



# DELIVERY PROGRAM AND OPERATIONAL PLAN 2021/2022

## Acknowledgement:

Dubbo Regional Council wish to acknowledge the Wiradjuri People who are the Traditional Custodians of the Land. Council pay respect to the Elders both past, present and emerging of the Wiradjuri Nation and extend that respect to other Aboriginal peoples from other nations who are present.





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# About this document

This document incorporates the 2018-2022 Delivery Program and 2021-22 Operational Plan, which details Council's role in the delivery of services and projects to realise the long-term strategic goals of the community. It should be read in conjunction with the 2040 Community Strategic Plan and Resourcing Strategy.

## Delivery Program

The Delivery Program identifies the principal activities Council will undertake over the four year Councillor term to implement the strategies and objectives established by the Community Strategic Plan. It addresses the full range of Council's operations, and is the key "go to" document for Councillors as it is a statement of commitment to the community.

## Operational Plan

The Operational Plan is updated annually and identifies the activities and projects Council will undertake during the financial year to address the principal activities in the Delivery Program. The Operational Plan includes an annual budget and revenue policy showing how Council will finance the activities and projects.

## COVID-19

Following the announcement by the Minister of Local Government that the September 2020 Local Government Election has been rescheduled to September 2021, this Plan is the fourth and final year of the current Integrated Planning and Reporting cycle.

Given the enormity of the ongoing COVID-19 pandemic, this Plan aims to deliver significant community benefits whilst being cognisant of Council's budgets and the impacts on our community.







# Chief Executive Officer's Message



Chief Executive Officer  
Murray Wood

I am pleased to present the 2021/22 Delivery Program and Operational Plan, which outlines the actions we are committed to delivering for our community in the year ahead.

We are focused on providing essential services to our community, supporting our people and businesses to survive and thrive after the COVID-19 pandemic, collaborating with other tiers of government, creating employment

opportunities, and maintaining our sound financial position.

The actions in this Plan are aligned to the objectives and goals of our Community Strategic Plan and reflect our integrated approach to planning. The Plan provides the blueprint to achieving the community's broader goals, and ensuring our services and resources are well aligned and meet community expectations. The Plan provides staff with a road map for the year ahead and we are confident we have provided a balanced, financially sound and robust Plan.

As we look to the year ahead, we are guided by your vision for the Dubbo region – our quality of life, the opportunities available for us to grow as a community, our unique and natural landscape, our lifestyle and wellbeing, and being recognised as the inland capital of regional NSW.

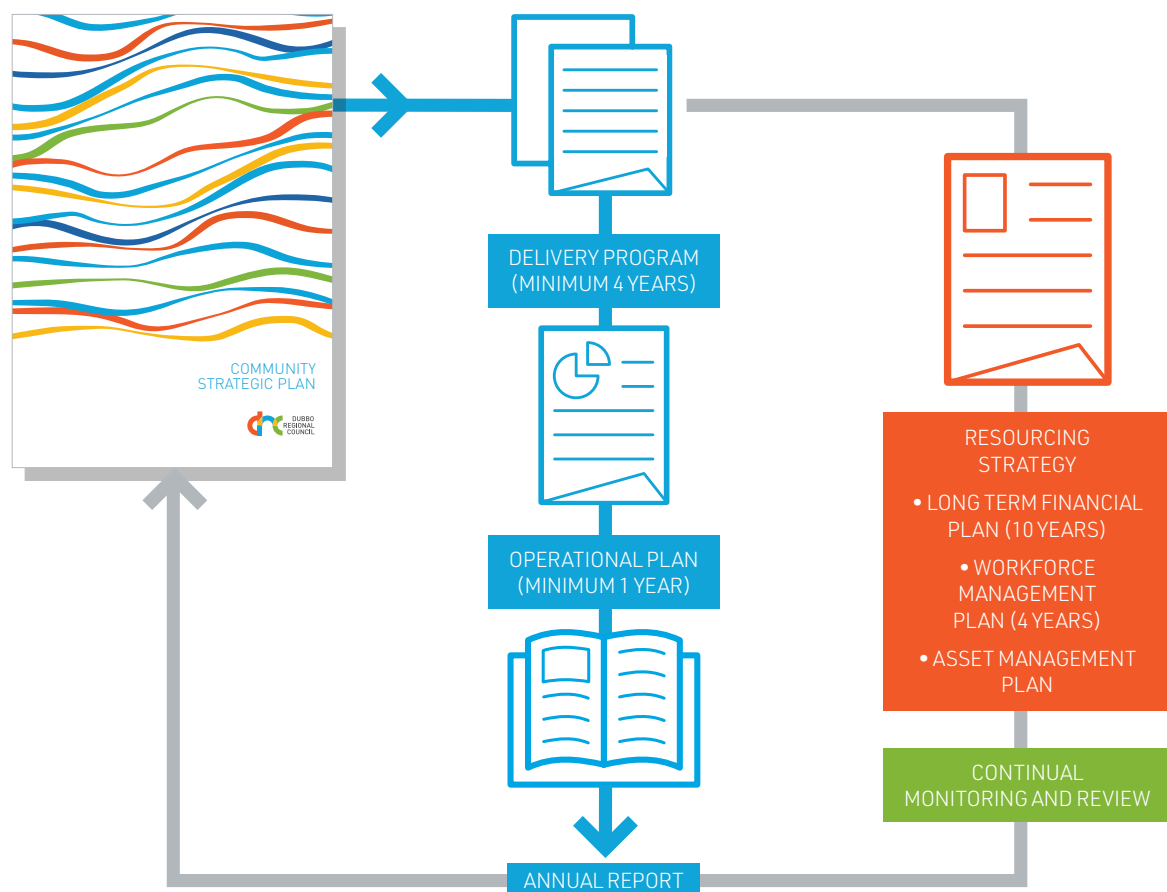
Council prides itself on its commitment to serving the community and providing the best services we can. We will continue to progress the goals of the Delivery Program and Operational Plan to ensure the region remains a great place to live, work and enjoy.



# The Integrated Planning and Reporting Framework

The Delivery Program and Operational Plan are part of Council's Integrated Planning and Reporting Framework. The Framework is a suite of plans that identify a vision for the future, and strategic actions to achieve them. It requires Council to undertake 'whole of council' planning for the short, medium and long term future. It allows Council to draw various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future.

Council's Integrated Planning and Reporting Framework is provided below:



Council is the key driver of the 2040 Community Strategic Plan, but its implementation is also the shared responsibility of all community stakeholders. Council has an important role to play in advocating for and partnering with other stakeholders including government agencies, non-government organisations, community groups and individuals.



# Quadruple Bottom Line

Underlying the Integrated Planning and Reporting Framework is the Quadruple Bottom Line (QBL). The QBL addresses social, environmental, economic and civic leadership considerations.



SOCIAL



CIVIC LEADERSHIP



ECONOMIC



ENVIRONMENT

The QBL is represented by five key themes areas:

1. Housing
2. Infrastructure
3. Economy
4. Community Leadership
5. Liveability

These themes ensure that Council's planning is balanced and takes an all-inclusive view of its local government area.







# Monitoring and Review

As Council implements the Delivery Program and Operational Plan, we need to keep track of our progress. Monitoring and evaluation of the Plan ensures that strategies and actions are being provided to our community in a timely and financially sustainable manner.

Council monitors progress in the following ways:

Strategy/ Plan	Description	Frequency
Budget Review Statement	A revised estimate of income and expenditure with reference to the Statement of Council's Revenue Policy	Prior to 1 December, 1 March and 1 June
Progress Report	Report on the progress of achieving the Delivery Program principal activities	Present to Council at least every six months
Annual Report	Report on the achievements in implementing the Delivery Program principal activities and their effectiveness in achieving CSP objectives	Adopt by 30 November every year
End of Term Report	Report on Council's achievements in implementing the CSP over the previous four years	Present at final meeting of an outgoing Council  Adopt by 30 November and include in Annual Report in year of an election
State of the Environment Report	Report on environmental issues relevant to the CSP objectives	Adopt by 30 November and include in Annual Report in year of an election



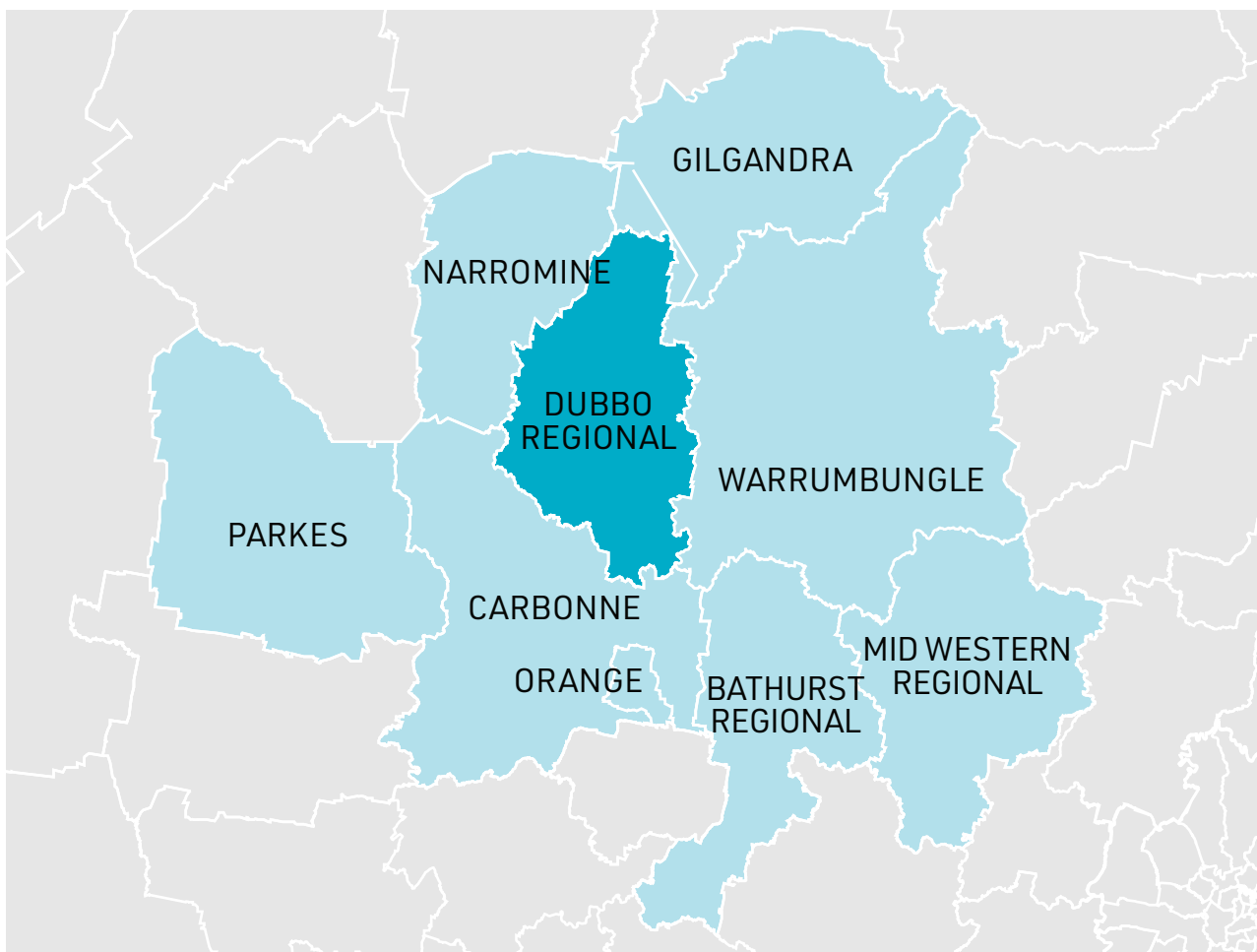
# Dubbo Region – Who we are

The Dubbo Regional Local Government Area is at the heart of the region and has an estimated population of 54,843 in 2021. It includes the regional city of Dubbo, the local service centre of Wellington and multiple towns and villages.

The Local Government Area contributed \$3.64 billion to GRP in 2019, supported by a diversity of economic sectors including health care and social assistance, retail trade, education and training, construction, public administration and safety, accommodation and food services, manufacturing, agriculture, transport and warehousing, and finance.

Dubbo is one of the largest inland regional cities in NSW and sits at the intersection of major road, rail and air routes. It services a catchment area of over 120,000 people from within the region and in the adjoining Far West region. Dubbo's broad range of economic sectors reinforces its role as a regional city.

Wellington sits at the foot of Mount Arthur between the Macquarie and Bell Rivers. It supports surrounding agricultural activities such as cropping, wool, beef and prime lamb farming on rich productive soils. Tourists are attracted to the Wellington Caves complex, Lake Burrendong, the Burrendong Arboretum, Mount Arthur, small wineries and boutique galleries.



# Our community



## POPULATION

DUBBO REGION **54,843**

FORMER DUBBO CITY **45,536**

FORMER WELLINGTON **9,307**

\*ESTIMATED RESIDENTIAL POPULATION 2021



## POPULATION PROJECTION (2040)

DUBBO REGION **65,697**

FORMER DUBBO CITY **55,871**

FORMER WELLINGTON **9,826**



**7,735**

PEOPLE WHO ARE ABORIGINAL  
AND TORRES STRAIT ISLANDER



**27%**

POPULATION IS UNDER  
20 YEARS OLD



**17%**

POPULATION IS 65+



## DWELLINGS

**22,500** IN THE DUBBO REGION

**18,592** FORMER DUBBO CITY **3,908** FORMER WELLINGTON

**63%** OF DWELLINGS ARE OWNED OUTRIGHT OR WITH MORTGAGE

**5** WARD AREAS IN THE LOCAL GOVERNMENT AREA

**22,957**

PEOPLE ARE EMPLOYED IN THE DUBBO REGION

**\$1,500 - \$1,749**

MEDIAN INCOME WEEKLY PER RESIDENT

**\$3.64 BILLION**

GROSS REGIONAL PRODUCT

**28%**

COUPLES WITH CHILDREN

**30-34**

MEDIAN RESIDENT AGE

**36%**

OF RESIDENTS OWN TWO CARS



# Our organisation



**CHIEF EXECUTIVE OFFICER**



## **CULTURE & ECONOMY**

- Dubbo Regional Livestock Markets
- Economic Development & Marketing
- Regional Events
- Regional Experiences
- Dubbo City Regional Airport



## **DEVELOPMENT & ENVIRONMENT**

- Resource Recovery & Efficiency
- Environment Compliance
- Building & Development Services
- Growth Planning



## **INFRASTRUCTURE**

- Building Infrastructure Leadership Team
- Infrastructure Delivery
- Infrastructure Strategy & Design
- Operations Engineer
- Water Supply & Sewerage
- Fleet & Depot Services

## EXECUTIVE SERVICES

- Corporate Image and Communications
- People, Safety and Culture
- Governance and Internal Control



## LIVEABILITY

- Operations
- Recreation & Open Space
- Community Services
- Macquarie Regional Library



## ORGANISATIONAL PERFORMANCE

- Procurement
- Customer Experience
- Chief Financial Officer
- Chief Information Officer
- Property Assets



# OUR VISION, PURPOSE AND VALUES



## OUR VISION

Creating Communities  
for today and tomorrow

## OUR PURPOSE

Lead, Connect, Inspire

## OUR VALUES



## PROGRESSIVE

BE CURIOUS, COURAGEOUS AND COMMITTED

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



## SUSTAINABLE

BALANCED APPROACH TO GROWTH AND OPPORTUNITY

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



## ONE TEAM

WORKING TOGETHER

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



## INTEGRITY

ACCOUNTABLE FOR OUR ACTIONS

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

# Delivery Program and Operational Plan

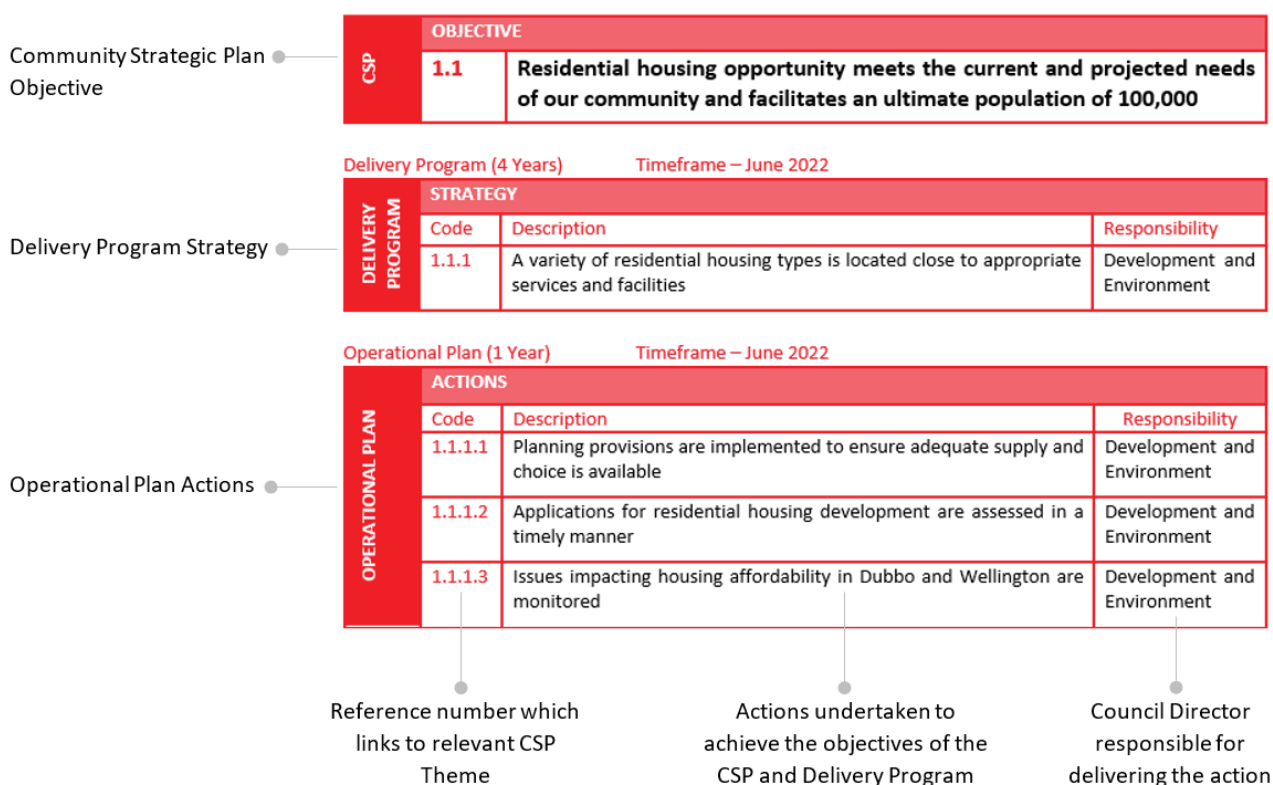
## How to read this section

This Plan is linked to the Community Strategic Plan as actions are grouped by themes and strategies. When preparing the Community Strategic Plan, our community identified the following common themes:

1. Housing
2. Infrastructure
3. Economy
4. Community Leadership
5. Liveability

The actions under each theme and strategy are concise statements of how Council will achieve the overall objectives of the community in one particular area of Council's operations.

A guide to interpreting the Plan is provided below:







# Housing

Housing choice, affordability and availability holds great importance across our community. Council holds a number of roles across the housing spectrum, including setting appropriate policy positions through planning instruments, assessing applications in a timely manner, building relationships with stakeholders, and negotiating with government in respect of the need and demand for public housing and crisis accommodation.

## Our Community Expects:

- Red tape to be cut to manage costs for the housing industry
- Rental accommodation to be available at a range of price points
- Residential land to be available in Dubbo and Wellington
- Affordable housing to be available in Dubbo and Wellington
- Better planning and more opportunity for growth in our villages
- More opportunity for housing in the villages and rural areas
- Apartments to be encouraged in the Dubbo CBD
- Planning controls to be in place that provide for the development of a variety of housing styles and types
- Council to work proactively with the residential development industry to realise the economic potential of the region.

## Alignment to quadruple bottom line:



SOCIAL



ECONOMIC



ENVIRONMENT

CSP	OBJECTIVE	
	<b>1.1</b>	<b>Residential housing opportunity meets the current and projected needs of our community and facilitates an ultimate population of 100,000</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.1.1	A variety of residential housing types is located close to appropriate services and facilities	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.1.1.1	Planning provisions are implemented to ensure adequate supply and choice is available	Development and Environment
	1.1.1.2	Applications for residential housing development are assessed in a timely manner	Development and Environment
	1.1.1.3	Issues impacting housing affordability in Dubbo and Wellington are monitored	Development and Environment



CSP	OBJECTIVE	
	1.1	Residential housing opportunity meets the current and projected needs of our community and facilitates an ultimate population of 100,000

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.1.2	Residential accommodation is designed to meet the needs of our ageing population	Development and Environment

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.1.2.1	Advocate to government for a review of State Environmental Planning Policy (Housing for Seniors or People with a Disability) 2004 to reflect the changing needs of an ageing population	Development and Environment
	1.1.2.2	Land use strategies identify land for seniors housing	Development and Environment

CSP	OBJECTIVE	
	1.1	<b>Residential housing opportunity meets the current and projected needs of our community and facilitates an ultimate population of 100,000</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.1.3	Urban renewal is encouraged in the Dubbo Central Business District to provide a variety of housing choice that makes efficient use of existing infrastructure and facilities	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.1.3.1	Planning controls are constantly reviewed to ensure residential development is promoted in the Dubbo CBD	Development and Environment



CSP	OBJECTIVE	
	1.1	Residential housing opportunity meets the current and projected needs of our community and facilitates an ultimate population of 100,000

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.1.4	New public and social housing is integrated into existing residential areas	Development and Environment

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.1.4.1	Advocate to state government to review State Environmental Planning Policy (Affordable Rental Housing) 2009	Development and Environment
	1.1.4.2	Advocate to state government for the renewal of existing public and social housing stock	Liveability

CSP	OBJECTIVE	
	1.2	Residential development is well-designed

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.2.1	A high level of residential amenity is achieved in all new development	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.2.1.1	Urban design guidance is implemented through Council's planning instruments that promotes and achieves well-designed development and neighbourhoods that include passive recreation opportunities	Development and Environment
	1.2.1.2	Residential development provides an appropriate level of amenity for adjoining and adjacent residents and ensures future occupants have an acceptable quality of life	Development and Environment



CSP	OBJECTIVE	
	<b>1.2</b>	<b>Residential development is well-designed</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.2.2	The character and amenity of established residential areas is maintained and enhanced	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.2.2.1	Planning instruments include appropriate controls to manage the density of development, promote good quality development and the enhancement of neighbourhoods	Development and Environment

CSP	OBJECTIVE	
	1.2	Residential development is well-designed

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.2.3	New residential developments are designed in accordance with safer-by-design principles	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.2.3.1	Safer-by-design principles are incorporated into Council land use planning decisions	Development and Environment

CSP	OBJECTIVE	
	<b>1.3</b>	<b>Residential development opportunities are provided in the villages to facilitate rural lifestyle housing opportunities</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.3.1	Adequate land is available in the villages for development	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.3.1.1	Review the supply of open space for recreation in the villages	Liveability
	1.3.1.2	An Issues Paper is prepared to guide the future strategic direction of the villages	Development and Environment



CSP	OBJECTIVE	
	<b>1.4</b>	<b>An adequate supply of land is maintained close to established community services and facilities</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.4.1	There is adequate land suitably zoned to meet a variety of residential development opportunity	Development and Environment

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.4.1.1	A land supply pipeline is maintained and monitored regularly	Development and Environment
	1.4.1.2	A structure plan is prepared for land within the North-West and South-West Residential Urban Release Area	Development and Environment

CSP	OBJECTIVE	
	<b>1.4</b>	<b>An adequate supply of land is maintained close to established community services and facilities</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.4.2	Planning instruments and policies reflect the intent and direction of adopted land use strategies and facilitate sustainable development	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.4.2.1	A rural land use strategy is prepared for the former Wellington Local Government Area	Development and Environment
	1.4.2.2	The comprehensive Local Environmental Plan is finalised in accordance with legislative requirements	Development and Environment
	1.4.2.3	A district land use strategy is prepared for Brocklehurst	Development and Environment

CSP	OBJECTIVE	
	<b>1.4</b>	<b>An adequate supply of land is maintained close to established community services and facilities</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.4.3	Residential and other development is supported by the provision of a strategic and affordable infrastructure framework	Development and Environment

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.4.3.1	A Developer Contributions System is developed and maintained for the Dubbo Regional Local Government Area	Development and Environment
	1.4.3.2	Requests to enter into Planning Agreements are considered by Council and included in the Developer Contributions System	Development and Environment



CSP	OBJECTIVE	
	<b>1.4</b>	<b>An adequate supply of land is maintained close to established community services and facilities</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.4.4	Residential development does not adversely impact on the agricultural production potential of rural land	Development and Environment

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.4.4.1	Rural development strategies are implemented and monitored	Development and Environment
	1.4.4.2	Planning controls include provisions to manage rural land use conflict	Development and Environment

CSP	OBJECTIVE	
	1.5	Neighbourhoods are designed and enhanced to ensure social cohesion and connectivity

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.5.1	The design of neighbourhoods reflects the form and function and promotes connectivity and social cohesion	Development and Environment

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.5.1.1	Planning controls include the provision of a minimum Internal Connectivity Index to promote access and connectivity within new estates and neighbourhoods	Development and Environment
	1.5.1.2	Neighbourhood and subdivision design guidelines are developed and included in the Development Control Plans	Development and Environment

CSP	OBJECTIVE	
	1.6	Opportunities for short term and visitor accommodation are provided

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.6.1	Short term and visitor accommodation is provided to support existing business, industry and tourist activities	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.6.1.1	A review of short term and visitor accommodation needs is undertaken on a regular basis	Development and Environment
	1.6.1.2	Monitor government response to emerging short term and visitor accommodation trends such as Airbnb, Stayz and free camping	Development and Environment



CSP	OBJECTIVE	
	1.6	Opportunities for short term and visitor accommodation are provided

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.6.2	Short term accommodation associated with significant infrastructure and other projects is planned in existing urban areas	Development and Environment

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.6.2.1	Planning instruments are suitably amended to include controls for short term accommodation in residential areas	Development and Environment

CSP	OBJECTIVE	
	<b>1.6</b>	<b>Opportunities for short term and visitor accommodation are provided</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.6.3	Short term crisis/emergency accommodation is available to support the needs of the community	Liveability

Operational Plan (1 Year) Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.6.3.1	Monitor government response to crisis/temporary accommodation demands	Liveability

CSP	OBJECTIVE	
	<b>1.7</b>	<b>The importance of the local development industry to the continued residential growth and development of the Local Government Area is recognised</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	1.7.1	The residential development industry is recognised as a key driver of the local economy	Development and Environment

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	1.7.1.1	Requests for site-specific planning controls are processed in accordance with legislative requirements	Development and Environment
	1.7.1.2	Regular engagement programs are undertaken with development industry stakeholders on building and development issues, emerging legislative changes and ongoing service requirements and expectations of the industry	Development and Environment







## Infrastructure

The provision and maintenance of infrastructure is a key consideration for Council and the community. Council holds a number of roles in relation to local roads, advocacy for state roads, water, sewer, stormwater, pedestrian and bicycles and generally how we move around the Local Government Area. The provision of appropriate infrastructure provides economic development opportunities and ensures our community can continue to benefit.

### Our Community Expects:

- A Transportation Strategy to be in place for the Local Government Area which considers all forms of transportation now and in the future including emerging technologies and innovation
- Percentage of uptake in renewable energy for public and Council facilities
- Sewerage services to be provided to our villages
- Internet speed to be world standard
- Better mobile coverage to be provided to our villages
- The Dubbo City Regional Airport to be a freight hub for our region to Asia and beyond
- Rural roads to be well-maintained and be fit-for-purpose
- Roads within our villages to be well-maintained and a sealing program in place
- A 'ring road' to be provided around Dubbo for heavy vehicles
- Better access into the Dubbo Regional Livestock Markets for heavy vehicles
- An additional rail crossing to allow multiple access points in Stuart Town
- A dedicated railway line for freight from Lithgow to Port Botany
- Expanded public bus services from Wellington to Dubbo at suitable times
- Additional bridges across the Macquarie River
- Overtaking lanes on the Mitchell Highway between Dubbo and Wellington.
- Additional bridges across the Macquarie River
- Overtaking lanes on the Mitchell Highway between Dubbo and Wellington.

Alignment to quadruple bottom line:



ECONOMIC



ENVIRONMENT

CSP	OBJECTIVE	
	2.1	Opportunities for use of renewable energy are increased

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.1.1	Investment in renewable energy opportunities are encouraged and supported	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.1.1.1	Advocate to government to review state planning controls to promote renewable energy development	Development and Environment
	2.1.1.2	Renewable energy opportunities are planned for in Council land use strategies	Development and Environment

CSP	OBJECTIVE	
	2.1	Opportunities for use of renewable energy are increased

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.1.2	Street lighting is provided in accordance with required standards and is cost-effective and energy-efficient	Infrastructure

Operational Plan (1 Year) Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.1.2.1	Review sustainability performance report on a six monthly basis to benchmark street lighting in the Local Government Area	Infrastructure
	2.1.2.2	Develop and implement appropriate policies to ensure all new developments and future street lighting upgrades adopt LED technology	Infrastructure



CSP	OBJECTIVE	
	2.1	Opportunities for use of renewable energy are increased

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.1.3	Council buildings and facilities are energy efficient and welcome opportunities for renewable energy supply	Organisational Performance

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.1.3.1	Opportunities for energy efficiency and renewable energy use for Council buildings and facilities are investigated and implemented where appropriate	Organisational Performance
	2.1.3.2	The energy performance of Council buildings and facilities, where monitored via Council's energy management tool, is regularly reported	Development and Environment
	2.1.3.3	Council develops and implements a policy which sets energy efficient benchmarks in the design and construction of major capital works and building projects	Development and Environment
	2.1.3.4	Council implements practices to optimize fleet performance and reduce fuel use and greenhouse gas emissions	Infrastructure

CSP	OBJECTIVE	
	2.2	<b>Our road transportation network is safe, convenient and efficient</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.2.1	Council promotes a high level of road safety to users	Infrastructure

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.2.1.1	The road safety strategy is implemented for the Local Government Area in conjunction with Transport for NSW	Infrastructure
	2.2.1.2	An annual road safety action plan is prepared and implemented for the Local Government Area	Infrastructure

CSP	OBJECTIVE	
	2.2	<b>Our road transportation network is safe, convenient and efficient</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.2.2	Council provides traffic management facilities to enhance the safety and efficiency of the road transport network	Infrastructure

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.2.2.1	Existing traffic management facilities are maintained in a safe and effective operational condition	Infrastructure
	2.2.2.2	The need for additional traffic management facilities is established and an ongoing program is prepared and implemented for these facilities	Infrastructure

CSP	OBJECTIVE	
	<b>2.2</b>	<b>Our road transportation network is safe, convenient and efficient</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.2.3	Council's road network meets the transport needs of users in terms of traffic capacity, functionality and economic and social connectivity	Infrastructure

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.2.3.1	The rolling village road sealing program is implemented	Infrastructure
	2.2.3.2	A rural road sealing program is investigated and implemented	Infrastructure
	2.2.3.3	Council's Roads Asset Management Plan is maintained and updated to inform future road programs	Infrastructure
	2.2.3.4	Opportunities for additional funding of road projects is actively pursued through state and federal governments	Infrastructure

CSP	OBJECTIVE	
	2.2	<b>Our road transportation network is safe, convenient and efficient</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.2.5	Council works collaboratively with government and stakeholders on transport-related issues	Infrastructure

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.2.5.1	An advocacy role with state and federal governments in relation to issues and truck configuration limitations on the Newell, Mitchell and Golden highways is undertaken	Infrastructure
	2.2.5.2	Advocate for the provision of additional overtaking lanes on the Mitchell Highway between Dubbo and Wellington	Infrastructure
	2.2.5.3	Work with rail authorities to ensure the safety and functionality of existing level crossings	Infrastructure



CSP	OBJECTIVE	
	<b>2.3</b>	<b>Infrastructure meets the current and future needs of our community</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.3.1	Council's water and sewer infrastructure and services comply with appropriate regulations to meet the current and future needs of the community and facilitate a future population of 100,000	Infrastructure

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.3.1.1	Advocate to government for Council to maintain its role as the water and sewer authority for the Local Government Area	Infrastructure
	2.3.1.2	Water is supplied to customers in accordance with Council's adopted service levels	Infrastructure
	2.3.1.3	Sewerage services are provided to customers in accordance with Council's adopted service levels	Infrastructure
	2.3.1.4	The Integrated Water Cycle Management Plan is updated and finalised in consultation with proponents	Infrastructure
	2.3.1.5	Further sustainable water sources are investigated to maintain growth and development of the Local Government Area	Infrastructure
	2.3.1.6	Water savings initiatives are encouraged and actively promoted to the community	Infrastructure
	2.3.1.7	The provision of sewerage services to unserved villages is investigated	Infrastructure

CSP	OBJECTIVE	
	<b>2.3</b>	<b>Infrastructure meets the current and future needs of our community</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.3.2	Council's solid waste management services comply with legislation and meet the current and future needs of the community	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.3.2.1	Solid waste services are provided to customers in accordance with Council's adopted service levels	Development and Environment
	2.3.2.2	A solid waste strategy is prepared and adopted for the Local Government Area	Development and Environment
	2.3.2.3	A weekly organic waste service is implemented for Dubbo, Wellington, Wongarbron and Geurie	Development and Environment
	2.3.2.4	An ongoing waste minimisation education program is undertaken	Development and Environment
	2.3.2.5	A feasibility analysis of a recyclable material facility is prepared for the Whylandra Waste Facility	Development and Environment

CSP	OBJECTIVE	
	<b>2.3</b>	<b>Infrastructure meets the current and future needs of our community</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.3.3	Council's urban drainage systems comply with legislation and meet the current and future needs of the community	Infrastructure

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.3.3.1	Council's urban drainage systems are safe and effective in managing stormwater in accordance with industry and Council-adopted service levels	Infrastructure
	2.3.3.2	The urban drainage network is developed and managed in an environmentally sustainable manner	Infrastructure

CSP	OBJECTIVE	
	2.4	<b>Our transportation networks are planned to accommodate future growth and development of the Local Government Area</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.4.1	Transportation strategies are developed for the Local Government Area that facilitate access throughout the region and ensure residential growth areas are well-connected to employment areas and services	Infrastructure

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.4.1.1	The transportation network facilitates connection of Urban Release Areas in Dubbo across the Macquarie River and to employment opportunities and services	Infrastructure

CSP	OBJECTIVE	
	<b>2.4</b>	<b>Our transportation networks are planned to accommodate future growth and development of the Local Government Area</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.4.2	Community and business have convenient air access to a variety of destinations	Culture and Economy

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.4.2.1	A master plan is maintained and implemented for the Dubbo City Regional Airport	Culture and Economy
	2.4.2.2	Dubbo City Regional Airport operates as a compliant, innovative regional service	Culture and Economy
	2.4.2.3	Leases, licenses, fees and charges at Dubbo City Regional Airport and Wellington Aerodrome and Recreation Park are maintained in line with facility maintenance and long term development opportunities	Culture and Economy
	2.4.2.4	Council establishes and maintains partnerships to promote air travel and to support route viability and affordability	Culture and Economy
	2.4.2.5	A review is undertaken to support long term planning of the Wellington Aerodrome and Recreation Park	Culture and Economy



CSP	OBJECTIVE	
	<b>2.4</b>	<b>Our transportation networks are planned to accommodate future growth and development of the Local Government Area</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.4.3	Business and industry are supported through the provision of appropriate and well-connected road and rail infrastructure	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.4.3.1	Facilitate information sharing, input and advocate for improvements in transportation networks on behalf of business and Industry	Infrastructure
	2.4.3.2	Suitable heavy vehicle access to the Dubbo Regional Livestock Markets is developed and maintained in conjunction with industry stakeholders and users	Culture and Economy

CSP	OBJECTIVE	
	2.5	<b>Our diverse transportation system supports connections within and outside the region</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.5.1	State transportation infrastructure and services are maintained and enhanced	Infrastructure

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.5.1.1	Council has ongoing input into the Transport for NSW Strategy 2056 and the associated subsidiary strategies	Infrastructure
	2.5.1.2	Advocate to the State government to improve access and timing for passenger train services to reach major destinations such as Sydney	Infrastructure

CSP	OBJECTIVE	
	2.5	<b>Our diverse transportation system supports connections within and outside the region</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.5.2	Roadside environments and entrance statements are strategically developed and maintained	Infrastructure

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.5.2.1	A Local Government Area town and village entrance plan is developed to beautify entrances to Dubbo, Wellington and the villages	Liveability

CSP	OBJECTIVE	
	2.5	<b>Our diverse transportation system supports connections within and outside the region</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.5.3	A high level of pedestrian accessibility is provided	Infrastructure

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.5.3.1	A 10 year program of footpath renewals and upgrades is developed and implemented to Council-adopted service levels	Infrastructure

CSP	OBJECTIVE	
	2.5	<b>Our diverse transportation system supports connections within and outside the region</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.5.4	Additional flood-free road access over the Macquarie River at Dubbo is provided	Infrastructure

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.5.4.1	Advocate to state government for the construction of an additional flood-free crossing of the Macquarie River in Dubbo	Infrastructure
	2.5.4.2	Options for an additional southern crossing of the Macquarie River in Dubbo are investigated	Infrastructure

CSP	OBJECTIVE	
	2.5	<b>Our diverse transportation system supports connections within and outside the region</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.5.5	A network of cycleways and pedestrian facilities is provided and maintained	Infrastructure

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.5.5.1	A 10 year cycleway network plan is implemented to Council's adopted service levels	Infrastructure
	2.5.5.2	Planning controls include requirements for the provision of pedestrian and bicycle facilities	Development and Environment
	2.5.5.3	New developments provide for appropriate bicycle storage options	Development and Environment



CSP	OBJECTIVE	
	2.5	<b>Our diverse transportation system supports connections within and outside the region</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.5.6	Adequate and convenient car parking is available in commercial centers	Infrastructure

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.5.6.1	A review of planning instruments, including off-street vehicle parking requirements is undertaken	Development and Environment

CSP	OBJECTIVE	
	2.5	<b>Our diverse transportation system supports connections within and outside the region</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.5.7	Alternative modes of transport are encouraged	Development and Environment

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.5.7.1	Planning controls contain provisions to encourage public transport facilities within specific development types	Development and Environment
	2.5.7.2	Planning controls contain provisions to encourage alternative modes of transport	Development and Environment
	2.5.7.3	The provision of electric vehicle charging stations is investigated along with opportunities to fund installation of these facilities	Development and Environment

CSP	OBJECTIVE	
	2.5	<b>Our diverse transportation system supports connections within and outside the region</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.5.8	Non-private transport services are available in our villages	Liveability

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.5.8.1	In collaboration with providers, the availability of non-private transport is encouraged through examination of government and other incentives	Liveability

CSP	OBJECTIVE	
	<b>2.6</b>	<b>Community and business have access to the highest standard of telecommunications networks and facilities</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	2.6.1	Enhanced telecommunications coverage is available throughout the Local Government Area	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	2.6.1.1	Council engages with government and providers to advocate the expeditious roll-out of enhanced telecommunications/data services	Executive Services









## Economy

The form and function of the local economy, including the importance of our visitor economy, key industry sectors, and attracting further economic development opportunity is a key consideration for Council. Council has a role in providing leadership in the region to both promote the significant economic development opportunities available and to partner with existing business, industry and providers to ensure our workforce has the appropriate range of skills and experience to meet industry demands.

### Our Community Expects:

- A dedicated truck stop in Dubbo
- The region to be promoted as a transport and logistics hub
- Promotion of the region as a 'Gateway to Western NSW'
- The Dubbo Showground to be redeveloped and used for a variety of events
- Promotion of the heritage assets of Wellington and our villages
- An increase in commercial development investment, particularly in Wellington
- A revitalised Wellington Central Business District with beautification treatment and opportunity for Placemaking
- Council to support the operations of business and industry in the region
- Dedicated programs to attract appropriately-skilled professionals to the region
- Promotion of tourism opportunity associated with the Burrendong Way
- Dedicated marketing of our villages to increase visitation and economic activity
- Positive media coverage of our region
- Council to seek all possible gains for the community by having the Wellington Correction Centre and the Macquarie Correctional Centre in Wellington
- Entrance signs into our Local Government Area and for our settlements
- Explorations and promotion of the potential for agricultural tourism
- Exploration and promotion of the potential for Aboriginal cultural tourism
- Promotion of our region as a 'dark skies' park
- The Dubbo City Airport to continue to provide services to its current destinations
- A strong Dubbo Central Business District that includes a Kmart shop
- Continues promotion of the region as a Mining Services Centre, including promotion of the competitive advantage the region has for servicing mining activities in western NSW
- Exploration of other tourism opportunity for the region
- The benefits of the Brisbane to Melbourne Inland rail to be leveraged for business and industry

### Alignment to quadruple bottom line:



ECONOMIC



CSP	OBJECTIVE	
	3.1	Visitor economy growth is supported through product development, enhancement and strategic management

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.1.1	Diverse and unique tourism opportunities are explored, developed and supported	Culture and Economy

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.1.1.1	Implementation of Local Government Actions in the Country and Outback Destination Management Plan are supported	Culture and Economy
	3.1.1.2	Support growth in tourism product offerings through the development of Council owned tourism related businesses and implementation of strategic business plans	Culture and Economy

CSP	OBJECTIVE	
	<b>3.1</b>	<b>Visitor economy growth is supported through product development, enhancement and strategic management</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.1.2	Value and appeal to regional visitors is increased through packaging, trails and collaborative campaigns	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.1.2.1	Regional Events are encouraged to package accommodation and regional experiences in line event promotions and ticket bundles	Culture and Economy
	3.1.2.2	Regional Events are promoted on destination marketing platforms and in collaborative campaigns	Culture and Economy
	3.1.2.3	The Great Big Adventure Pass is promoted and supports level one partners and affiliates	Culture and Economy
	3.1.2.4	Regional Experiences collaborate to increase attraction of the education tourism market and establish industry partnerships where appropriate	Culture and Economy
	3.1.2.5	The \$12m Destination Dubbo International Ready Project is progressively delivered in accordance with approved budgets and timelines	Culture and Economy

CSP	OBJECTIVE	
	3.1	Visitor economy growth is supported through product development, enhancement and strategic management

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.1.3	The performance of the visitor economy is monitored	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.1.3.1	Monthly tourism reports are developed measuring accommodation and visitation	Culture and Economy
	3.1.3.2	Research is undertaken to identify risks and opportunities relating to the visitor experience in the region	Culture and Economy

CSP	OBJECTIVE	
	3.1	Visitor economy growth is supported through product development, enhancement and strategic management

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.1.4	Visitor experiences in the Local Government Area are of high quality, relevance and value for visitors	Culture and Economy

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.1.4.1	Research is undertaken for the Old Dubbo Gaol to measure and act on visitor and user satisfaction	Culture and Economy
	3.1.4.2	An event development and support program is implemented, including event funding and industry network and training	Culture and Economy

CSP	OBJECTIVE	
	3.1	Visitor economy growth is supported through product development, enhancement and strategic management

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.1.5	Events that provide for activities that foster cultural and recreational opportunity and community interaction are supported	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.1.5.1	The Event Attraction and Support Strategy is reviewed and implemented for the Local Government Area	Culture and Economy

CSP	OBJECTIVE	
	<b>3.2</b>	<b>Employment opportunities are available in all sectors of our economy</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.2.1	Employment opportunities for all sectors of the community that support economic growth are fostered	Culture and Economy

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.2.1.1	Partnerships are developed and maintained to ensure our workforce has the appropriate skills and experience to meet industry requirements	Culture and Economy
	3.2.1.2	Actively pursue and respond to opportunities for business and industry investment in the Local Government Area	Culture and Economy



CSP	OBJECTIVE	
	3.2	Employment opportunities are available in all sectors of our economy

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.2.2	Traineeships and employment pathways are available for all sectors of the community	Culture and Economy

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.2.2.1	Advocate and support the employment of youth, aboriginal, long-term unemployed and disabled people in major public projects	Culture and Economy

CSP	OBJECTIVE	
	<b>3.3</b>	<b>The opportunities and benefits of living, working and visiting the region are promoted</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.3.1	Marketing programs encourage new residents and skill attraction	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.3.1.1	Promotion of employment and lifestyle opportunities is undertaken for the Local Government Area	Culture and Economy

CSP	OBJECTIVE	
	3.3	The opportunities and benefits of living, working and visiting the region are promoted

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.3.2	Marketing initiatives include local industry collaboration through input, funding and delivery of promotional programs	Culture and Economy

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.3.2.1	A collaborative partnership program is delivered to promote the region in conjunction with industry stakeholders, Destination Network and Destination NSW	Culture and Economy

CSP	OBJECTIVE	
	3.4	<b>A strong agricultural sector with a continuing capacity to be a significant contributor to the local, regional and national economy is encouraged</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.4.1	The growth and development of our agricultural sector to further diversify and increase value adding is supported	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.4.1.1	Value-add and associated opportunities for the agricultural sector are sought and supported as appropriate	Culture and Economy

CSP	OBJECTIVE	
	3.4	<b>A strong agricultural sector with a continuing capacity to be a significant contributor to the local, regional and national economy is encouraged</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.4.2	Capacity of the agricultural industry is supported through effective planning, investment attraction and support	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.4.2.1	Planning instruments protect agricultural activities from encroachment by incompatible land use activities	Development and Environment
	3.4.2.2	Transport infrastructure, including truck stops, are supported	Development and Environment
	3.4.2.3	The Dubbo Regional Livestock Markets are supported by long term strategic planning and asset investment	Culture and Economy

CSP	OBJECTIVE	
	3.5	The long term economic growth of the Local Government Area is realised

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.5.1	Opportunity for long term growth and investment across sectors and industry is leveraged	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.5.1.1	Strong partnerships are developed with diverse advisory groups, industry representatives and government agencies to encourage economic growth	Culture and Economy



CSP	OBJECTIVE	
	3.5	The long term economic growth of the Local Government Area is realised

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.5.2	Opportunities and unique offerings in the Local Government Area are promoted	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.5.2.1	Strong partnerships are developed with major infrastructure and business investors to support establishment and workforce planning	Culture and Economy
	3.5.2.2	Economic development advocacy and advice is provided	Culture and Economy
	3.5.2.3	General town planning advice is available to businesses and individuals in regards to land zoning, appropriateness of proposed sites and approval pathways	Development and Environment

CSP	OBJECTIVE	
	3.5	The long term economic growth of the Local Government Area is realised

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.5.3	Government funding opportunities are strategically and proactively pursued	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.5.3.1	Maximise government funding opportunities through in-house grant and data support	Culture and Economy
	3.5.3.2	Support and advice is provided to industry and community groups seeking government funding	Culture and Economy

CSP	OBJECTIVE	
	3.5	The long term economic growth of the Local Government Area is realised

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.5.4	New business and industry are established in the Local Government Area	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.5.4.1	Monitor and act on opportunities presented through major infrastructure projects to leverage business and supply chain opportunities	Culture and Economy

CSP	OBJECTIVE	
	3.5	The long term economic growth of the Local Government Area is realised

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.5.5	Business and industry are encouraged to grow, diversify and upskill workers	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.5.5.1	Business development programs are supported and delivered if required in line with local business needs	Culture and Economy
	3.5.5.2	Skill and workforce development opportunities are coordinated, facilitated and promoted	Culture and Economy

CSP	OBJECTIVE	
	3.5	The long term economic growth of the Local Government Area is realised

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.5.6	Investment in the Local Government Area as a driver of growth in the region is a key priority for government, industry and the local community	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.5.6.1	'Spend local' campaigns are undertaken	Culture and Economy
	3.5.6.2	Positive local purchasing policies are implemented	Organisational Performance
	3.5.6.3	Regional industry businesses and capabilities are supported through connection with priority government projects and investment opportunities	Culture and Economy

CSP	OBJECTIVE	
	3.6	<b>The Local Government Area is recognized as a leading regional centre in Australia through the development of a united and positive image of the region</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.6.1	Destination brands for Dubbo and Wellington are maintained and supported	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.6.1.1	Marketing activities are undertaken to proactively promote Dubbo and Wellington in the media, online and through Visitor Information Centres	Culture and Economy

CSP	OBJECTIVE	
	3.6	The Local Government Area is recognized as a leading regional centre in Australia through the development of a united and positive image of the region

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.6.2	Progressive digital communications and e-Commerce opportunities are explored and implemented to improve economic outcomes	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.6.2.1	An effective and responsive Council website, social media presence and digital broadcast channels are maintained to maximize the reach of Council's messaging and brand	Executive Services
	3.6.2.2	Engaging and responsive destination websites and social media channels are maintained for the region	Culture and Economy
	3.6.2.3	The Local Government Area is promoted effectively online via all digital communication platforms	Culture and Economy



CSP	OBJECTIVE	
	<b>3.7</b>	<b>A strategic framework is in place to maximize the realization of economic development opportunities for the region</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.7.1	Economic development stakeholders are actively engaged in providing insight and ideas for economic development responses to opportunities and challenges	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.7.1.1	Key advisory groups and stakeholders relevant to encouraging economic development are actively consulted	Culture and Economy

CSP	OBJECTIVE	
	3.7	<b>A strategic framework is in place to maximize the realization of economic development opportunities for the region</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.7.2	Strategic land use strategies establish a land use hierarchy for the location of employment generating activities	Development and Environment

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.7.2.1	Review of the Wellington Town Strategy is commenced with the preparation of a constraints and opportunities Paper	Development and Environment
	3.7.2.2	Investigate land use zoning and development controls for the Wellington Town Centre	Development and Environment

CSP	OBJECTIVE	
	3.7	<b>A strategic framework is in place to maximize the realization of economic development opportunities for the region</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.7.3	Planning controls ensure adequate and suitable land is available for new development opportunities	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.7.3.1	Planning controls include a suitable suite of zones and provisions encouraging business and industry development	Development and Environment

CSP	OBJECTIVE	
	3.7	A strategic framework is in place to maximize the realization of economic development opportunities for the region

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.7.4	Neighbourhood shopping centres are located to provide attractive and convenient services and facilities to support new and established neighbourhoods without adversely impacting on the Dubbo Central Business District	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.7.4.1	Neighbourhood shopping centre enhancement plans are developed and implemented for the existing neighbourhood shopping centres in Myall Street, Tamworth Street, Boundary Road, Victoria Street and Bourke Street	Infrastructure

CSP	OBJECTIVE	
	3.7	A strategic framework is in place to maximize the realization of economic development opportunities for the region

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.7.5	The business activities of Council are an important sector of the local economy and provide financial returns to the community	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.7.5.1	An internal business plan for the Dubbo Regional Livestock Markets is implemented in line with the facility masterplan	Culture and Economy
	3.7.5.2	Strategic Plans and Internal Business Plans are developed, maintained and implemented as relevant for the Dubbo and Wellington Showgrounds	Culture and Economy
	3.7.5.3	Research is undertaken for the Dubbo Showground to measure and act on visitor and user satisfaction	Culture and Economy
	3.7.5.4	Opportunity for increased income streams for the Dubbo Showground are sought	Culture and Economy
	3.7.5.5	Leases and Licenses for the Dubbo Showground and Wellington Showground are reviewed and maintained with clear accountabilities for all parties	Culture and Economy
	3.7.5.6	Council retains ownership and facility management of Dubbo Regional Livestock Markets to appropriately support agriculture sector and deliver broader economic benefit to the region	Culture and Economy
	3.7.5.7	Council provides leadership and input on regional, state and national saleyard industry strategic issues and opportunities	Culture and Economy
	3.7.5.8	Monitor Council's land development activities and principle objectives	Organisational Performance
	3.7.5.9	A residential development marketing strategy is prepared for Council-owned land in the Keswick Estate	Organisational Performance

CSP	OBJECTIVE	
	3.8	<b>The Dubbo Central Business District and Wellington Town Centre are strategically managed to promote occupation, activity and investment</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.8.1	The Dubbo Central Business District and the Wellington Town Centre are supported by commercial activation programs and activities	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.8.1.1	Night time economy growth is supported through planning and development approvals including Central Business District and Town Centre events	Development and Environment
	3.8.1.2	Central Business District and Town Centre spaces are used to connect the community through activities that support these centres	Culture and Economy
	3.8.1.3	Collaborative ‘place-based’ Central Business District and Town Centre marketing/ activation programs are explored and implemented	Culture and Economy

CSP	OBJECTIVE	
	3.8	The Dubbo Central Business District and Wellington Town Centre are strategically managed to promote occupation, activity and investment

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	3.8.2	The Dubbo Central Business District and Wellington Town Centre's planning, development and investment are supported by long term plans	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	3.8.2.1	Our competitive advantage and our competitive edge are actively promoted in the region and catchment areas of the Local Government Area	Culture and Economy
	3.8.2.2	Landlords and business within the Central Business District and Town Centre are supported and encouraged to invest in infrastructure improvements to their properties	Development and Environment
	3.8.2.3	A Development Strategy for the Dubbo Central Business District is prepared and adopted	Development and Environment
	3.8.2.4	The Wellington Town Centre Plan is continually implemented and monitored	Development and Environment







## Community Leadership

Council aims to ensure the delivery of the actions and initiatives is achieved by a variety of connected stakeholders, including all levels of government, our community and other interconnected service providers. The long term sustainable use of resources, asset management, financial sustainability and the importance of a united Council ensures our community can continue to benefit.

### Our Community Expects:

- Our elected officials to work together for the betterment of the region
- To continue to sustain the sustainable management of Council's finances to ensure there is no impact to land rates
- Council to employ a skilled and experienced workforce to deliver the actions and initiatives included in the Plan
- Council to seek all relevant grant funding opportunities to ensure there are no impacts to land rates
- Council assets to be managed in a sustainable and cost-effective manner

Alignment to quadruple bottom line:



CIVIC LEADERSHIP

CSP	OBJECTIVE	
	4.1	<b>Our community is active and engaged</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	4.1.1	There is demonstrated unity throughout the community	Executive Services

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	4.1.1.1	An annual report is provided to the community on Council's progress in the delivery of the 2040 Community Strategic Plan	Development and Environment

CSP	OBJECTIVE	
	4.2	<b>Our civic leaders represent the community</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	4.2.1	The community acknowledges that Dubbo Regional Council is a representative and responsive Council	Executive Services

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	4.2.1.1	A community survey is undertaken to determine community satisfaction levels of the elected Councillor's	Executive Services
	4.2.1.2	An induction training course is delivered to Councillors with information about the functions of Council and managing relationships with the community	Executive Services

CSP	OBJECTIVE	
	<b>4.3</b>	<b>The resources of Council are appropriately managed</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	4.3.1	The organisation displays the elements of sound management and strategic planning	Organisational Performance

Operational Plan (1 Year) Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	4.3.1.1	An Integrated Planning and Reporting Framework is maintained	Development and Environment
	4.3.1.2	Annual financial statements and other statutory reports and returns are completed as required	Organisational Performance
	4.3.1.3	An Operational Plan (including budget) review is undertaken by Council on a quarterly basis	Development and Environment
	4.3.1.4	Update the Councillor's Notebook annually and incorporate any requirements under the Local Government Act or other legislation applicable to the elected representatives	Executive Services
	4.3.1.5	Provide funding to permit Councillors to undertake individual training programs	Executive Services
	4.3.1.6	Review the Asset Management Strategy and Corporate Asset Management plans	Organisational Performance
	4.3.1.7	Update Council's long term financial planning model annually	Organisational Performance
	4.3.1.8	Cost-effective supply, contract administration and procurement services are provided	Organisational Performance
	4.3.1.9	Pursue opportunities for strategic alliances and/or resource sharing with neighbouring councils	Organisational Performance
	4.3.1.10	Implement an annual strategic internal audit program	Executive Services
	4.3.1.11	Undertake a review of Council's building assets to determine the present and future needs and opportunities for these assets	Organisational Performance
	4.3.1.12	Cost effective store services are provided	Infrastructure

CSP	OBJECTIVE	
	<b>4.3</b>	<b>The resources of Council are appropriately managed</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	4.3.2	The system of raising revenue is regarded as equitable and revenue from grants and other income sources is maximised	Organisational Performance

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	4.3.2.1	An annual review of the Revenue Policy is undertaken	Organisational Performance
	4.3.2.2	Provide relevant information and reporting in regard to accessing grant funding	Culture and Economy
	4.3.2.3	Monitor the level of state and federal government grants payable to local government including Financial Assistance Grants and lodge submissions accordingly	Organisational Performance
	4.3.2.4	An annual review of the rating structure is undertaken	Organisational Performance
	4.3.2.5	Council funds are invested in accordance with legislative provisions and Council's adopted Investment Policy and Strategy	Organisational Performance
	4.3.2.6	Council business activities return dividends to minimise the reliance on rate income	Executive Services

CSP	OBJECTIVE	
	4.3	<b>The resources of Council are appropriately managed</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	4.3.3	Information management capabilities meet the requirements of the organisation and the community	Organisational Performance

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	4.3.3.1	An Information Services Strategy is prepared and maintained	Organisational Performance
	4.3.3.2	Information technology capability is kept up-to-date and is sufficient to meet business needs	Organisational Performance
	4.3.3.3	e-Based solutions for the submission of applications, payments, customer enquiries and other interactions with Council are developed and maintained	Development and Environment
	4.3.3.4	Corporate information is maintained in accordance with the State Records Act	Organisational Performance
	4.3.3.5	A comprehensive and accurate Geographical Information System is maintained	Organisational Performance
	4.3.3.6	An accurate Land Information System database is maintained	Development and Environment



CSP	OBJECTIVE	
	4.3	<b>The resources of Council are appropriately managed</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	4.3.4	Council's ability and capacity to deliver services and respond to emergencies is enabled by the utilisation of a modern and efficient plant fleet that meets operational needs	Infrastructure

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	4.3.4.1	The make-up of the fleet is reviewed to ensure operational requirements are being met in a cost-effective manner	Infrastructure
	4.3.4.2	An annual plant report is provided to the CEO	Infrastructure
	4.3.4.3	Monitor motor vehicle incidents involving Council vehicles and implement appropriate action as required	Infrastructure



CSP	OBJECTIVE	
	<b>4.3</b>	<b>The resources of Council are appropriately managed</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	4.3.5	Council strives for transparency and is an organisation that values two way communication with stakeholders and the broader community	Executive Services

Operational Plan (1 Year) Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	4.3.5.1	Provide support to Council staff when implementing community consultation procedures in accordance with Council's Community Engagement and Communication Policy	Executive Services
	4.3.5.2	A Community Engagement Strategy based on the principles of collective impact is implemented when undertaking engagement with the community	Executive Services
	4.3.5.3	The adopted Social Media Policy is implemented by Council	Executive Services
	4.3.5.4	A Community Needs Survey is conducted	Executive Services
	4.3.5.5	Appropriate governance frameworks are in place	Executive Services
	4.3.5.6	Ensure the values and reputation of Council are upheld through the delivery of clear guidelines for inward and outward sponsorship	Executive Services

CSP	OBJECTIVE	
	4.3	<b>The resources of Council are appropriately managed</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	4.3.6	A corporate culture with an emphasis on quality customer service and community engagement is demonstrated by Council	Executive Services

Operational Plan (1 Year) Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	4.3.6.1	A Customer Experience Strategy is implemented and monitored	Organisational Performance
	4.3.6.2	Business continuity plans are in place for the provision of Council services	Executive Services
	4.3.6.3	An annual Corporate Communications Strategy is prepared and adopted by Council	Executive Services
	4.3.6.4	An annual Internal Communications Strategy is prepared and maintained	Executive Services

CSP	OBJECTIVE	
	4.3	The resources of Council are appropriately managed

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	4.3.7	A highly skilled and motivated workforce is maintained	Executive Services

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	4.3.7.1	The corporate training program is implemented	Executive Services
	4.3.7.2	Establish a process to review contractor management across the organisation and develop a contractor safety compliance strategy	Executive Services
	4.3.7.3	Review position descriptions and amend accordingly based on the new capability framework	Executive Services
	4.3.7.4	A succession plan and program is developed and clear career pathways are identified for our people	Executive Services
	4.3.7.5	Explore solutions to manage employee engagement and feedback	Executive Services
	4.3.7.6	Review and standardise volunteer management practices	Executive Services
	4.3.7.7	Develop an overarching strategy that improves our leadership and safety capabilities across the organisation	Executive Services
	4.3.7.8	Develop a recognition program to reward our people	Executive Services
	4.3.7.9	Continue to build a culture of performance by enhancing our Performance Development frameworks and Pulse systems	Executive Services
	4.3.7.10	A new Equal Employment Opportunities Management Plan is developed to ensure we aim for cultural diversity and increase opportunities for minority groups across the organization	Executive Services
	4.3.7.11	Develop strategies that complement the Employee Value Proposition and Employer Brand	Executive Services
	4.3.7.12	Develop an audit program that ensures workplace health and safety management systems are being implemented and enable the organisation to meet the requirements of the Work Health and Safety Act	Executive Services

CSP	OBJECTIVE	
	4.3	The resources of Council are appropriately managed

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	4.3.8	Council is financially sustainable and has the ability to maintain infrastructure and deliver services at the adopted service levels as agreed with the community	Organisational Performance

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	4.3.8.1	Initiatives are developed to respond to financial sustainability issues	Organisational Performance
	4.3.8.2	An annual assessment is undertaken to determine Council's current and future financial sustainability	Organisational Performance
	4.3.8.3	An Asset Management Strategy is adopted and implemented	Development and Environment
	4.3.8.4	Detailed Asset Management Plans are prepared and implemented for each of Council's asset classes	Organisational Performance

CSP	OBJECTIVE	
	4.4	Statutory requirements are met and services are provided to the organization in a cost-effective and timely manner

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	4.4.1	The organisation meets all statutory requirements	Executive Services

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	4.4.1.1	An up-to-date database of Council's statutory requirements is maintained	Executive Services













## Liveability

Council understands that our quality of life and the liveability of our community is underpinned by a number of key elements, including access to health care, education, safety, recreation and open space areas, and an understanding of our Aboriginal and European heritage.

### Our Community Expects:

- 24 hour policing to be provided across the region (including Wellington)
- Crime rates to be reduced in Wellington
- Provision of Aboriginal cultural heritage opportunities
- Better support for migrants
- Provision of a cancer treatment facility in Dubbo
- Residential drug and alcohol rehabilitation centre to be provided in Dubbo and Wellington
- Master-planning of our river environments to be undertaken to guide their use, restoration and conservation
- Opportunity for public art on the Wellington silo to be explored
- Cycle and pedestrian facilities linking Wellington with Wellington Caves
- A basketball stadium to be provided in Dubbo
- Greater resources for mental health facilities and services in the region
- Enhanced parking facilities in Stuart Town including a skate park, playground, toilet facilities and associated seating
- A playground in Wongarbon along with improved public toilet facilities
- Redevelopment of the Dubbo Base Hospital to be finished and include more car parking
- More specialist medical practitioners
- Enhanced facilities in Ballimore including a skate park, mobile library, redevelopment toilet amenity blocks and electricity on ovals and tennis courts
- Redevelopment of Cameron park, including a range of facilities, to be undertaken
- An additional pool to be constructed in Dubbo that allows for year-round access.

Alignment to quadruple bottom line:



SOCIAL



ENVIRONMENT



CSP	OBJECTIVE	
	5.1	<b>Our City, town and villages are well-maintained, welcoming, showcase their heritage and what they have to offer</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.1.1	Our towns and villages are sustainable and promoted for their range of lifestyle opportunities and being attractive and welcoming	Liveability

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.1.1.1	Support is provided to village community groups to help them build capacity, deliver improved services and build social connection within the villages	Liveability

CSP	OBJECTIVE	
	5.1	<b>Our City, town and villages are well-maintained, welcoming, showcase their heritage and what they have to offer</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.1.2	The community participates in community/volunteer programs that build social connections and improve the amenity of our neighbourhoods	Liveability

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.1.2.1	Council supports community initiatives	Liveability
	5.1.2.2	Council facilitates and enables the not-for-profit sector to provide volunteering opportunities for Council and a wide cross-section of the community	Liveability

CSP	OBJECTIVE	
	5.1	Our City, town and villages are well-maintained, welcoming, showcase their heritage and what they have to offer

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.1.3	The City of Dubbo is recognised as being attractive and welcoming	Liveability

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.1.3.1	The street tree maintenance guidelines are implemented to improve the quality of street appeal in the Dubbo region	Liveability

CSP	OBJECTIVE	
	5.2	The health of the community is maintained and enhanced

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.2.1	The health of the community is maintained through the availability of effective medical services and facilities	Liveability

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.2.1.1	Support and advocate to the Western NSW Local Health Network to attract general and specialist medical practitioners to be based in the Local Government Area and available to service the wider region	Liveability
	5.2.1.2	Advocate to government to ensure adequate resources are provided to maintain regional service levels at the Dubbo Base Hospital	Liveability
	5.2.1.3	Advocate to, facilitate and enable government and private sector investment to expand medical and allied health services in Dubbo	Liveability
	5.2.1.4	Advocate to, facilitate and enable government and private sector investment to expand medical and allied health services in Wellington	Liveability
	5.2.1.5	Work with stakeholders within the Dubbo Health, Education and Wellbeing Precinct to prepare individual master plans for their respective campus' to support continued coordinated growth of services and facilities	Development and Environment
	5.2.1.6	Advocate for, facilitate and support the completion and expansion of Macquarie Homestay	Liveability
	5.2.1.7	Support government to undertake a review of mental health needs and facilities in the Local Government Area	Liveability

CSP	OBJECTIVE	
	5.2	The health of the community is maintained and enhanced

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.2.2	The needs of older people and people with a disability are monitored to ensure appropriate services and facilities are available in the region	Liveability

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.2.2.1	Strategic plans are developed, formally adopted and utilised by Council when making decisions that may impact on older people, people with a disability and the Aboriginal community	Liveability
	5.2.2.2	Participate in interagency groups in respect of the needs of older people and people with a disability	Liveability

CSP	OBJECTIVE	
	5.3	The lifestyle and social needs of the community are supported

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.3.1	The social services requirements of our community are met	Liveability

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.3.1.1	Strategic plans are developed and maintained for the Local Government Area in regard to social services	Liveability
	5.3.1.2	Council actively participates in interagency groups in regard to social service issues in the Local Government Area and the region	Liveability
	5.3.1.3	Support is provided for the operations of the Dubbo and Wellington Neighbourhood centres and associated service providers	Liveability

CSP	OBJECTIVE	
	5.3	The lifestyle and social needs of the community are supported

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.3.2	A variety of youth activities and entertainment is available	Liveability

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.3.2.1	Youth development services are provided to support the identified needs of the community	Liveability
	5.3.2.2	The Youth Council is operated and appropriately resourced	Liveability
	5.3.2.3	Council's event support strategies ensure all demographics inclusive of youth are considered when engaging event promoters/organisers	Culture and Economy



CSP	OBJECTIVE	
	5.3	The lifestyle and social needs of the community are supported

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.3.3	The health, education and socio economic status of the Aboriginal community are improved	Liveability

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.3.3.1	Support government to deliver improved health facilities for Aboriginal persons in the Dubbo region	Liveability
	5.3.3.2	An Aboriginal liaison service is provided to support and assist the Aboriginal community	Liveability
	5.3.3.3	Council maintains positive working relationships with representative bodies such as the Aboriginal Working Party, traditional owners and Aboriginal land councils	Liveability

CSP	OBJECTIVE	
	5.3	The lifestyle and social needs of the community are supported

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.3.4	People have access to a range of burial and interment options in the Local Government Area	Liveability

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.3.4.1	Council provides and maintains cemetery facilities in Dubbo, Wellington, village and rural locations	Liveability
	5.3.4.2	Master plans are prepared and implemented for Council's cemetery facilities in Dubbo and Wellington	Liveability

CSP	OBJECTIVE	
	5.4	<b>The community has access to a full range of educational opportunities</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.4.1	An expanded tertiary education offer is available that provides additional opportunities for education within the region	Liveability

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.4.1.1	Advocate to government and private education providers for an expansion of tertiary course offerings in the Local Government Area.	Liveability

CSP	OBJECTIVE	
	5.4	The community has access to a full range of educational opportunities

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.4.2	Access to a variety of high quality education facilities, opportunity and choice is available	Liveability

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.4.2.1	Advocate to government to ensure high quality primary and secondary education is provided in the Local Government Area	Liveability
	5.4.2.2	Council support is provided to the collaborative marketing of Dubbo as a quality education location in the Central West and Orana regions	Culture and Economy

CSP	OBJECTIVE	
	5.4	The community has access to a full range of educational opportunities

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.4.3	Childcare, preschools and 'after hours' care meets the needs of the community	Liveability

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.4.3.1	Family Day Care services in Dubbo and Wellington are provided and maintained	Liveability
	5.4.3.2	Investigate opportunities to expand Family Day Care services in the region	Liveability

CSP	OBJECTIVE	
	5.5	The community has the opportunity to participate in a diverse range of lifestyle, sporting and passive recreational pursuits

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.5.1	Access to recreation and cultural facilities for young people is improved	Liveability

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.5.1.1	A review of the recreation needs of young people in the villages is undertaken	Liveability

CSP	OBJECTIVE	
	5.5	The community has the opportunity to participate in a diverse range of lifestyle, sporting and passive recreational pursuits

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.5.2	Quality passive and active open space is located to maximise access and use by the community	Liveability

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.5.2.1	The Recreation Strategy 2030 is continually implemented and monitored	Liveability
	5.5.2.2	The Macquarie River CBD Master Plan is implemented	Liveability
	5.5.2.3	Community groups and programs are supported and encouraged to undertake environmental restoration programs	Liveability
	5.5.2.4	Residential subdivision in Dubbo provides recreation and open space infrastructure and facilities in accordance with the requirements of the Recreation Strategy 2030	Development and Environment
	5.5.2.5	Recreation and open space areas are managed in accordance with the requirements of the Asset Management Plan	Liveability
	5.5.2.6	Public Open Space Guidelines are developed which identify standards for future developments	Liveability
	5.5.2.7	Construct a new Bell River Bridge to complete the walking trail through Cameron Park and Pioneer Park	Liveability



CSP	OBJECTIVE	
	5.5	<b>The community has the opportunity to participate in a diverse range of lifestyle, sporting and passive recreational pursuits</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.5.3	Unique recreational facilities and opportunity are available	Liveability

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.5.3.1	Identify funding opportunities to install shade for the multi-purpose courts at Rygate Park	Liveability
	5.5.3.2	A master plan for an indoor facility at the Dubbo Aquatic Leisure Centre is prepared and implemented	Liveability
	5.5.3.3	Aquatic Leisure Centres are managed in accordance with Industry Standards, Royal Lifesaving Australia, NSW Water Safety and NSW Health	Liveability
	5.5.3.4	An aquatics-specific Asset Management system is implemented to ensure plant equipment and facilities are maintained and renewed according to best-practice	Liveability
	5.5.3.5	A Dubbo Region Aquatic Leisure Centres Business Plan is prepared and implemented	Liveability
	5.5.3.6	A feasibility study for the Geurie Pool is prepared	Liveability

CSP	OBJECTIVE	
	5.5	<b>The community has the opportunity to participate in a diverse range of lifestyle, sporting and passive recreational pursuits</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.5.4	Our sporting facilities are recognised as catering for a wide range of local, regional and state sporting events and opportunity	Liveability

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.5.4.1	Collaboration with user groups of sports grounds is undertaken to ensure the operational requirements of sporting groups and users are met	Liveability
	5.5.4.2	The operations and activities of the Dubbo Regions Sports Council are supported	Liveability

CSP	OBJECTIVE	
	5.6	We are a safe and healthy community

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.6.1	There is an appropriate level of policing in our urban areas and villages	Liveability

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.6.1.1	The Dubbo Crime Prevention Plan is reviewed and updated	Liveability
	5.6.1.2	Advocate to government for the establishment and operation of a drug court in Dubbo	Liveability
	5.6.1.3	Advocate to government for 24-hour police services in Wellington	Liveability
	5.6.1.4	Advocate to government for an increased police presence in Dubbo	Liveability
	5.6.1.5	The operations of licensed premises are monitored	Liveability
	5.6.1.6	The safety camera networks in Dubbo and Wellington are reviewed and, where identified in consultation with stakeholders, expanded and enhanced	Liveability
	5.6.1.7	Advocate to government for the establishment of a Youth Koori Court in Dubbo	Liveability
	5.6.1.8	Advocate to government for the development of a Regional Justice Reinvestment Strategy	Liveability

CSP	OBJECTIVE	
	5.6	<b>We are a safe and healthy community</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.6.3	New development within the Macquarie, Talbragar and Bell rivers floodplain does not place the community at risk from flood impact	Infrastructure

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.6.3.1	A Flood Study is prepared for Geurie	Infrastructure
	5.6.3.2	Stormwater drainage and flooding works in Wongarbon are completed	Infrastructure
	5.6.3.3	Drainage networks in Dubbo and Wellington are regularly maintained	Infrastructure
	5.6.3.4	Village drainage networks are regularly maintained	Infrastructure
	5.6.3.5	A Flood Study is prepared for Eumungerie	Infrastructure
	5.6.3.6	The Wellington Flood Study is reviewed	Infrastructure

CSP	OBJECTIVE	
	5.6	We are a safe and healthy community

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.6.4	Local emergency management organisations and local State Emergency Services are capable of responding to emergencies	Infrastructure

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.6.4.1	Disaster plans and Local Emergency Management plans are implemented and reviewed	Infrastructure

CSP	OBJECTIVE	
	<b>5.7</b>	<b>The high profile of existing cultural services and facilities is maintained</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.7.1	The community participates in and celebrates the high quality of cultural services and facilities available	Culture and Economy

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.7.1.1	Research is undertaken for the Western Plains Cultural Centre to measure and act on visitor and user satisfaction	Culture and Economy
	5.7.1.2	Alternative income streams for the Western Plains Cultural Centre are sought	Culture and Economy
	5.7.1.3	An annual report is provided to the community on Council's progress in the delivery of the Regional Cultural Plan	Culture and Economy
	5.7.1.4	Attract a range of local and national touring shows and community events to deliver positive commercial outcomes for the Dubbo Regional Theatre and Convention Centre	Culture and Economy
	5.7.1.5	A seasonal program is developed for the Dubbo Regional Theatre and Convention Centre that supports the attraction of patrons and cultural diversity	Culture and Economy
	5.7.1.6	Research is undertaken for the Dubbo Regional Theatre and Convention Centre to measure and act on visitor and user satisfaction	Culture and Economy
	5.7.1.7	Alternative income streams for the Dubbo Regional Theatre and Convention Centre are sought	Culture and Economy
	5.7.1.8	Strategic Plans and Internal Business Strategy, including marketing plan is maintained and implemented for the Dubbo Regional Theatre and Convention Centre	Culture and Economy
	5.7.1.9	Council actively seeks and supports effective partnerships with cultural groups and organisations	Culture and Economy
	5.7.1.10	Strategic Plans and Internal Business Strategy, including marketing plan is maintained and implemented for the Western Plains Cultural Centre	Culture and Economy
	5.7.1.11	A wide range of cultural and arts related activities and uses of the Community Arts Centre are encouraged	Culture and Economy

CSP	OBJECTIVE	
	5.7	The high profile of existing cultural services and facilities is maintained

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.7.2	Aboriginal culture is celebrated	Liveability

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.7.2.1	Aboriginal culture is supported and celebrated through dedicated programming and development programs	Culture and Economy
	5.7.2.2	Aboriginal advisory groups are provided and maintained in Dubbo and Wellington	Liveability
	5.7.2.3	Cultural tourism opportunities are supported and encouraged to develop in Dubbo and Wellington	Culture and Economy



CSP	OBJECTIVE	
	5.7	The high profile of existing cultural services and facilities in maintained

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.7.3	Existing arts and cultural facilities are leveraged to provide and promote complementary facilities and opportunity	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.7.3.1	A Public Art Strategy for culture and space activation within the Local Government Area is developed and implemented	Culture and Economy

CSP	OBJECTIVE	
	<b>5.7</b>	<b>The high profile of existing cultural services and facilities is maintained</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.7.4	The community has access to a high standard of library services and facilities	Liveability

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.7.4.1	A survey is undertaken to review the library needs of the community, both library users and non-users	Liveability
	5.7.4.2	Seek grant and subsidy opportunities to obtain full benefits for the library facilities and services	Liveability
	5.7.4.3	Advocate to government for increased reoccurring funding for library facilities and services	Liveability
	5.7.4.4	Implement contemporary best practice library service delivery	Liveability
	5.7.4.5	The annual State Library of NSW public library statistical return is completed	Liveability
	5.7.4.6	Review the provision of services, programs and collections available for target and diversity groups	Liveability
	5.7.4.7	Compile quarterly Macquarie Regional Library performance reports	Liveability
	5.7.4.8	An annual report is provided on the Macquarie Regional Library, incorporating an audited statement of accounts	Liveability

CSP	OBJECTIVE	
	5.8	The diversity of our heritage is maintained and promoted

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.8.1	Conservation of heritage items through their adaptive re-use is encouraged	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.8.1.1	Council participates in the Local Heritage Assistance Fund	Development and Environment
	5.8.1.2	A heritage advisory service is provided to the Local Government Area	Development and Environment
	5.8.1.3	Undertake a strategic review of cultural and museum services in Wellington	Culture and Economy

CSP	OBJECTIVE	
	5.8	The diversity of our heritage is maintained and promoted

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.8.2	Planning instruments protect items of heritage significance	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.8.2.1	Items of heritage significance are included in planning instruments	Development and Environment
	5.8.2.2	The Dubbo Urban and Rural Heritage Studies are reviewed	Development and Environment
	5.8.2.3	The Wellington Community-based Heritage Study 2001-2005 is reviewed	Development and Environment

CSP	OBJECTIVE	
	5.8	The diversity of our heritage is maintained and promoted

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.8.3	The Old Dubbo Gaol is maintained as a premier tourist attraction	Culture and Economy

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.8.3.1	Strategic Plans and Internal Business Strategy, including marketing plan is maintained and implemented for the Old Dubbo Gaol	Culture and Economy
	5.8.3.2	Collaborative marketing of the Old Dubbo Gaol is undertaken in partnership with other tourist attractions and activities in the Region	Culture and Economy
	5.8.3.3	The Old Dubbo Gaol Heritage Plaza is developed	Culture and Economy
	5.8.3.4	Alternative income streams for the old Dubbo Gaol are sought	Culture and Economy

CSP	OBJECTIVE	
	5.8	The diversity of our heritage is maintained and promoted

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.8.4	The Wellington Caves is maintained as a premier tourist attraction	Culture and Economy

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.8.4.1	Prepare and implement an annual marketing and promotions program for the Wellington Caves	Culture and Economy
	5.8.4.2	Collaborative marketing of the Wellington Caves as a premier tourist attraction in the region is undertaken	Culture and Economy
	5.8.4.3	Research is undertaken for the Wellington Caves to measure and act on visitor and user satisfaction	Culture and Economy
	5.8.4.4	Strategic Plans and Internal Business Strategy, including marketing plan is maintained and implemented for the Wellington Caves	Culture and Economy
	5.8.4.5	Alternative income streams for the Wellington Caves are sought	Culture and Economy

CSP	OBJECTIVE	
	5.9	Environmental sustainability is a priority

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.9.1	The community and Council is supported in becoming sustainable	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.9.1.1	Community and business are encouraged and supported to use renewable energy	Development and Environment
	5.9.1.2	Council staff are encouraged and supported to implement energy-efficient measures	Development and Environment
	5.9.1.3	The capacity of the community is improved to cope with the consequences of long-term drought events	Infrastructure
	5.9.1.4	Investigate funding strategies and programs of activities to ensure long-term water security	Infrastructure
	5.9.1.5	Community and business are encouraged to adapt to drought restrictions if applicable, and continually improve water efficiency	Executive Services

CSP	OBJECTIVE	
	<b>5.10</b>	<b>The quality of our environment and lifestyle is enhanced by the provision of environmental education and regulation</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.10.1	Land use management improves and sustains the built and natural environment	Development and Environment

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.10.1.1	Planning controls include provisions to guide the sustainable development of the Local Government Area	Development and Environment



CSP	OBJECTIVE	
	5.10	The quality of our environment and lifestyle is enhanced by the provision of environmental education and regulation

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.10.2	The quality of the Macquarie, Talbragar and Bell river corridors is enhanced	Infrastructure

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.10.2.1	A litter education program is undertaken	Development and Environment

CSP	OBJECTIVE	
	<b>5.10</b>	<b>The quality of our environment and lifestyle is enhanced by the provision of environmental education and regulation</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.10.3	Urban stormwater discharge from the drainage network into receiving waters is limited	Infrastructure

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.10.3.1	Gross pollutant traps are maintained	Infrastructure
	5.10.3.2	A program for the provision of new gross pollutant traps is implemented	Infrastructure
	5.10.3.3	A stormwater education program is implemented	Infrastructure

CSP	OBJECTIVE	
	<b>5.10</b>	<b>The quality of our environment and lifestyle is enhanced by the provision of environmental education and regulation</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.10.4	Rural land managers are encouraged to promote sustainable agricultural and land management practices	Liveability

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.10.4.1	Sensitive lands are protected from agricultural activities	Development and Environment
	5.10.4.2	Advocate to government for funding to restore degraded environments	Liveability

CSP	OBJECTIVE	
	<b>5.10</b>	<b>The quality of our environment and lifestyle is enhanced by the provision of environmental education and regulation</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.10.5	Planning instruments include provisions for the protection of sensitive environments	Development and Environment

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.10.5.1	The Comprehensive Local Environmental Plan for the Local Government Area provides appropriate environmental zonings for sensitive lands	Development and Environment
	5.10.5.2	The zoning of environmentally sensitive lands is undertaken in conjunction with review of the Dubbo Urban Areas Development Strategy and the Dubbo Rural Areas Development Strategy	Development and Environment

CSP	OBJECTIVE	
	<b>5.10</b>	<b>The quality of our environment and lifestyle is enhanced by the provision of environmental education and regulation</b>

Delivery Program (4 Years)      Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.10.6	Endangered ecological communities and threatened species are protected	Development and Environment

Operational Plan (1 Year)      Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.10.6.1	Advocate to government for funding to map all endangered ecological communities in the Local Government Area	Development and Environment
	5.10.6.2	Where practicable, Council infrastructure projects avoid endangered ecological communities and the habitats of threatened species	Development and Environment

CSP	OBJECTIVE	
	<b>5.10</b>	<b>The quality of our environment and lifestyle is enhanced by the provision of environmental education and regulation</b>

Delivery Program (4 Years)

Timeframe – June 2022

DELIVERY PROGRAM	STRATEGY		
	Code	Description	Responsibility
	5.10.7	The community displays a high level of understanding and compliance with legislation in regard to the keeping and control of companion and other animals	Development and Environment

Operational Plan (1 Year)

Timeframe – June 2022

OPERATIONAL PLAN	ACTIONS		
	Code	Description	Responsibility
	5.10.7.1	A Companion Animals Management Plan is maintained for the Local Government Area	Development and Environment
	5.10.7.2	An education program is implemented to educate residents on the requirements for the keeping of companion animals	Development and Environment
	5.10.7.3	Animal shelter and impounding services are provided in Dubbo and Wellington	Development and Environment
	5.10.7.4	An annual audit of the operation of the Dubbo Animal Shelter and the Wellington Pound is undertaken	Development and Environment

# How we measure success

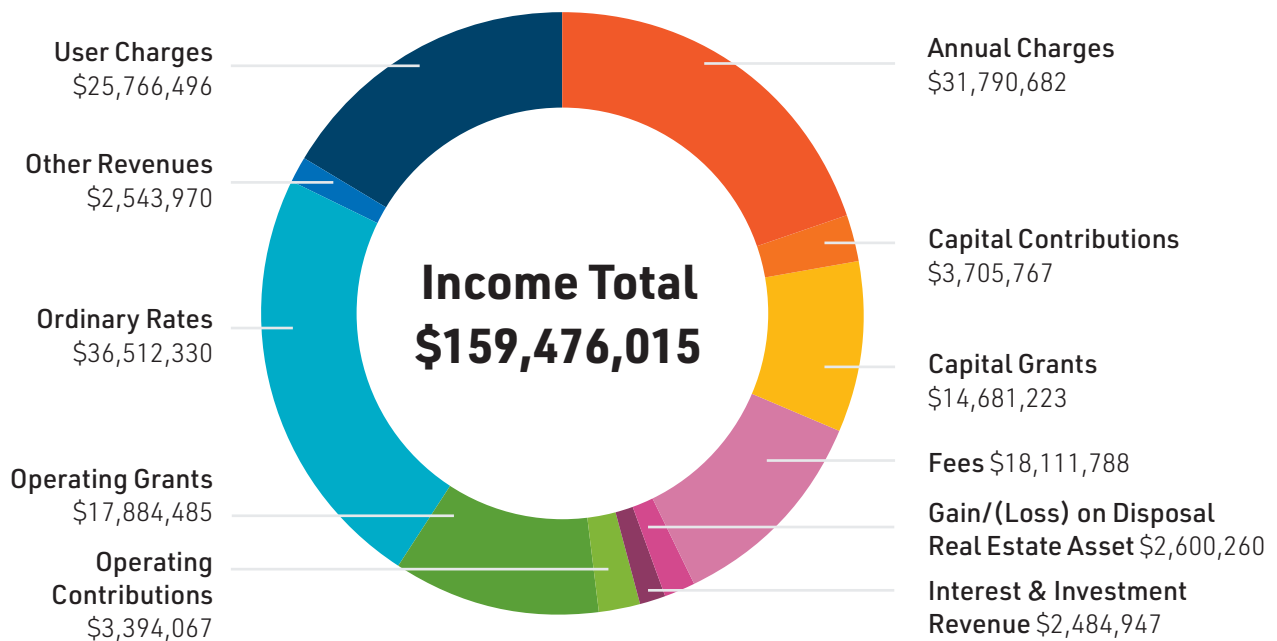
As Council progresses through the Integrated Planning and Reporting Framework it is important that we measure our success. These measures relate to each Theme identified by the community as important to achieving the Community Strategic Plan. Progress updates on these measures will be provided annually in the Annual Report.

Theme	Measure	Responsible Directorate
 Theme 1: Housing	Overall development approvals and approvals for specific housing types	Development & Environment
	Number of Planning Proposal requests to amend the planning controls	Development & Environment
	Residential Land Monitor and the maintenance of a land development pipeline	Development & Environment
 Theme 2: Infrastructure	Overall complaints received for rural and urban roads	Infrastructure
	Percentage uptake in renewal energy across Council facilities	Organisational Performance
	Percentage of residents overall suitability of waste and recycling facilities	Infrastructure
 Theme 3: Economy	Percentage of business and industry active participants in programs and activities	Culture & Economy
	Number of placemaking activates facilitated	Culture & Economy
	Number of visitors to council-owned and other tourist parks	Culture & Economy
 Theme 4: Community Leadership	Overall community satisfaction with customer service provided	Organisational Performance
	Council's financially sustainable	Executive Services
	Overall employee satisfaction rating	Executive Services
 Theme 5: Liveability	Overall community satisfaction with parks and recreational facilities	Liveability
	Complaints received in relation to public areas	Liveability
	Number of children in child care facilities including family day care	Liveability

# Our Financial Position

For Dubbo Regional Council, financial sustainability can be defined as the ability to provide services and service levels in line with the priorities and aspirations of the community in a manner that ensures equitable funding of services across both the current and future generations of ratepayers.

Financial sustainability is a key challenge facing local government due to several contributing factors including increased demand for services beyond those traditionally provided (particularly in the area of community services), cost shifting from other levels of government, aging infrastructure and constraints on increasing revenue.







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