government to support individuals to use inclusive language in their oral and written communication. Resources are now available to support all staff.</p> <p>Dubbo Region Visitors Guide was launched as a print and digital asset. The content in this guide has been used to update the entire site allowing the guide to be read by individuals with barriers such as low vision or dyslexia, as well as those that speak a language other than English as their primary language.</p>	
5.3.2	A variety of youth activities and entertainment is available	Develop and implement the Youth Strategy.		The Youth Action Plan 2025 - 2029 was endorsed by Council at its July 2025 meeting.	Community Services
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.		Over the past year, Council has made significant progress in enhancing its cemetery services. A comprehensive review was completed, leading to the launch of the DRC&ME Cemeteries dashboard on 1 July 2024, improving transparency and community engagement. The Cemetery Action Plan and Cemetery Operations Management Policy have been finalised, with a public-facing version of the policy currently in development. To ensure ongoing compliance with legislative requirements as a cemetery operator,	Executive Support

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				necessary operational adjustments have been implemented. Additionally, the development of master plans for the New Dubbo and Wellington Lawn cemeteries is well underway, with completion anticipated by December 2025.	
5.3.4	Our community values domestic, companion and other animals	Complete construction of the new Dubbo Animal Shelter.		The construction of the new Dubbo Regional Animal Shelter was completed in April 2025. The facility is fully operational.	Environmental Compliance
		Implement an education program to educate residents on the requirements of keeping companion animals.		Staff from Council's Animal Shelter and Rangers have been involved in healthy pet days in conjunction with the Animal Welfare League and RSPCA. Councils' communication branch has been working closely with the rangers and animal shelter team to put together various educational social media posts. The Teams also attended the Dubbo and Wellington Shows.	Environmental Compliance



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







Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
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.		<p>Working with University of Sydney School of Rural Health for the GP Registrar Welcome Event series continues with over 30 registrars in attendance for the August and February event.</p> <p>Collaborating with Regional Development Australia for the Welcome Experience (key worker attraction program funded by the NSW State Government) to provide collateral for new key workers in the region and attendance of the New Resident event.</p> <p>Council collaborated and participated in the Regional Development Australia Youth Forum and the CSIRO Generation STEM program that highlighted key worker initiatives and employment pathways in the region.</p> <p>Collaborating with Charles Sturt University to promote the SPARK Festival which</p>	Strategic Partnerships & Investment




Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				encourages the sharing of ideas, innovation and technology through engagement of the local community and attended their market day to provide students with local information and new resident collateral. Working with TAFE NSW and local Early childcare centres to help support the sector for promotion to local secondary students to enter the industry and adults looking to reskill.	
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 currently has 18 registered educators, across Wellington, Dubbo, Narromine and Warren, 141 active enrolments. Staff continue to engage in interagency meetings including monthly local Early Years Education Support group and educational leader meetings as well as monthly and quarterly meetings with NSWFDCC.	Community Services
		Implement the activity work plan of under Communities for Children.		The Communities for Children program continues to be facilitated by Council Communities for Children Officer in Wellington. The Work Activity Plan has been implemented: Playgroups, Parent groups, Skill builders, Afterschool Activities, Crafty Kids & Cooking, Evidenced Based Parent Programs, School Holiday programs, Community Events, Supporting Community.	Community Services
5.4.3	Access to a high standard of library services and facilities is available	Implement the findings of the Macquarie Regional Library Service Review.		The integration of Macquarie Regional Library's Information Technology Services into the Dubbo Regional Council Information Services branch is underway and on schedule. A June 2025 update meeting with the DRC Information Services Manager identified areas for continued collaborative work scheduling, the division of duties, and responsibilities. The MRL recruitment planning (2025-2026) in conjunction with the MRL Improvement Plan has provided opportunities for library staff to undertake Acting Duties to enhance their development, knowledge, and	Macquarie Regional Library

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				experiences and improve team performance.	
		Implement the Macquarie Regional Library Operational Plan.		Macquarie Regional Library's annual Key Performance Indicators demonstrate that the library is meeting its key targets: The number of loans, visitation, and information requests are significant indicators of successful library services to the communities.	Macquarie Regional Library



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







Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
5.5.1	Passive and active open space is located to maximise access and use by the community	Review and implement the Strategic Open Space Master Plan.		Council is still finalising the review of Section 5 of the Open Space Master Plan 2035 that relates to Developer Contributions that assist in the acquisition and embellishment of public open space. These Developer Contributions (s7.11) are an important consideration in the success of the overall plan as they provide a pathway to help identify funding strategies for the purchase and embellishment of land to ensure new subdivisions have adequate open space.	Recreation & Open Space
		Engage with the community in the planning and development of public open space areas.		Council continued to engage with the community regarding the development of public open space. Recent examples include the leash free area in Wellington identifying Apex Park as the preferred location. The Plans of Management for Victoria Park and Old Dubbo Gaol have been out to community consultation with a report being submitted to the July Council Meeting for adoption. The Riverside Reserves Plan of Management is currently out for public comment. A final draft Master Plan for the Multicultural Garden, with costings, have been received and will be presented to the August Multicultural Advisory Committee in August.	Recreation & Open Space

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
		Implement the Public Open Space Guidelines to identify standards for future development.		The Dubbo Regional Council Open Space Design and Delivery Standards have progressed with direct consultation with Developers having commenced. Following this phase of consultation, and possible amendments to the document, it is envisaged that it will then go to Council before public exhibition.	Recreation & Open Space
5.5.2	Unique recreation and open space facilities are available	Complete the repaired of flood damage areas of Pioneer Park in Wellington.		Pioneer Park, Wellington, flood damage works have been completed. Finalisation of the acquittals should be completed in the next few weeks following the receipt of outstanding invoices. These works have been completed within the allocated budget, that was grant funded.	Recreation & Open Space
		Complete the planning proposal for the reclassification and rezoning of Alexander Bell Memorial Park.		Work has been continuing in preparation of the Planning Proposal, including analysis of traffic and draining impacts. The planning proposal will be finalised in 2025/2026.	Recreation & Open Space
		Complete design and engagement of contractor for renewal of Elston Park water park.		Following an open tender process and report to Council (May 2025) Water Play Solutions Pty Ltd has been engaged to undertake the renewal of the Elston Park Water Play area at the tendered price of \$499,950 inc gst. This project is scheduled to be completed early December 2025. A communications plan is in development.	Recreation & Open Space
		Complete renewal of Cameron Park pedestrian lighting.		Lighting renewal completed within defined budget. Lighting level now compliant with PP2 (pedestrian) lighting levels. Media opportunity to be scheduled in the upcoming weeks.	Recreation & Open Space
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 has continued to work collaboratively with the Sports Council over the past 12 months. This collaboration assists in the hosting of the Annual Sports Awards, facility upgrades and improvements (Sportsground Improvement Fund), transfer of information between Council and the	Recreation & Open Space

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				Clubs and the setting of fees and charges as they relate to sporting clubs.	
		Complete irrigation renewal at John McGrath Oval.		The John McGrath Fields irrigation renewal was completed within budget and timeframe.	Recreation & Open Space
		Progress irrigation renewals of Victoria Park number 2 and 3 ovals.		Materials for both Victoria Park 2 and 3 have been purchased with the funds available. Tender is currently in the marketplace and close 8 July. Commencement of the Installation of the irrigation systems have been scheduled for mid-August to minimise disruption to user groups.	Recreation & Open Space
		Complete construction of amenity block at Victoria Park that meets community needs.		Tenders close 11 July 2025 for the supply and construction of the Victoria Park amenity block. This followed an Expression of Interest that seven (7) companies submitted proposals for. Council resolved to request tender prices form all seven (7) companies. Once the tender prices are received a report will be submitted to Council for their consideration in engaging a suitably qualified company.	Recreation & Open Space





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




Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
5.6.1	Our community participates in and celebrates the high quality of cultural services and facilities available	Implement the 2024/2025 action plan (SPARC).		Cultural Plan 2020-2025 has ended its identified action period, and the creation of a new 4-year cultural plan is a planned action for 2025/2026.	Cultural Development
		Develop and curate a season program each year at Dubbo Regional Theatre and Convention Centre offering a diverse range of shows and genres.		Following a successful Season Launch in November 2024, the theme, 'A Million Reasons' celebrates over one million people visiting DRTCC since the official opening in 2010. The program comprised of 20 local, national and international productions across the genres of musicals, comedy, family and youth, dance and drama. The Season line up of shows resulted in 71% capacity, that is, an average of 355 seats	Performing Arts and Events




Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				out of 500 seats per performance. The industry standard is 60%,	
		The Dubbo Regional Theatre and Convention Centre Business Plan is reviewed and updated annually including the maintenance schedule and asset renewal program.		The completed 2025/2026 Business Plan covers strategic intent, history, capabilities, maintenance priorities and asset renewal program. The carpet in the foyers of the Dubbo Regional Theatre and Convention Centre were replaced in January 2025 with 24% of the original carpet re-purposed for non-public work areas and walkways.	Performing Arts and Events
		Progress and implement the strategic plans and strategies for the Western Plains Cultural Centre.		Project rescheduled to the 2025/2026 for completion to accommodate higher-priority initiatives.	Cultural Development
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.		Council held its first Multicultural Advisory Committee on 1 May 2025, with 11 community representatives and 3 Councilor representatives present for the meeting. The Terms of Reference were adopted and election of Chairperson. Meetings will be held quarterly.	Community Services
		Prepare and implement the Master Plan for Multicultural Garden.		Final draft Master Plan and cost estimates for the Multicultural Garden received. This will be presented at the next Multicultural Advisory Committee scheduled for 4th August 2025. It is envisaged that this will then progress through to the Culture and Community Committee / Council prior to public exhibition.	Recreation & Open Space
		Maintain Sister Cities relationships and support opportunities for cultural exchange.		The program was implemented successfully. Applications rose from 11 in 2023/2024 to 24 in 2024/2025.	Cultural Development
5.6.3	Items of heritage significance are protected, conserved and adapted for re-use where appropriate	Provide a heritage advisory service to protect and enhance heritage assets, and to identify items of heritage significance.		The heritage advisory service has been available on a monthly basis throughout the period.	Building & Development Services




Theme 6: Environmental Sustainability

6.1: We achieve net zero emissions


Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
6.1.1	Investment in renewable energy opportunities are encouraged and supported	Collaborate with the State Government to ensure the deployment of 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.	Growth Planning
		Implement the Energy Strategy and Implementation Plan.		Energy Report being conducted to allow for a snapshot to be reviewed/compared against the adopted Energy Strategy and Implementation Plan (Due December 2025)	Resource Recovery & Efficiency
6.1.2	Council buildings and facilities are energy efficient, carbon neutral and utilise renewable energy sources	A review of the energy use of Council buildings is undertaken to identify opportunities for renewable energy use.		Implementation of the UNSW Solar and Battery Trial at the Dubbo Civic Administration Building is well underway, with hardware procurement, installation planning, and system integration activities progressing as scheduled. Council is actively collaborating with UNSW and project stakeholders to finalize commissioning protocols and operational parameters. Early modelling from the system is now available and is informing energy optimisation strategies, including peak shaving and load shifting. Insights from this pilot are being documented to support feasibility assessments for similar initiatives at the airport, water/sewer sites, and other high-energy-demand assets.	Building Assets
		Monitor and report the energy performance of Council buildings and facilities via Council's energy management tool.		Energy performance monitoring has continued across Council facilities. Seasonal comparisons and trend analysis have provided valuable insights, with key efficiency variances visible across building types and use profiles. These are informing the	Building Assets





Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				prioritisation of upcoming upgrades and renewable energy proposals in 2025-2026. The system is delivering consistent, site-specific data, with newer assets and upgraded buildings continuing to outperform legacy stock. Opportunities for targeted retrofits and capital initiatives are being scoped as part of the 2025 planning cycle.	
		Implementation the application of Council's Sustainable Building Policy.		The Sustainable Building policy was incorporated into the design of the Dubbo Animal Shelter as well as all other minor and major refurbishment projects across the Council's building portfolio.	Executive
		The Net Zero Framework is implemented.		The Net Zero Framework was endorsed and adopted by Council in 2023. The requirement for Council to achieve 'net zero emissions' is outlined within Council's Towards 2040 Community Strategic Plan (Objective 6.1).	Resource Recovery & Efficiency
		Review the top five energy consuming water and sewer sites and investigate opportunities for offsetting Councils electrical costs.		<p>Council continually reviews energy consumption of its Water Supply and Sewerage assets. Council will shortly commence design work associated with major upgrades to Keswick Sewer Pump Station and Wheelers Lane Town Water Supply Bore in South Dubbo. Among major upgrades to the infrastructure itself, Council intends to install a solar array of size suitable to offset the majority of electricity operating costs during the day. Existing submersible pumps will also be replaced with new and efficient models.</p> <p>Council is undertaking major upgrades to its Troy Gully Sewer Pump Station. This upgrade includes the replacement of all aging dry-well pumps with submersible pumps. This work will halve the amount of electricity consumed by the pump station, whilst maintaining the same required flow rates. Council also intends to install a large solar array at the site of the pump station to offset daytime electricity costs. A technical</p>	Water Supply & Sewerage Strategy



Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				<p>specification for the installation of solar panels has now been completed to assist with the tendering process.</p> <p>As part of the construction of a new fluoride dosing facility at the John Gilbert Water Treatment Plant in Dubbo, Council will install solar panels on the roof of the new dosing facility to offset electricity costs associated with providing fluoridated water to the community.</p> <p>This work will continue into the 2025/2026 financial year and is included in the 2025/2026 actions as item 4.5.1.3 which is complete a review of the top five energy consuming water and sewer sites and investigate opportunities for offsetting Council's electrical costs.</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.		The Draft Dubbo Region Electric Vehicle Charging Infrastructure Strategy is in development with work to be completed in 2025/2026.	Executive
6.1.4	Existing and new development is sustainable, has sufficient greenspace and efficiently uses resources	Investigate policy mechanisms to reduce the urban heat effect.		Tree planting exceeded 2,000 trees in 2024/2025. These plantings occurred in existing streetscapes as part of the Priority Planting identified in the Street Tree Master Plans or Customer Requests, as well as in new subdivisions resulting from the imposed Conditions for tree planting and park and reserve plantings from grant funded projects.	Recreation & Open Space
		Implement the Street Tree Master Plans and Street Tree Maintenance Guidelines in line with budget and resources.		Street Tree Master Plans have been implemented with over 1,460 trees planted within the streetscapes over the past 12 months. Of this number 74 trees have been in Priority Streets, as identified in the plans. The remaining trees have been planted from Customer Requests and subdivision requirements. A further 504 trees have been planted from Capital Works, offset plantings and granted funded projects.	Recreation & Open Space

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
		Implement the Significant Tree Register and the Tree Removal-Amenity valuation for public trees policy.		The Significant Tree Register has been successfully implemented. This register will be reviewed and updated in the upcoming year.	Recreation & Open Space
		Further development of a Tree Preservation Order in accordance with the resolutions of Council.		Council resolved at the February meeting not to proceed with the implementation of the Tree Preservation Order (private trees). Council retains a Tree Preservation Order (public trees) and Significant Tree Register.	Recreation & Open Space
		Circular industrial opportunities are targeted for the Region to maximise opportunities from the Central West and Orana Renewable Energy Zone, other major infrastructure and developments in the Region.		Ongoing. Participated in the CWO REZ Steering Committee that has driven the need for a cumulative impacts study on waste management for REZ. This includes the potential external funding a business case development for legacy waste management infrastructure. Council has in parallel proactively targeted opportunities for solar panel recycling and wind turbine blade recycling with industry, Universities and community-led enterprises. Held workshop with industry, universities and government agencies on establishing turbine blade recycling in Dubbo and NSW.	Executive





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


Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
6.2.1	The impacts of climate change are identified and addressed through collaboration with our community and government	Council's strategic planning for services and infrastructure incorporates adaptation to the impact of climate change.		A range of initiatives commenced against targets including but not limited to successful grant application to enable a stronger runway for RFS aerial firefighting tankers, solar carpark shelters and batteries at the Dubbo Regional Airport, building energy management and storage system in conjunction with UNSW, securing Public Private Partnership funding and awarding the tender for the Advanced Wastewater Treatment capability, securing Australian Govt financial commitment to increased tree canopy in the CBD as a local climate amelioration initiative and addressing	Executive

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				strategically the waste service contribution to Council's emissions.	
		Climate change risk planning for Council and Council's assets is included within Council's Risk Management Framework and associated documents by December 2024.		No further update from the earlier completion confirmation.	People & Culture
		Adopt an urban forest tree canopy target and target external funding opportunities such as Voluntary Planning Agreements.		An urban forest tree canopy cover has not been formally adopted as its development was delayed resulting the considerations of the Tree Preservation Order (Private Trees). Council resolved in February not to proceed with the TPO. Council has since been drawing together the information available that has already been developed and this formed part of two tree reports that went to Council. A funding strategy for the development of the Greening Strategy, that will identify a realistic target, has been identified - Federal Labor \$2 million commitment to Dubbo.	Recreation & Open Space
6.2.2	Water supply is provided efficiently and sustainably to our community	Promote and encourage water savings initiatives to the community.		<p>Council continues to promote water saving initiatives to the community with access to free educational information available on Council's website as well as providing water saving promotional materials and information at the 2025 Dubbo Show.</p> <p>Council further leads and pursues water saving initiatives, this year participating in the Active Leak Detection program funded by Department of Climate Change, Energy, the Environment and Water. This program was carried out by specialists Aqua Analytics who undertook leak detection from 29 January 2025 to 14 March 2025 on Council's water network reticulation systems and property water service connections.</p>	Water Supply & Sewerage Operations
		Investigate activities and funding strategies to ensure long-term water security.		Council has entered into a Public Private Partnership with Squadron Energy to construct an Advanced Wastewater	Water Supply & Sewerage Strategy



Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				<p>Treatment Plant (AWTP). Squadron Energy will commit \$3.6 million (excludes GST) in funding, with total project value being approximately \$6.4 million (excludes GST). The AWTP will be located at the Dubbo Sewage Treatment Plant and will utilise treated effluent generated by the facility. The proposed AWTP will produce recycled water to be utilised by Squadron Energy for the purposes of concrete batching and dust suppression. Council has also partnered with the University of Newcastle who will undertake research in relation to the AWTP and the recycled water that it produces. The University will review the quality of water and its potential uses.</p> <p>Works are expected to commence in August 2025 and is included in the 2025/2026 actions as item 4.2.4.2 which is investigate activities and funding strategies to ensure long-term water security.</p>	
6.2.3	Waste management processes reduce our environmental footprint and impact on the environment	Investigate smart technology to improve waste management practices.		<p>Council continues to investigate and adopt smart technologies that are aimed to improve waste management practices. Council is currently investigating the application of Telematics to generate efficient service routes, increase contamination identification, resource recovery and reduce the risk of waste collection vehicle fires.</p>	Resource Recovery & Efficiency
		Work with NetWaste on waste projects and opportunities for greater diversion from landfill.		<p>Council is a member on the Netwaste steering committee and chairs the Landfill Operators Group. Council will continue to work with Netwaste on potential waste projects and trials for greater diversion from landfill and also increase reuse, recycling and circular economy opportunities.</p>	Resource Recovery & Efficiency


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





Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
6.3.1	The quality of the Macquarie, Talbragar and Bell river corridors are managed and enhanced	Review the Parks and Bushcare Program in line with the adopted Volunteer Framework.		<p>The review of the Volunteer Framework was temporarily paused. This is due to ongoing cross departmental discussions, which necessitates a coordinated approach to addressing the framework across multiple departments.</p> <p>This work will continue into the 2025/2026 financial year and is included in the 2025/2026 actions as item 2.1.1.2 which is opportunities for community based partnerships and volunteerism are explored to enhance Council's related services and improve community outcomes.</p>	Greenspace Operations
6.3.2	Stormwater discharge into receiving waters is limited	Implement adopted drainage strategies.		Council has drainage strategies for different catchments in both Dubbo and Wellington. When new development is proposed within a catchment, Council ensures that proposed drainage systems are in accordance with adopted drainage strategies.	Infrastructure Strategy & Design
6.3.3	Endangered ecological communities, threatened species, habitats and environmental assets are protected	Investigate funding opportunities targeted to the restoration of degraded environments.		Council monitored environmental grants and applied for them as appropriate. Council has planted riverine species at three sites in March. These sites, and the grant funding, are Police Paddock - Flying Fox Habitat Restoration, Sandy Beach - Severe Weather Fund, and Regand Park - North Regand Park Picnic Area / Riverine Restoration. Council is in discussion with environmental groups in an effort to partner with them to extend environmental restoration / rehabilitation opportunities in both Dubbo and Wellington.	Recreation & Open Space
		Report on the Weed Action Program (Department of Primary Industry).		<p>Tasks for the financial year have been completed and documented for the first-quarter report to the Department of Primary Industry.</p> <p>This is an ongoing action and is included in</p>	Greenspace Operations

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
				the 2025/2026 actions as item 4.1.3.2 which is report on the Weed Action Program (Department of Primary Industry).	
		Assess major infrastructure projects so that they reasonably avoid endangered ecological communities, threatened species, habitats and environmental assets.		Council has undertaken the assessment of a range of State Significant development projects throughout the period in accordance with Legislation..	Building & Development Services

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

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
6.4.1	People and property are protected from fire-related incidents	Implement outcomes arising from the certification of Bushfire Prone Land Mapping.		Council is maintaining a database to indicate properties that should be considered for inclusion and removal from the bushfire prone land map, and will provide this to NSW Rural Fire Service as opportunities arise.	Growth Planning
6.4.2	Development does not place the community at risk from flood impacts	Commence the Wellington Flood Study.		<p>Council has engaged a consultant to prepare the flood study, and the project has commenced.</p> <p>Expressions of interest were also been called for community membership on the Floodplain Management Committee for this flood study. The membership for this Committee has been finalised.</p> <p>Information on past flooding events has been provided to Council both in person and through the YourSay page on Council's website. This information has been used for the development of the flood model so it can be tested against the known flood levels.</p> <p>This work will continue into the 2025/2026 financial year and is included in the 2025/2026 actions as item 1.2.2.1 which is progress the Wellington Flood Study.</p>	Infrastructure Strategy & Design

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
		Complete the Ballimore Village Flood Study.		<p>The Ballimore Flood Study was prepared by Council and was adopted by Council at the Ordinary Council meeting held on 15 August 2024. The Council adopted:</p> <ol style="list-style-type: none"> 1. That the Ballimore Flood Study (Volume 1) dated 11 July 2024 as attached to the report as Appendix 1 be adopted. 2. That the Ballimore Flood Mapping Compendium (Volume 3) dated 11 July 2024 as attached to the report as Appendix 2 be adopted. 3. That the following interim development controls apply to Ballimore: <ol style="list-style-type: none"> a. The Defined Flood Event (DFE) shall be the 1% Annual Exceedance Probability (AEP) event. b. A Flood Planning Level (FPL) of the DFE (1% AEP) + 0.5 metres freeboard shall be applied to all new dwellings proposed. c. All new dwellings shall have a suspended floor system (no slab on ground) and be designed such that future house raising is possible. <p>That these interim development controls shall apply until the Ballimore Flood Risk Management Study and Plan is adopted by Council, at which point the resulting control measures adopted shall supersede those discussed above.</p> <p>With the adoption of the Ballimore Flood Study, work has commenced on the Ballimore Flood Risk Management Study which is the next step in the flood risk management process. The preparation of the FRMS will continue into the 2025/2026 financial year and is included in the 2025/2026 actions as item 4.4.1.1. which is progress the Ballimore Flood Risk Management Plan.</p>	Infrastructure Strategy & Design

Code	Delivery Program Focus	1 Year Action	Status	Comments	Responsible Officer Branch
6.4.3	Local emergency management organisations and local State Emergency Services are capable of responding to emergencies	The adopted Local Emergency Management Plan (EMPLAN) is up to date and utilised in emergency situations.		No further update from the earlier completion confirmation.	People & Culture
		Progress the business case and associated government financial support for the strengthening and lengthening of Dubbo Regional Airport to cater for Rural Fire Service air fleet.		In 2024/25, Dubbo Regional Council undertook a major revision of the Dubbo Regional Airport Business Case to better articulate infrastructure needs and secure funding. This strategic effort resulted in a successful application to the Growing Regions Program - Round 2, securing \$14.6 million in grant funding to support the strengthening of the runway. This investment represents a pivotal step toward enabling the Airport to accommodate larger capacity aircraft and enhancing its ability to support emergency operations, including aerial firefighting. The updated business case and accompanying ministerial materials will continue to serve as key tools in Council's advocacy for further infrastructure funding, with a broader goal of improving regional connectivity and long-term operational resilience.	Dubbo Regional Airport
		Coordinate Council's response and assist relevant agencies during emergencies and disasters.		No emergencies or disasters have occurred during the reporting period. The LEMO role is fully resourced.	People & Culture
		Collaborate with Narromine Shire Council to Implement the outcomes of the Drought Resilience Plan.		Regional Drought Resilience Plan has been submitted to CSIRO and has been approved by CSIRO and both state and federal ministers. Implementation plan has been submitted for approval and subsequent release of funding for activities to be completed by end 2025.	Strategic Partnerships & Investment