

Delivery Program and Operational Plan 2024/2025

Progress Report – 1 July 2024 to 31 December 2024

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	3 Year Focus	1 Year Focus	Status	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 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.	

Theme 1: Housing

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
1.1.1	A variety of housing types and densities are located close to appropriate services and facilities	Assess applications for residential housing in a timely manner.		The Building & Development Services Branch assesses applications in a timely manner, especially when compared to other similar regional local councils. The Council League Table for 2023/2024 indicated Dubbo Regional Council as having an average assessment time of 49 days, with the updated figure to the end of November 2024 was 46 days.	3-MBDS Mgr Building & Development Services	Development and Environment
1.1.2	Housing is affordable and secure	Undertake regular engagement with stakeholders to monitor issues impacting housing affordability and choice.		Council conducted a Housing Supply Reference Group meeting on 18 October 2024, a Mayoral Developers Forum on 30 October 2024, and a range of consultation sessions in October to December 2024 to help with development of the Regional and Affordable Housing Strategies funded under the Federal Government Housing Support Program - Stream 1. The results of this engagement will be presented to Council in February 2025.	3-MGP Manager Growth Planning	Development and Environment
		Investigate mechanisms to incentivise the development and release of new residential zoned land to assist the timely release of new housing supply.		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 will involve 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	3-MGP Manager Growth Planning	Development and Environment

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				residential strategy, Affordable housing policy, and Character statements for villages.		
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 received Gateway Determinations from the Department of Planning in December 2024 to make residential accommodation permitted in the Dubbo CBD, 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.	3-MGP Manager Growth Planning	Development and Environment
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 Policy. 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.	3-MGP Manager Growth Planning	Development and Environment
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.		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.	3-MBDS Mgr Building & Development Services	Development and Environment

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
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 2 2025 as a cohesive planning package.	3-MGP Manager Growth Planning	Development and Environment
		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 2 2025.	3-MGP Manager Growth Planning	Development and Environment
		Review and make submissions on proposed changes to the planning system as opportunities arise.		A submission into the NSW Upper House Inquiry into the Impact of Renewable Energy Zones on rural and regional communities and industries in NSW has been prepared and submitted. this submissions will be provided to Council in february 2025 for notation. and information.	3-MGP Manager Growth Planning	Development and Environment
		Develop and implement the Master Plan for Keswick Estate.		Draft master plan and associated lodgment of Planning Proposal was endorsed by Council at the December Ordinary Council meeting. A final revision of the master plan will be made in the coming weeks pending an engineering assessment of the plan. The associated Planning Proposal for the re-zoning in accordance with the Masterplan was lodged on 8 January 2025.	3-MPLD Manager Property & Land Development	Organisational Performance
		Develop and Implement the Master Plan for the residential land in Montefiores.		Council applied for funding under the NSW Regional Strategic Housing Strategic Planning Fund - Round 3 to prepare a structure plan for land in Montefiores. Successful applications will be announced in April 2025.	3-MGP Manager Growth Planning	Development and Environment
1.2.2	Adequate land is available in the villages for development	Prepare funding opportunities to undertake Large Lot Residential		Council received funding under the Federal Government Housing Support Program - Stream 1 to undertake a Large Lot Residential Strategy and Village Place Plans. A report was presented	3-MGP Manager	Development and Environment

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		Strategies for land in the peri-urban areas and villages.		to Council on 15 August 2024 that provided information about the project.	Growth Planning	
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	3-MGP Manager Growth Planning	Development and Environment
		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. Council noted a report in December 2024 that provided an updated on planning agreements associated with the Renewable Energy Zone, including their status and value of funding.	3-MGP Manager Growth Planning	Development and Environment
		Review infrastructure contributions plans for Dubbo.		Council is preparing an infrastructure contributions plan for the North-West and Central-West Urban Release Areas. A project plan has been created for the review of the Dubbo infrastructure contributions plan so that timeframes, work schedules, services and facilities can be identified for inclusion.	3-MGP Manager Growth Planning	Development and Environment
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.	3-MGP Manager Growth Planning	Development and Environment

1.3: Short-term and emergency accommodation is available

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1.3.1	Short-term accommodation is available for the workforce associated with significant infrastructure, major projects and employment generators	Housing opportunities for short term workers in the region are explored and strategically planned for.		Council received Gateway Determinations from the Department of Planning in December 2024 to make residential accommodation permitted in the Dubbo CBD, and for part of the Keswick Estate to be rezoned to allow for the development of temporary workers accommodation with development approval. The NSW Government released legislation in December 2024 that makes construction workers accommodation permitted with consent in a residential zone. Council continues to work with the NSW Government to ensure housing and accommodation impacts of the Renewable Energy Zone are strategically planned for.	3-MGP Manager Growth Planning	Development and Environment
1.3.2	Crisis and emergency accommodation supports the needs of the community	Continue to work with State Government and developers to increase the level of crisis and emergency accommodation available.		A key action item of the Community Safety and Crime Prevention Plan (to be placed on public exhibition in February 2025) was to establish the Community Safety and Crime Prevention Reference Group. The Reference Group was endorsed by Council in November 2024, and will commence meetings early 2025. The Reference Group will undertake advocacy activities and work with State Government agencies and developers to address levels of crisis and emergency accommodation.	2-DCCP Director Community Culture & Places	Community Culture and Places

Theme 2: Infrastructure

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
2.1.1	Traffic management facilities enhance the safety and efficiency of the road transport network	Maintain effective processes to identify, consider and prioritise new or renewed traffic management facilities.		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.	3-MISD Mgr Infrastructure Strategy & Design	Infrastructure
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.		Council is currently progressing road planning activities at multiple locations around Dubbo. Some examples include: 1. Rail overpass design near the intersection of Minore Road and Chapmans Road - First design option has been prepared by a consultant on behalf of Council, and the consultant has now commenced working on a second option. The design options will inform Council what land is required for a road corridor on the future western distributor alignment, in the vicinity of the rail crossing. 2. Update to the Dubbo Traffic Model - In conjunction with Transport for NSW (TfNSW), 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. 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.	3-MISD Mgr Infrastructure Strategy & Design	Infrastructure

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				4. Council recently finalised the design of the River Street West Road, including the design of the intersection with the new Newell Highway alignment (new Dubbo bridge). Both of these projects are currently under construction and will unlock further residential development in the North West urban release precinct. 5. Council recently finalised road capacity and safety assessments for multiple roads in South-East Dubbo for the purposes of determining appropriate interim and long term haulage routes for the three heavy industry developments on Sheraton Road. 6. Council is progressing civil designs for Sheraton Road and the future Southern Distributor road that runs through future Blueridge Estate and connects with the Mitchell Highway. 7. South Bridge Project - Council is working on a technical brief for the engagement of consultant services to undertake a detailed business case for the remaining two alignment options for the Southern bridge crossing.		
		Investigate opportunities to monitor the condition of the road network through smart technology.		Council staff have met with Institute of Public Works Engineering Australasia (IPWEA) during December 2024 and January 2025 to discuss their smart technology options for road condition assessments. It is proposed Council will trial IPWEA "camera car" technology for road defect management during early 2025.	3-MID Manager Infrastructure Delivery	Infrastructure
		Undertake road infrastructure planning for the Dubbo Urban Release Areas.		Council is currently progressing road planning activities at multiple locations around Dubbo. Some examples include: 1. Rail overpass design near the intersection of Minore Road and Chapmans Road - First design option	3-MISD Mgr Infrastructure Strategy & Design	Infrastructure

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				has been prepared by a consultant on behalf of Council, and the consultant has now commenced working on a second option. The design options will inform Council what land is required for a road corridor on the future western distributor alignment, in the vicinity of the rail crossing. 2. Update to the Dubbo Traffic Model - In conjunction with Transport for NSW (TfNSW), 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. 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 recently finalised the design of the River Street West Road, including the design of the intersection with the new Newell Highway alignment (new Dubbo bridge). Both of these projects are currently under construction and will unlock further residential development in the North West urban release precinct. 5. Council recently finalised road capacity and safety assessments for multiple roads in South-East Dubbo for the purposes of determining appropriate interim and long term haulage routes for the three heavy industry developments on Sheraton Road. 6. Council is progressing civil designs for Sheraton Road and the future Southern Distributor road that runs		

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				through future Blueridge Estate and connects with the Mitchell Highway. 7. South Bridge Project - Council is working on a technical brief for the engagement of consultant services to undertake a detailed business case for the remaining two alignment options for the Southern bridge crossing.		
		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 of Sheraton Road.	3-MISD Mgr Infrastructure Strategy & Design	Infrastructure
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.		Council is currently preparing a technical brief for the engagement of consultant services to complete the business case for this project. Council has determined a list of smaller projects and tasks that need to be undertaken prior to the preparation of a detailed business case, and the timeframes to complete some of these tasks will not enable Council to finalise a detailed business case by the end of this financial year. The projects and tasks identified, need to be carried out to meet the minimum guideline requirements for a detailed business case, as well as to address some of the concerns raised by community in the last round of consultation. Some of these projects and tasks include: 1. The finalisation of the Dubbo City Strategic Model traffic model (currently underway)	3-MISD Mgr Infrastructure Strategy & Design	Infrastructure

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				2. Traffic impact assessment for the project to determine changed traffic conditions in existing streets around Dubbo (which cannot be started until the Dubbo City wide model is complete) 3. Further design detail for key intersections, such as Tamworth Street and Minore Road, addressing some of the design and traffic challenges that might arise with each option proposed. 4. Detailed concept designs for traffic control signal intersections proposed on the Newell Highway, meeting TfNSW requirements for intersection design. 5. Concept designs for realignment of Bligh Street to manage traffic from the South Bridge into the CBD, ensuring traffic does not impact safety of the current Lady Cutler ovals. 6. Carry out Aboriginal Heritage and Ecological assessments for each option. 7. Further refine costs and benefits of each option. 8. Determine impact of each option on the existing Tracker Riley cycleway.		
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 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 and line marking, as well as potential timed parking restrictions in high demand commercial areas. Parking inventory was undertaken for Nanima Crescent from Gisborne Street to Maughan Street, and a detailed	3-MISD Mgr Infrastructure Strategy & Design	Infrastructure

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				parking plan prepared, including proposed timed parking in high demand areas. Community consultation was undertaken with potential effected businesses on Nanima Crescent. Some adjustments are required to the signage plan and further consultation undertaken before implementing the plan.		
		Undertake a detailed analysis of car parking requirements in the Dubbo CBD that includes identifying future infrastructure needs.		A brief will be developed late in the financial year for this body of work to be undertaken.	3-MISD Mgr Infrastructure Strategy & Design	Infrastructure
		Monitor parking sensor data from around the Brisbane, Talbragar and Macquarie street shopping precincts in Dubbo, to facilitate greater public access to parking spaces.		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. 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, plus other reasons. Since 1 July 2024 the sensors in Church Street have recorded 955 violations which resulted in 687 Infringements issued, the Macquarie Street sensors recorded 786 violations resulting 474 infringements issued, and Brisbane Street had 110 violations with 98 infringements issued.	3-MEC Manager Environmental Compliance	Development and Environment

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2.1.5	Council works collaboratively with government and stakeholders on transport-related issues	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 associated with the Renewable Engery Zone to ensure that solutions can be applied across the Local Government Areas. 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.	2-DI Director Infrastructure	Infrastructure
		Pursue opportunities for additional funding of road projects through the State and Federal Government.		This is ongoing as grants become available. During the period July 2024 to December 2024 applications were submitted to the State Government Safer Roads Program.	3-MID Manager Infrastructure Delivery	Infrastructure
		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.		The action will be addressed following the completion of a report in response to Notice of Motion - Newell Highway Bypass Dubbo. The report is to be put to Council in February 2025.	3-MISD Mgr Infrastructure Strategy & Design	Infrastructure
		Advocate to the State Government for additional overtaking lanes on the Mitchell Highway between Dubbo and Wellington.		Discussion were held with Transport for NSW on 6 December 2024 regarding a proposal for an overtaking lane between Geurie and Wellington. This is in the initial stages of investigation.	2-DI Director Infrastructure	Infrastructure
		Advocate and collaborate with State and Federal Governments in relation to issues and truck configuration limitations on the Golden Highway.		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. The Orana Hunter Connections and	2-DI Director Infrastructure	Infrastructure

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				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: • PBS 2B approved access • Overtaking lanes • Right and left hand turn lanes off the state highway • Bridge widening and realignment		

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
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.		Council's water and sewer staff met on 22 November 2024 with representatives from NSW Health and Department Climate Change, Environment, Energy and Water to consult on current and future capital projects, resourcing, training, water supply maintenance and operations, treatment processes and water quality.	3-MWSS Manager Operations Water Supply & Sewerage	Infrastructure
		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.		Council's water and sewer staff met on 22 November 2024 with representatives from NSW Health and Department Climate Change, Environment, Energy and Water to consult on current and future capital projects, resourcing, training, maintenance, operations and treatment processes.	3-MWSS Manager Operations Water Supply & Sewerage	Infrastructure
		Complete the upgrade of Troy Gully Sewerage Pump Station.		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	3-MSWSS Manager Strategy Water	Infrastructure

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				Government Area, transferring approximately 6.7ML of raw sewage each day from all properties in Dubbo east of the Macquarie-Wambuu River to the Dubbo Sewage Treatment Plant. 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. 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 August 2025.	Supply & Sewerage	
		Complete the upgrade of Geurie Raw water pump station.		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, complete with bronze impellers. 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-Wambuu River. The upgrade will allow	3-MSWSS Manager Strategy Water Supply & Sewerage	Infrastructure

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				full integration of bore water to the Geurie Water Treatment Plant, currently capable of accepting only 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.		
		Finalise modelling for the Integrated Water Cycle Management Plan and develop an issues paper.		Council, in conjunction with consultants, has prepared detailed hydraulic models of both its water supply and gravity sewerage networks in the Dubbo area. Final draft reports on both networks have been provided to Council for review. 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. 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.	3-MSWSS Manager Strategy Water Supply & Sewerage	Infrastructure
		Complete the fluoride dosing system in Dubbo.		Completion of the replacement fluoride dosing facility is on track for completion in late April 2025.	3-MSWSS Manager Strategy Water Supply & Sewerage	Infrastructure
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. Between July and December 2024,	3-MRRE Mgr Resource Recovery & Efficiency	Development and Environment

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				more than 3,000 tip vouchers were redeemed and 1,500 bulky waste collections conducted.		
		Prepare and implement the Local Government Area Waste Strategy.		Council completed Public Exhibition of the draft Waste Strategy in 2024. The final version of the Waste Strategy will be presented to Council for consideration at the February 2025 Council meeting.	3-MRRE Mgr Resource Recovery & Efficiency	Development and Environment
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.		A template for the Maintenance Service Levels (Parks) was submitted to Executive Leadership Team in December. This draft is largely completed, and the approved template will now be used to finalise the MSLs for the Sporting Facilities and Reserves. It is anticipated that the MSLs will be submitted to Council, with the recommendation of public exhibition, by May.	3-MROS Manager Recreation & Open Space	Community Culture and Places
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.		Continuing the education and awareness 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. Reminders to community of the 3G shutdown as of 28 October were communicated.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement
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. The Master plans will be presented to Council for consideration in quarter 2 2025.	3-MRRE Mgr Resource Recovery & Efficiency	Development and Environment
		Review Council's building assets to determine the present and future needs and opportunities for these assets.		Work has progress and a report will be provided to Council early 2025.	3-MBA Manager Building Assets	Organisational Performance

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		Complete construction of Saxa Road Comobella Bridge.		Approach road construction works are largely completed including a bitumen seal, The road connections to the proposed new bridge remain unfinished until the bridge is constructed. Bridge construction site works will commence mid-January 2025 and be completed by mid April 2025.	3-MID Manager Infrastructure Delivery	Infrastructure
		Complete construction of Burrendong Bridge Number 1.		Construction of the bridge structure was completed in November 2024. Temporary approach road works have been established onsite, and traffic access across the new bridge commenced in December 2024. Permanent approach road construction will commence in February 2025.	3-MID Manager Infrastructure Delivery	Infrastructure
		Complete construction of Molong Street Bridge, Stuart Town.		Construction of Molong Street bridge was completed in November 2024. Temporary approach road works have been established onsite, and traffic access across the new bridge commenced in December 2024. Permanent approach road construction will commence in February 2025.	3-MID Manager Infrastructure Delivery	Infrastructure
		Complete reconstruction of Ballimore Road.		Preliminary works, including survey and culvert works were undertaken in December 2024. Ballimore Rd, construction site works including tree clearing, drainage and earthworks will commence in February 2025.	3-MID Manager Infrastructure Delivery	Infrastructure
		Complete rehabilitation Saxa Road (Maryvale - Bakers).		Saxa Road rehabilitation Project will be delivered by contract. Tender documentation preparation has commenced with the design to be completed early next year. Tenders will be advertised in February 2025. Site works will commence following the award of a contract.	3-MID Manager Infrastructure Delivery	Infrastructure

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		Commence construction of Blueridge Link Road Stage 1.		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 1 is deferred with the priority for design and re-construction now Sheraton Road with enforceable controls on truck movements during school peak periods. Council has applied for external funding for Blueridge Road Stage 1 and there has been no determination of that Australian Government grant program to date.	3-MID Manager Infrastructure Delivery	Infrastructure
		Continue construction of River Street West Collector Road Stage 1 including the intersection on the Newell Highway.		Council's civil works contractor has commenced underground stormwater construction at the River Street West site. Underground utility relocations on Bunglegumbie R Road and River Street West intersection have been completed. Construction of a roundabout at the location commences in mid-January 2025. The intersection works of River Street West and the new Newell Highway are currently being undertaken as a variation to the New Dubbo Bridge project which is managed by Transport for NSW.	3-MID Manager Infrastructure Delivery	Infrastructure
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.		Review currently underway with discussions being held with a third party for an in-depth review on charging infrastructure.	3-MFDS Manager Fleet & Depot Services	Infrastructure

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
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.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement
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.		Council has engaged a consultant to update and consolidate the Dubbo and Wellington Pedestrian Access and Mobility Plans (PAMP). A survey has been undertaken by the consultant for Dubbo, Wellington and surrounding villages. Council consulted with the community from 30 September to 11 November 2024 and received feedback from the Dubbo and Wellington community, as well as surrounding villages. Public information sessions were also held on the 15th and 17th of October in Dubbo and Wellington, enabling the community to interact with staff to gain further clarity and provide feedback. The consultant is currently drafting the plan, which will go out for community consultation to obtain further feedback once finalised.	3-MISD Mgr Infrastructure Strategy & Design	Infrastructure
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.		No progress has been made. Work due to commence once Villages Committees have been confirmed.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement
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.		Airline Partnerships: Discussions with key aviation partners regarding an ongoing partnership have been positive, with negotiations now progressing to	3-MASO Manager Airport	Organisational Performance

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				define key metrics. Additionally, Dubbo Regional Airport has initiated an update to its 2020 route analysis, identifying key drivers for existing route development and follow-on ports for Dubbo travellers. This insight will support targeted future discussions on potential new route opportunities. Regional connectivity: Discussions have taken place with key stakeholders in the mining and renewables sector, with Dubbo Regional Airport exploring charter operation opportunities to support workforce requirements with a resources company. Emergency Service Collaborations: Discussions with RFS and contracted firefighting bodies regarding the Memorandum of Understanding are ongoing. Dubbo Regional Airport remains committed to finalising the agreement and is actively engaging with key stakeholders to maintain momentum.	Strategy and Operations	
		Progress the Wellington Aerodrome and Recreation Park Strategic plan.		Stakeholder discussions have highlighted demand for additional hangarage and expanded event opportunities at WARP. These discussions are progressing with a key stakeholder, and Council officers are awaiting design plans to advance these initiatives. Additionally, significant milestones for AAM have been announced by companies operating at WARP, supported by Australian Government initiatives, reinforcing the aerodrome's potential role in future aviation advancements.	3-MASO Manager Airport Strategy and Operations	Organisational Performance
2.3.5	Roadside environments and entrance statements	Develop and adopt village maintenance and mowing service levels.		The final draft of the Public Parks Maintenance Service Levels document,	3-MGSO Manager	Infrastructure

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
	are developed and maintained			covering 80% of villages, details park classification and their respective maintenance standards.	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 have received 216 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 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. When hot spots for illegal dumping are identified the Environmental Compliance team will install a remote trail camera and or remote License Plate camera in order to capture footage of offenders and try to identify them.	3-MEC Manager Environmental Compliance	Development and Environment

Theme 3: Economy

3.1: Visitor economy growth is supported

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
3.1.1	Diverse and unique visitor opportunities are explored, developed and supported	Advocate for and support tourism businesses in the region.		The new Visitor Guide (2025-2026) has concluded sales activity with an expected launch in March 2025 (revenue received \$180,000 to support the printing and marketing of the guide). The guide will provide a platform to market the destination to potential visitors in NSW and Australia. Met with Destination NSW in September for a marketing strategy workshop and secured a complimentary advertising space for \$11,000 in the Caravan and Camping Holiday Guide. Regular meetings with Destination Country and Outback to advocate, improve and support tourism in the region. Working with Channel 9 and the tv show Travel Guides for an episode to be filmed in Dubbo. Presented to the Board of Taronga Western Plains Zoo.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement
		Promote the region on destination marketing platforms and collaborative programs.		Four dedicated campaigns targeting different markets were created to drive visitation across the summer school holiday period to the Dubbo Region and the Great Western Plains destinations, to increase purchase of the Great Big Adventure Pass. Three of four campaigns concluded, with social media advertising delivering a reach of 73,753 and 5,958 engagements. Two campaigns targeted Sydney, Newcastle and nearby regional areas to attract the family market (Dubbo Region, Great Western Plains and Great Big Adventure Pass). The third campaign was targeted Visiting Family and Friends audience already in the Dubbo Region.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				Dubbo.com.au activity: No of page views: 93,535 (decrease from 101,973) Page views per session: 1.86 Dubbo Region social media activity 123,113 reach (decrease from 348,048) 5,984 visits 12,323 followers (increase of 386) Visit Dubbo social media activity: 2,703 reach (increase from 987) 333 visits 7,280 followers (decrease of 14)		
		Develop the Visitor Services Action Plan.		Initial service review of Wellington and Dubbo Visitor Information Centres complete with further data collection of visitors to both locations is underway. Key programs and activities include State Cup Accommodation concierge service (34 assistance registrations), Visitor Guide drops to over 40 locations across Dubbo and Wellington, distribution to QLD and Victorian information centres and school holiday program distribution to local providers. Local product promotion undertaken through 93 hamper sales, conference attendee packs (Ranger conference) and retail sales at both locations. Visitor Guide (2025-2026) sales being undertaken by key information staff. Three bus tours conducted, 167 Driver Reviver products provided, Great Big Adventure Passes sold at both locations. Assisted with the Shop Local Christmas campaign during the November / December retail period.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
		Progress strategic plans and strategies for the Old Dubbo Gaol.		Conservation Management Plan, Interpretation Plan and Exhibition Plans still current and implemented.	3-MRE Manager Regional Experiences	Community Culture and Places
		Progress strategic plans and strategies for the Wellington Caves.		Monthly Service Review Management Responses have been undertaken. Capital improvement plan currently being developed in preparation of budget period.	3-MRE Manager Regional Experiences	Community Culture and Places
		Complete construction of the Old Dubbo Gaol Heritage Plaza.		Project on track with all major design decisions complete. Consultants are progressing 75% designs and cost plan. Artwork delivery date is expected to be April 2025.	3-MRE Manager Regional Experiences	Community Culture and Places
		Complete construction of the Macquarie River Foreshore Event Precinct.		Council resolved as the December 2024 Ordinary Meeting (CCL24/349) not to proceed with the Macquarie River Event Precinct, with the Old Dubbo Gaol Plaza being the priority project.	3-MROS Manager Recreation & Open Space	Community Culture and Places
		Progress the Wiradjuri Cultural Tourism Centre, including an associated community led operating model.		Development Application is approved, with final construction designs underway. Funding Deed for the Growing Region Program Round 1 has progressed. Facility is due to open late 2026 (pending no further funding or construction delays).	3-MRE Manager Regional Experiences	Community Culture and Places
		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.		New collaborative governance process has been established to ensure TWPZ is aware of milestone timelines and deliverables,	2-DSPE Director Strategy Partnership & Egmt	Strategy Partnerships and Engagement
		Develop action plan in response to the findings of the Phosphate Mine business case and feasibility analysis.		An inspection was completed by the Resource Regulator on Tuesday 7 January 2025 and has advised that staff are now able to commence work on the recommendations from the 2022 Geotechnical Report. Development of a	3-MRE Manager Regional Experiences	Community Culture and Places

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				two stage Action Plan for the Mine (Stage 1 being clean up and maintenance, Stage 2 Geotechnical remedial works) is underway.		
		Implement and monitor the Marketing Services Action Plan.		Sales for the Destination Partnership Program closed with over 100 advertisements secured by local businesses wanting to leverage Council's destination marketing activity. Ongoing support for internal marketing services included Council festival closures, destination Christmas campaign, Smokescreen 2025 program, compost giveaway, Australia Day award nominations, bulky rubbish collection, DRTCC season subscriber program, Garage Sale Trail, pedestrian access and mobility plan, Dubbo Day awards, celebration of 6 years of food organics and garden organics and staff recruitment.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement
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.		Support continues, face-to-face and via email and phone to local event organisers delivering events that offer cultural, recreational and community engagement. These events are also promoted extensively via Council's promotional channels.	3-MREV Manager Regional Events	Community Culture and Places
		Develop the Dubbo Region Events Strategy.		Broader community engagement including public survey on YourSay concluded on 11 December 2024 with 76 contributions. The draft document is now expected to go before Council at its April meeting.	3-MREV Manager Regional Events	Community Culture and Places
		The Business Plan for the Dubbo Showground is reviewed and updated each year including the maintenance schedule and asset renewal.		A funding model is being sought to progress the development of a 2026-2031 Master Plan for Dubbo Showground.	3-MREV Manager Regional Events	Community Culture and Places

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
		The Business Plan for the Wellington Showground is reviewed and updated each year including the maintenance schedule and asset renewal.		Feedback from Wellington Showground stakeholder consultation and the revised renewal plan will be included in the Business Plan. A funding request for the 2025/2026 forward budget has been submitted to develop a 2026-2031 Master Plan for Wellington Showground.	3-MREV Manager Regional Events	Community Culture and Places
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%) and Quarter 2 (70%) Wellington average occupancy rate in Quarter 1 (41%) and Quarter 2 (48%)	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement
		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 strategic review the impacts of the Renewable Energy Zone on short-term accommodation stock in the region (via successful grant application). Working with Council departments to understand workforce and housing requirements of major projects in the region.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
3.2.1	Employment and investment opportunities for all sectors of the community are fostered	Develop and maintain strong partnerships with diverse advisory groups, industry representatives and government agencies to encourage economic growth.		Partnerships continue to develop with Regional Development Australia (Resources, Energy, and Industry Innovation Forum), Department of Primary Industries and Regional Development (Drought Resilience Plan program and partnership opportunities), and Regional Australia Institute (Regional Alliance Activators).	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				REACT (Renewable Energy Awareness and Careers Training) facility business case developed with the assistance of stakeholders including DRNSW, Renewable Energy proponents, Corrective Services, Department of Education, Aboriginal advisory bodies, Federation University, and TAFE NSW. Grant application submitted for through the Local Community Fund (Legacy Infrastructure Fund) for REACT. Regular taskforce meetings with Workforce Australia for workforce readiness (Infrastructure working group, Healthcare and Social Assistance group). Women in Construction program (part 1) completed in partnership with Transport NSW and Abergeldie (20 participants identifying as youth, first nations and with a disability).		
		Monitor and review policies and procedures to promote local business especially SMEs and Aboriginal organisations within the LGA.		Council Procurement from First Nations businesses for the Oct/Nov/Dec Quarter was \$635,439 Council Procured from 16 x registered and recognised Supply Nation businesses in the reporting period. A Council motion was passed in December 2024, which will result in the PMO Team conducting a formal analysis, review and recommendations to update the effectiveness of the local business purchasing and support initiatives.	3-MPMO Manager Project Management Office	Organisational Performance
		Complete civil construction works for Moffatt Stage 4.		It is expected that a development application will be lodged by June 2025. To date the project has experienced significant delays due to flooding and investigation and assessment of Aboriginal cultural heritage items.	3-MPLD Manager Property & Land Development	Organisational Performance

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
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.		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. 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. Educating and promoting the opportunities for employing people with a disability through regular Council newsletters.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement
		Collaborate with local schools, universities, businesses and government agencies to identify employment pathways and traineeship opportunities.		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), Wake up Shake Up program (VERTO), Orana Youth Forum (sponsor and participant). Workforce website page updated to provide clear information and links for individuals and businesses for seeking assistance for employment pathways. Social media channel (Dubbo Region Connect) provides consistent information and links to the website page for job seekers and employers.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement
		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	3-MSPI Mgr Strategic	Strategy Partnerships

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				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.	Partnerships & Investment	and Engagement
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 stakeholders and Department of Primary Industries and Regional Development to understand current challenges and opportunities.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement
3.2.4	The Dubbo Central Business District and Wellington Town Centre are supported by commercial activation programs and activities	Implement and measure outcomes of the Economic Development Services Action Plan.		Projects and activities undertaken include 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. Continual promotion of the MyDubboRegion Shopping Card program for local businesses. Websites and data information updated on the business and industry pages (Dubbo.com.au) for new residents, workforce readiness 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). Supported Dubbo Business Chamber as a sponsor of Rhino Awards and the Small Business Commissioner for Small Business Month. Regionally significant project information updated on the YourSay Page and promoted across social media channels.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
3.3.1	Land is suitably zoned, sized and located to facilitate a variety of development and employment generating activities	Undertake regular engagement with businesses in 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 pathways. Council provides a duty planning service to the community in both Dubbo and Wellington.	3-MBDS Mgr Building & Development Services	Development and Environment
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.		Construction of the Uungula Wind Farm has commenced, which will provide further opportunities for delivery of items included in the Wellington Town Centre plan through the adopted Voluntary Planning Agreement. Staff are reviewing the terms of the agreement to identify funding quantum and timing to understand any opportunities upcoming for the Wellington Town Centre Plan.	3-MBDS Mgr Building & Development Services	Development and Environment
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 44 external investment enquiries (17 for Dubbo, 7 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 and PV Industries. Development of internal process improved for communications, information sharing and tracking of external enquiries.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
		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).	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement

Theme 4: Leadership

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
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.		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. In Q3 (January-March 2025), the reviewed Community Participation Plan will be made available for public exhibition to gather community feedback, with Council endorsement in April 2025. Updates on the action plan during Q2 include: * Community Conversations Pop-Ups: Engagement efforts were supported across the organisation through various Community Conversations Pop-Up events in Q2, with 50 pop-up consultations occurring in this period, which included broader representation from across departments evident through with Delivery Program 2025-2029. * 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. * Creation of internal dashboards that exhibits customer and community	3-MCE Mgr Customer Experience & Engagement	Strategy Partnerships and Engagement

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				satisfaction as a key performance indicator - Internal dashboards will be developed in Q3 which display Customer satisfaction measures across all touch points and a dashboard for Community satisfaction will be developed which incorporates measures from the Community Insights Survey and Check In. Satisfaction benchmarks established through the survey and check in, will define the base indicators for the Corporate Organisational measures within the Blueprint and if they have been met. Monthly Councillor Snapshot reporting will include this data. * 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. * 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.		
		Provide opportunities for the community to interact and communicate with Councillors.		Council supports opportunities for members of the public to interact with Councillors and encourages direct contact when appropriate. The newly elected Councillors have had limited opportunities since they commenced their term in Civic Office in October 2024. There has been one Citizenship ceremony and a Remembrance Day event, along with public forums at the beginning of each Council Meeting. Upcoming opportunities for interaction	3-MGIC Manager Corporate Governance	Organisational Performance

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				include the Australia Day ceremonies in Wellington and Dubbo.		
		Conduct a range of civic events and ceremonies, including Australia Day, Remembrance Day and Anzac Day.		Following the election in September 2024, the newly elected Councillors attended a formal ceremony to take their respective Oath or Affirmations for their civic office roles. There have also been two Citizenship Ceremonies, the Dubbo Day Awards ceremony and the Remembrance Day ceremony (both in November 2024). Councillors also had the opportunity to attend and present several end of year school awards presentations within the LGA and will have significant roles in the upcoming Australia Day ceremonies.	3-MGIC Manager Corporate Governance	Organisational Performance
		Collaborate with neighbouring LGAs to investigate and consider formal boundary adjustments.		Cabonne Council resolved in November 2024 to submit a joint application to the OLG for the proposed boundary adjustment. Meeting with the OLG in January 2024 to plan the remainder of the project.	2-DSPE Director Strategy Partnership & Egmt	Strategy Partnerships and Engagement
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.		Council is required to make the business papers available 3 days in advance of each Council and Standing Committee meeting. There have been nine Council meetings (including Extraordinary Council meetings and two Standing Committee meetings during this reporting period and all business papers, agendas and minutes have been made available in accordance with statutory timeframes. There have also been seven Mandated Committee meetings (Audit Risk and Improvement, Floodplain, and Local Traffic Committees) during the reporting period.	3-MGIC Manager Corporate Governance	Organisational Performance
		Collaborate with community organisations to progress the objectives of the Community Strategic Plan, including supporting		Developing a campaign to raise awareness about our work to support	2-DSPE Director Strategy	Strategy Partnerships

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
		community awareness of external grant opportunities.		external grant opportunities for community	Partnership & Egmt	and Engagement
		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. Projects included the adoption of the DPOP and Budget, WPCC programs including Homeground and Dubbo Art Fair, funding announcements, improvement works, community events, Dubbo Regional Livestock Market announcement. Council also undertook campaigns to save the Indoor Sports Hub in Dubbo and encourage our community to support locals during the holiday period and assisted with promotion of events for Old Dubbo Gaol 50 year celebrations, DRTCC Season Launch and Smokescreen. Outcomes of the standing committee and Ordinary Council meetings are also reported on a monthly basis. A total of 114 media releases were distributed to local, regional and national media outlets. Council responded to 83 media requests ensuring questions were answered by the relevant staff members for both local radio, television and print outlets. The focus continues to answering community questions through social media channels as well as making sure the message is understandable and suitable for the platform on which it is being delivered.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
		An informed response to the outcomes of the Organisational Sustainability Review and Improvement Plan is provided to new elected body.		Has been included as part of the onboarding process for the new elected body.	1-CEO Chief Executive Officer	Organisational Performance
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; * 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. * Revision of the Customer Experience Charter and Service Level Agreements to ensure that they still meet our customer exceptions. - A review was completed and a revised Charter including adjustments to service levels will be presented to Executive Leadership Team in February 2025 with design to be undertaken in March 2025	3-MCE Mgr Customer Experience & Engagement	Strategy Partnerships and Engagement

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				to align with Corporate Brand Guidelines. A broader Customer Request Management workflow review is being undertaken and will incorporate the endorsed Development Plan (DP) and Operational Plan (OP) actions once established to align agreed upon service levels throughout Council. * 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. * 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. * 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 Housing for our Future, Delivery Program 2025-2029 and Cemetery improvement program.		
		Monitor the adopted Customer Experience Charter and ensure the standards are followed in relation to customer requests and correspondence.		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 completed by March 2025. Dashboards have been implemented to track adherence to target response times as outlined in the Customer Experience Charter. Monthly progress	3-MCE Mgr Customer Experience & Engagement	Strategy Partnerships and Engagement

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				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 teams performance. Since the dashboard's implementation, we've recorded a reduction in outstanding correspondence in some areas and across some monthly periods. The organisation will continue to monitor and look for ways to improve reducing overdue correspondence. A comprehensive report detailing performance over the past three years, aligned with the Customer Experience Charter, was presented at the November 2024 Council Committee meeting and endorsed at the Ordinary Council Meeting November 2024.		
		Expand and promote services available through the DRC&ME Portal.		DRC&ME continues to evolve each quarter, with over 10,500 registered users and over 20,600 service requests lodged through the portal. Expansion efforts are ongoing, with plans to enhance the user interface based on customer feedback, scheduled for completion by June 2025. New services and developments launched in Q2 include: * Applications for Council Property including purchase, lease or licence. *Enhanced User Profile Management: Improvements to the change of address, name, and contact details processes, making them more customer-centric. * New bin services for new dwelling requests *GIPA Applications: Streamlined contact	3-MCE Mgr Customer Experience & Engagement	Strategy Partnerships and Engagement

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				processes for increased accessibility. * Requests for Council Reports * Overgrown Blocks Private Land reporting * Dumping of Rubbish reporting *Public Graffiti Education: Launched educational materials following graffiti reports. *Email Notifications: Expanded capacity for timely community and customer updates.		
		Ensure business continuity plans are in place for the provision of Council services, and implement when required.		Council's Business Continuity Plan (BCP) is reviewed annually and a training exercise was completed by the Executive Leadership Team in July 2024. The next review will be a substantial review with additional sub-plans and information from learned experiences.	3-MGIC Manager Corporate Governance	Organisational Performance
		Undertake regular surveys to obtain community insights.		Following the Community Insights survey conducted in March-April 2024, a follow-up survey will be launched in Q3 2025. This survey will gather community feedback on current progress, priorities, and alignment with the Development Program (draft) to ensure it reflects community needs. In Q2, 33 engagement projects were launched on YourSay, each incorporating various engagement tools and elements. Several of these projects included survey components to gather additional community insights across the 33 initiatives.	3-MCE Mgr Customer Experience & Engagement	Strategy Partnerships and 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.		Delivery Program consultation phase completed, the draft Delivery Program and Operational Plan will be put to Council in April 2025, for public exhibition in May 2025.	2-DSPE Director Strategy Partnership & Egmt	Strategy Partnerships and Engagement

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
		Ensure governance reports to external agencies comply with statutory requirements.		Governance are required to report to a number of 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 met, while other reports are only required reactively.	3-MGIC Manager Corporate Governance	Organisational Performance
		Review and adopt the Audit Plan in accordance with Audit Risk and Improvement Committee.		Following an assurance mapping process, conducted by an external facilitator, the Audit Risk and Improvement Committee have adopted a four year Audit Program and a one year Audit Plan. Three audits have been completed during this reporting period by external providers.	3-MGIC Manager Corporate Governance	Organisational Performance
		Implement the Work Health and Safety Action Plan.		Implementation continues for the targets within the WHS Action Plan. No change on the numbers from previous, except to confirm there are 21 targets.	3-MPCS Manager People Culture & Safety	Organisational Performance
		Manage and support the Audit, Risk and Improvement Committee to facilitate and enhance risk accountability.		There have been three Audit Risk and Improvement Committee meetings in this reporting period, being August October and December 2024. Following the Local Government Election in September, Councillor Ivey was appointed as the new Councillor member for the Committee. Audits have been completed on Airport Compliance, Heavy Vehicle Chain of Responsibility, and DRIVES (a Transport for NSW requirement) during the reporting period,	3-MGIC Manager Corporate Governance	Organisational Performance

4.2: The resources of Council are sustainably managed

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
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 December 2024 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. 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.	3-CFO Chief Financial Officer	Organisational Performance
		Considered approach to grant attraction opportunities focusing on renewals.		Considering the development of a community energy strategic framework to guide grants	2-DSPE Director Strategy Partnership & Egmt	Strategy Partnerships and Engagement
4.2.2	Technological capabilities meet the requirements of Council and the community	Implement the Smart Council Strategy Action Plan.		Council continues to advance the Smart Council Strategy with key projects including the upgrade of our document management system (Content Manager) completing in Q2. This project enhanced document handling and retrieval for streamlined operations. We have also focused on improving cyber strategies by implementing Australian Signals Directorate (ASD) Essential 8 controls to protect our digital infrastructure and safeguard against cyber threats. Enhancements to our business continuity plans are also underway, ensuring we are prepared to respond to disruptions, maintaining essential services and minimising	3-CIO Chief Information Officer	Strategy Partnerships and Engagement

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				downtime. We are actively migrating branch-level applications to the cloud, offering scalability, flexibility, and cost savings. This aligns with our Smart Council Strategy to integrate and optimise systems.		
		Effective service provision of Council's Geographical Information System.		A comprehensive and accurate Geographical Information System is being maintained. Circa 83 works as executed (WAX) plans have been captured in the corporate GIS system year to date.	3-CIO Chief Information Officer	Strategy Partnerships and Engagement
		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.	3-MBDS Mgr Building & Development Services	Development and Environment
		Progress the Smart Region Strategy.		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 . Council is also negotiating a further project with the University of NSW for the delivery of a battery energy storage system for the Dubbo Administration Building.	3-MGP Manager Growth Planning	Development and Environment
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 continues on all the Workforce Management Strategies for 2024. Inclusion Diversity and Belonging Strategy is being prepared for publishing, the Leadership Development Program commences rollout on 28 January 2025. A framework for trainees and apprentices has been drafted to support Resourcing and Entry Pipelines, the Service Review Program continues as planned and the Health and Wellbeing Strategy plan on a page has been drafted.	3-MPCS Manager People Culture & Safety	Organisational Performance

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
		Review and align learning initiatives and compliance to ensure value and effective capability building.		Training spend has been progressing well against the budget with 60% of the budget allocated at the end of December 2024, with the majority spend in WHS Compliance and Perform.	3-MPCS Manager People Culture & Safety	Organisational Performance
		Support employee feedback and engagement through an annual pulse check and review of action planning.		Annual Pulse Check was completed during October, the results have been published on Central for employees. P&C Business Partners will be discussing it with the divisions at upcoming meetings.	3-MPCS Manager People Culture & Safety	Organisational Performance
		Implement the initiatives designed under the Inclusion Diversity and Belonging strategy.		The Inclusion Diversity and Belonging Strategy has been endorsed. The strategy is awaiting alignment with corporate branding before being published. Action has commenced on the activities within the Strategy.	3-MPCS Manager People Culture & Safety	Organisational Performance
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.		The implementation of the revised status quo is progressing as planned. The new staffing structure has been finalised and is currently in the recruitment phase. The tender for stock handling services is out to market and is expected to be presented at the February Council meeting. Access licences for agents have been drafted and are with DSSA solicitors for review and approval. The software package selection process has been narrowed down to two suppliers. Dubbo Regional Council will go to market for the final selection within the next four weeks. The full implementation of the revised status quo is projected to occur during the April-May period.	3-MDRLM Manager DRLM	Organisational Performance
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.		Agreed service review framework is being delivered/adjusted	2-DSPE Director Strategy Partnership & Egmt	Strategy Partnerships and Engagement

Theme 5: Liveability

5.1: The health and safety of the community is improved

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
5.1.1	Effective medical services and facilities are available	Advocate for appropriate health service provision and collaborate with government agencies and industry to support key work attraction initiatives.		GP Registrar Welcome Event series continues with 15 registrars in attendance at the August event. 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. 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.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement
		Work with stakeholders in the Dubbo Health, Education and Wellbeing Precinct to support the growth of services and facilities.		Continue working with University of Sydney and School of Rural Health to undertake the GP Registrar Welcome Event series. August event had 15 registrars in attendance. Collaboration with key stakeholders for the Region on the Rise campaign that will promote health and education workforce to live and work in the region (launch date early 2025).	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement
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 (CDO) Officer chairs and attends bimonthly Dubbo Aged Services Interagency meetings and events such as Dementia Awareness Walk - Victoria Park with Dementia Choir performance (Sept. 2023), Holland Open Garden Event (Oct. 2023); Memory Walk & Jog (Feb. 2024), and Dubbo Dementia Expo (Sept. 2024).	3-MCMS Manager Community Services	Community Culture and Places

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
		Maintain and implement the Disability Inclusion Action Plan.		Council's Community Development Officer for Seniors and people with disability has been working with all relevant divisions of Council to gain information on progressing or completed actions within the current DIAP. The annual report was also completed for NSW Disability Council and Local Government NSW in December 2024.	3-MCMS Manager Community Services	Community Culture and Places
5.1.3	There is an appropriate level of policing in our region	Implement the adopted Community Safety and Crime Prevention Plan.		Council's draft Community Safety and Crime Prevention Plan 2025 - 2029 has been endorsed by Council to go on public exhibition during February 2025.	3-MCMS Manager Community Services	Community Culture and Places

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
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 Aboriginal Liaison Officer position is currently vacant, with the position expected to be filled early 2025	3-MCMS Manager Community Services	Community Culture and Places
		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.	3-MPMO Manager Project Management Office	Organisational Performance
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.		Council's Reflect RAP received conditional endorsement from Reconciliation Australia in late 2024. Council's creative services team was able to create a final, public facing document which included artwork, logo's and CEO forwards which is to be endorsed by Reconciliation Australia and then launched by Council before March 2025	3-MCMS Manager Community Services	Community Culture and Places

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
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.		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.	1-CEO Chief Executive Officer	Organisational Performance

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
5.3.1	The social services requirements of our community are identified and met	Participate in interagency groups in regard to social service issues.		Council's Community Services team attend and facilitate a wide range of interagency networks. These include: Wellington Interagency, Dubbo and Wellington DV collectives, Wellington Children's Committee, Youth Interagency, Emergency Support Group, Youth Council, Early Years Education Support Group, Family Day Care forums, Community Collaborative, Youth Action Meetings, Dubbo Aboriginal Community Working Party, NAIDOC, Communities for Children Committee, Family Safety Collaboration, Local Government Community Safety & Crime Prevention Network, Local Government Multicultural Network, Welcoming Cities.	3-MCMS Manager Community Services	Community Culture and Places
		Community service outcomes supported with funding in accordance with Council's Financial Assistance Policy.		Council completed 2024/2025 Round 1 of the Community Services Fund as per resolution from the ordinary Council meeting dated 15 September 2024.	3-MCMS Manager Community Services	Community Culture and Places
		Opportunities for community based partnerships are explored to enhance		The adoption of the Community Safety and Crime Prevention will pave the way for the establishment of a Reference	2-DCCP Director Community	Community Culture and Places

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
		Council's related services and improve community outcomes.		Group that will assist with developing a network to further discuss these matters. DRC representatives take part in a number of inter-agency meetings as well as the Youth Action Meetings (YAMs)	Culture & Places	
		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 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. 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.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement
5.3.2	A variety of youth activities and entertainment is available	Develop and implement the Youth Strategy.		Council has completed the community survey to gain valuable data and local information to assist in the creation of meaningful actions for the draft Youth Action Plan 2025 - 2029. The survey was run over 44 days of engagement. The plan is now being constructed with a presentation to Council planned for April 2025.	3-MCMS Manager Community Services	Community Culture and Places

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
5.3.3	People have access to a range of burial and interment options	Develop long term management plans for cemetery facilities and ensure required service support.		A Cemetery Action Plan has been developed, and the Cemetery Operations Management Policy has been finalised, with a corresponding public-facing document currently in progress. Council has implemented necessary adjustments to ensure compliance with legislative requirements as a cemetery operator, and the development of master plans for the New Dubbo and Wellington Lawn cemeteries has commenced with completion expected by June 2025.	5-EOCCP Exec Officer Community Culture & Places	Community Culture and Places
5.3.4	Our community values domestic, companion and other animals	Complete construction of the new Dubbo Animal Shelter.		Construction of the new animal shelter is progressing, all the buildings have been constructed, the internal fit out including lining of the buildings has commenced. The majority of dog enclosures have been built, and these are currently being covered in an epoxy coating to extend the durability of the enclosures and floors. The sealing of the enclosures and floors with epoxy coating will also assist in preventing the spread of disease. Staff are currently preparing transition plans towards completion of the facility in March 2025.	3-MEC Manager Environmental Compliance	Development and Environment
		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. Councils' communication branch has been working closely with the rangers and animal shelter team to put together various educational social media posts. The Rangers are updating the information session materials and are looking to attend preschools to show the children safe ways to behave and interact with companion animals.	3-MEC Manager Environmental Compliance	Development and Environment

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
5.4.1	Access to a variety of high quality education facilities, opportunities and choice is available	Advocate for appropriate primary, secondary and tertiary education service provision and collaborate with government agencies and industry to support key worker attraction initiatives.		Working with University of Sydney School of Rural Health for the GP Registrar Welcome Event series continues with 15 registrars in attendance at the August event. 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. 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. Collaborating with Charles Sturt University to promote the SPARK Festival which encourages the sharing of ideas, innovation and technology through engagement of the local community.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement
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 19 Family Day Care Educators located across Dubbo, Wellington, Narromine and Warren. Dubbo Family Day Care have 154 children across the service with 225 children on a waiting list.	3-MCMS Manager Community Services	Community Culture and Places
		Implement the activity work plan of under Communities for Children.		Council's Communities for Children Officer is a full-time position which facilitates community-based child and family programs and services for vulnerable and disadvantaged families within Wellington. This program continues to be externally funded through CatholiCare with the existing subcontract agreement in place until	3-MCMS Manager Community Services	Community Culture and Places

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				June 2026. There are specific programs which are detailed in the Work Activity Plan.		
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.		MRL Information Technology systems are currently being integrated into the DRC Information Technology branch for improved information management and cyber security risk management. Finalisation of all processes, including budget allocation and division of assets management, is underway.	3-MMRL Manager Macquarie Regional Library	Community Culture and Places
		Implement the Macquarie Regional Library Operational Plan.		MRL Annual Report 2023/2024, including the audited statement of accounts being finalised. State Library NSW Public Libraries Statistical Return (performance) completed. Library Improvement Plan (2025-2028) actions are progressing with minor schedule changes based on organisational prioritisation.	3-MMRL Manager Macquarie Regional Library	Community Culture and Places

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
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.		Final edits are being made to the Open Space Master Plan 2035 prior to a report being submitted to the Ordinary Council Meeting. This report will include a recommendation to place the Open Space Master Plan 2035 on public exhibition seeking the community's feedback. Based on this feedback, and any further edits or amendments, it will then be submitted to Council for adoption.	3-MROS Manager Recreation & Open Space	Community Culture and Places
		Engage with the community in the planning and development of public open space areas.		Council continues to engage with the community in the design and location of public open space. The Multi-cultural	3-MROS Manager	Community Culture and Places

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				Garden at Dubbo Regional Botanic Garden has just come off 63 days of public exhibition, and the leash-free area for Wellington (38 days) are recent examples.	Recreation & Open Space	
		Implement the Public Open Space Guidelines to identify standards for future development.		The Public Open Space Guidelines have been peer reviewed (internally) and are progressing. A report will be prepared for Executive Leadership Team for their comments prior to public exhibition.	3-MROS Manager Recreation & Open Space	Community Culture and Places
5.5.2	Unique recreation and open space facilities are available	Complete the repaired of flood damage areas of Pioneer Park in Wellington.		The irrigation system installation has been delayed due to the unavailability of the Contractor. The irrigation system is currently 30% installed and is scheduled to be completed by the end of February 2025.	3-MROS Manager Recreation & Open Space	Community Culture and Places
		Complete the planning proposal for the reclassification and rezoning of Alexander Bell Memorial Park.		Work is continuing on the drafting of the documentation required for reclassification / rezoning of the parcel of land.	3-MROS Manager Recreation & Open Space	Community Culture and Places
		Complete design and engagement of contractor for renewal of Elston Park water park.		Preparation of tender based on advice from Splash Park specialists. It is anticipated that the tender will go out to marketplace in March 2025.	3-MROS Manager Recreation & Open Space	Community Culture and Places
		Complete renewal of Cameron Park pedestrian lighting.		The work has been commenced and it is anticipated to be completed by April 2025. Project remains on schedule and within budget.	3-MROS Manager Recreation & Open Space	Community Culture and Places
5.5.3	Our sporting facilities cater for a wide range of events and opportunities	Actively engage and collaborate with sports user groups and Dubbo Regional Sports Council to support effective asset management and development and viable and responsive service delivery.		Council remains committed to working with the Dubbo Regional Sports Council. Current discussions include the preparation of agreed briefs relating to the sport specific requirements. The Dubbo Regional Sports Council held the Sports Awards in December that were well attended.	3-MROS Manager Recreation & Open Space	Community Culture and Places

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
		Complete irrigation renewal at John McGrath Oval.		Finalisation of the John McGrath Irrigation Renewal Project was completed in December on time and within budget.	3-MROS Manager Recreation & Open Space	Community Culture and Places
		Progress irrigation renewals of Victoria Park number 2 and 3 ovals.		The tender documentation is being prepared ready for distribution to the marketplace in March/April 2025.	3-MROS Manager Recreation & Open Space	Community Culture and Places
		Complete construction of amenity block at Victoria Park that meets community needs.		Independent consultant was engaged to undertake a review of all public amenity blocks across the Dubbo Regional Council. This audit was undertaken in December 2024. The final report back from the consultant is due back in late January 2025, the report will include comments and recommendations in relation to the Victoria Park amenity block based on Crime Prevention Through Environmental Principles (CTPED).	3-MROS Manager Recreation & Open Space	Community Culture and Places

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
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).		Being implemented with an identified action for the 2024/2025 undertaken. 33 Actions were identified for completion in the year, 11 have been completed and 17 underway or yet to be initiated.	3-MRE Manager Regional Experiences	Community Culture and Places
		Develop and curate a season program each year at Dubbo Regional Theatre and Convention Centre offering a diverse range of shows and genres.		A successful Season Launch was held with 368 people in attendance. The 2025 Season program with the theme 'A Million Reasons' acknowledges over one million people have visited the DRTCC since the official opening in 2010. The Season program comprises of 20 productions across the genres of musicals/cabaret, comedy, family and youth, dance and drama.	3-MREV Manager Regional Events	Community Culture and Places

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
		The Dubbo Regional Theatre and Convention Centre Business Plan is reviewed and updated annually including the maintenance schedule and asset renewal program.		As part of the Asset Renewal Plan, the 15 year old foyer carpet has been replaced. A large portion of the original carpet has be repurposed in non-public areas to line walkways on side stage and on the cat walks above the theatre auditorium.	3-MREV Manager Regional Events	Community Culture and Places
		Progress and implement the strategic plans and strategies for the Western Plains Cultural Centre.		Strategic Business Plan is in development following the outcomes of the Strategic Marketing Plan.	3-MRE Manager Regional Experiences	Community Culture and Places
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 has been able to support many local multicultural groups within the region through the Event and Community Services Fund grant rounds. Council continues to provide letters of support for local groups to apply for non-Council funding.	3-MCMS Manager Community Services	Community Culture and Places
		Prepare and implement the Master Plan for Multicultural Garden.		Concept plans were on public exhibition from 4/10 - 2/12/2024 (63 days). Council received 112 contributions that are now under review to help inform the development of a final master plan.	3-MROS Manager Recreation & Open Space	Community Culture and Places
		Maintain Sister Cities relationships and support opportunities for cultural exchange.		Next exchange program on track to be launched in Late February 2025. Meeting held with staff to increase visibility and applications and a new program design is being developed to increase viability and promotion of program.	3-MRE Manager Regional Experiences	Community Culture and Places
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.		Council offers a heritage advisory service to assist staff in the assessment of development applications, and to assist the general public. Appointments can be made with Council.	3-MBDS Mgr Building & Development Services	Development and Environment

Theme 6: Environmental Sustainability

6.1: We achieve net zero emissions

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
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.	3-MGP Manager Growth Planning	Development and Environment
		Implement the Energy Strategy and Implementation Plan.		Energy Report being conducted (and due March 2025) to allow for a snapshot to be reviewed/compared against the adopted Energy Strategy and Implementation Plan.	3-MRRE Mgr Resource Recovery & Efficiency	Development and Environment
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.		UNSW were successful in gaining the funding for the Solar and Battery trial program. This project is kicking off early 2025. Learnings from this project will be ongoing and further provide opportunities to influence how energy can be managed across multiple council facilities.	3-MBA Manager Building Assets	Organisational Performance
		Monitor and report the energy performance of Council buildings and facilities via Council's energy management tool.		Monitoring is ongoing, data baselines are being established and comparisons of trends ongoing.	3-MBA Manager Building Assets	Organisational Performance
		Implementation the application of Council's Sustainable Building Policy.		The Sustainable Building policy were included in the design of the Dubbo Animal Shelter.	2-DOP Director Organisational Performance	Organisational Performance
		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).	3-MRRE Mgr Resource Recovery & Efficiency	Development and Environment

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
		Review the top five energy consuming water and sewer sites and investigate opportunities for offsetting Councils electrical costs.		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, located on Hennessy Drive near the intersection of Wheelers Lane. 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. Council, in conjunction with contractors is undertaking major upgrades to its Troy Gully Sewer Pump Station, located on River Street adjacent the Dubbo to Gilgandra railway crossing in North Dubbo. 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. 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.	3-MSWSS Manager Strategy Water Supply & Sewerage	Infrastructure
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.		Investigations into suitable location of Electric vehicle charging stations at the	2-DOP Director	Organisational Performance

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				Dubbo Regional Airport along with Grant funding opportunities.	Organisational Performance	
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.		A report addressing the potential introduction of a Tree Preservation Order (Private Trees) has been prepared for consideration by Council. If adopted the Tree Preservation Order will help protect private trees and assist in heat island effect mitigation. Information is being gathered to commence the draft Greening Strategy.	3-MROS Manager Recreation & Open Space	Community Culture and Places
		Implement the Street Tree Master Plans and Street Tree Maintenance Guidelines in line with budget and resources.		The Street Tree Master Plans continue to be implemented. The Spring planting has been finalised and the Autumn planting list is being organised. The Priority Streets (as identified in the Plans) continue to main the focus on plantings, with considerations given to Customer Requests.	3-MROS Manager Recreation & Open Space	Community Culture and Places
		Implement the Significant Tree Register and the Tree Removal-Amenity valuation for public trees policy.		The Significant Tree Register continues to be implemented across the Dubbo Regional Council. A review of the document will be undertaken over the next 3 months.	3-MROS Manager Recreation & Open Space	Community Culture and Places
		Further development of a Tree Preservation Order in accordance with the resolutions of Council.		A report will be put to Council in early 2025.	3-MROS Manager Recreation & Open Space	Community Culture and Places
		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.		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.	1-CEO Chief Executive Officer	Organisational Performance

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
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.		Council considered the findings of the UNSW study at its December Ordinary Meeting.	1-CEO Chief Executive Officer	Organisational Performance
		Climate change risk planning for Council and Council's assets is included within Council's Risk Management Framework and associated documents by December 2024.		Climate Change Risks have been included in the Risk Management Framework and the risk controls are awaiting confirmation by the Risk Owners.	3-MPCS Manager People Culture & Safety	Organisational Performance
		Adopt an urban forest tree canopy target and target external funding opportunities such as Voluntary Planning Agreements.		Information is being gathered to prepare for the drafting of the greening Strategy that will identify a realistic canopy cover for Dubbo and Wellington.	3-MROS Manager Recreation & Open Space	Community Culture and Places
6.2.2	Water supply is provided efficiently and sustainably to our community	Promote and encourage water savings initiatives to the community.		Council has a range of water saving educational information and materials available on its website for the community to access.	3-MWSS Manager Operations Water Supply & Sewerage	Infrastructure
		Investigate activities and funding strategies to ensure long-term water security.		Council has entered into a Public Private Partnership (PPP) with Squadron Energy to construct an Advanced Wastewater Treatment Plant (AWTP). Squadron Energy will commit \$3.6 million (excl GST) in funding towards this project. The AWTP will be located at the Dubbo Sewage Treatment Plant (STP) 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. Council has now closed tenders for the award of construction for the AWTP.	3-MSWSS Manager Strategy Water Supply & Sewerage	Infrastructure

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				Tender assessments are now being conducted.		
6.2.3	Waste management processes reduce our environmental footprint and impact on the environment	Investigate smart technology to improve waste management practices.		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.	3-MRRE Mgr Resource Recovery & Efficiency	Development and Environment
		Work with NetWaste on waste projects and opportunities for greater diversion from landfill.		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.	3-MRRE Mgr Resource Recovery & Efficiency	Development and Environment

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
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.		The review of the Program is being undertaken in line with the review of the adopted volunteer framework. The review will assess alignment between the framework and our current practices, and explore opportunities to restructure and realign our approach to volunteer engagement.	3-MGSO Manager Greenspace Operations	Infrastructure
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	3-MISD Mgr Infrastructure Strategy & Design	Infrastructure

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				systems are in accordance with adopted drainage strategies.		
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 continues to monitor and submit grant applications as opportunities are identified.	3-MROS Manager Recreation & Open Space	Community Culture and Places
		Report on the Weed Action Program (Department of Primary Industry).		Tasks are being completed as planned and all progress is being recorded for inclusion in the first-quarter report to the Department of Primary Industry.	3-MGSO Manager Greenspace Operations	Infrastructure
		Assess major infrastructure projects so that they reasonably avoid endangered ecological communities, threatened species, habitats and environmental assets.		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 often done under Part 5 of the Act.	3-MBDS Mgr Building & Development Services	Development and Environment

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

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
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.	3-MGP Manager Growth Planning	Development and Environment
6.4.2	Development does not place the community at risk from flood impacts	Commence the Wellington Flood Study.		Council has engaged a consultant to prepare the flood study, and the project has commenced. Expressions of interest have also been called for membership of the Floodplain Management Committee for this flood study.	3-MISD Mgr Infrastructure Strategy & Design	Infrastructure

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
		Complete the Ballimore Village Flood Study.		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: 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: 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. 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.	3-MISD Mgr Infrastructure Strategy & Design	Infrastructure
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.		The EMPLAN has been adopted and will be available on the Dubbo Regional Council website by the next reporting period.	3-MPCS Manager People Culture & Safety	Organisational Performance
		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.		The draft business case has been reviewed, and an addendum is being developed to separate the case into distinct stages, clearly outlining the benefits and financial implications of each phase. Additionally, a 'one-pager' is	3-MASO Manager Airport Strategy and Operations	Organisational Performance

Code	3 Year Focus	1 Year Action	Status	Comments	Responsible Officer Position	Responsible Directorate
				being prepared to support ministerial and funding discussions. To advance funding efforts, two grant applications have been submitted, leveraging key elements of the current business case, which in turn is informing the development of the addendum. Dubbo Regional Airport was successful in the Grant Application for Growing Regions Program for \$14.6M (50/50 funding) for Strengthening of the Runway, which was announced on the 14 Jan 2025		
		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.	3-MPCS Manager People Culture & Safety	Organisational Performance
		Collaborate with Narromine Shire Council to Implement the outcomes of the Drought Resilience Plan.		Regional Drought Resilience Plan has been submitted to CSIRO for feedback and subsequent release of implementation funding. Draft implementation plan has been created.	3-MSPI Mgr Strategic Partnerships & Investment	Strategy Partnerships and Engagement