

2025 - 2029
DELIVERY
PROGRAM AND
2025/2026
OPERATIONAL
PLAN





Acknowledgement of Country

We acknowledge the Wiradjuri people who are the traditional custodians of the land on which we live, work and play. We pay our respects to Elders past and present of the Wiradjuri Nation and thank them for their care of the land, water and sky and extend that respect to other Indigenous Australians.

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Mayor's Message

I'm excited to share our 2025-2029 Delivery Program and 2025/2026 Operational Plan with our community. It's setting a strong foundation so we can keep building a region that's thriving and ready for the future.

Over the past year, we've been rolling up our sleeves to tackle some tough issues. We anticipate challenges continuing over the next 12 months - some unexpected, some ongoing - but together we will ensure our focus puts the community first.

This plan isn't just a document - it's what keeps us on track, helping us make decisions that truly reflect what matters most to the people who live here.

We are looking ahead at practical steps that make a real difference in our community. This includes a big focus on the renewal of key assets in our road network and facilities in our region. We are also dedicated to ensuring services for the community deliver on social, environmental, and cultural benefits.

We are committed to ensuring every dollar we have is working hard for our region. Sustainable regional growth continues to be at the forefront which will see more jobs, more housing, enhanced services, and new opportunities for locals. It's about making sure our community has what it needs to thrive over the next 12 months and into the future. With the right planning, growth helps create a stronger, more connected region for everyone.

At the end of the day, this plan is more than just words on a page - it's our guide to making decisions that reflect what you care about. Your voices, your needs, your hopes for the future - they're at the centre of it all.

As your elected representatives, we're here to listen, to lead with honesty, and to work with you - not just for you. So, let's keep moving forward, together, with purpose, and a shared love for the place we all call home.

Councillor Josh Black
Mayor of Dubbo Regional Council

*“...every dollar
we have is
working hard for
our region...”*



Chief Executive Officer's Message

I'm proud to share with our community the 2025-2029 Delivery Program and 2025/2026 Operational Plan, which sets out Council's direction for the coming year.

Our commitment to a strong and sustainable future for our region remains at the core of everything we do. We aim to deliver essential services, support local businesses, partner with other levels of government and key organisations, and create meaningful opportunities – all the while working to strengthen our financial position.

This plan reflects our ongoing dedication to the community and is shaped by the overarching goals of our Towards 2040 Community Strategic Plan. It focuses on how we can begin turning those long-term objectives into action over the next 12 months.

While every year has its challenges, our continued investment in renewing infrastructure, key assets and delivering services, positions us to meet them head-on and build a resilient future for everyone.

Developing this plan has come with its own difficulties. Financial constraints that include rising costs, cost shifting from other levels of government and ongoing economic and market challenges have resulted in restrained decision making about the proposed projects for the next 12 months.

Nonetheless, the plan stays true to our community's long-term goals for the Dubbo region: a region known for opportunity and an exceptional quality of life.

We invite you to take a look at this year's Delivery Program and Operational Plan, which remains firmly focused on achieving results that will benefit our community now and into the future.

Murray Wood

Chief Executive Officer, Dubbo Regional Council

“This plan reflects our ongoing dedication to the community...”

Introduction

About This Document

The 2025/2026 Operational Plan forms part of Council's Integrated Planning and Reporting Framework. The framework is a suite of plans that identifies 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.

The integrated planning process allows Council to prioritise projects based on the community needs and direction and ensure service delivery aligns to the community's values and vision for the region.

This document outlines the actions Council will undertake in 2025/2026 to help achieve the objectives and long-term goals set out in our Towards 2040 Community Strategic Plan and the four-year Delivery Program (2025-2029). For ease of reading and to highlight the clear link between strategic direction and operational delivery, Council publishes its Delivery Program and Operational Plan as a combined document.

The Operational Plan is supported by the 2025/2026 budget and forward forecasts. These budgets, together with quarterly reports, explain how Council will fund the actions and activities that contribute to progress towards our community aspirations. They also demonstrate how Council's projects will help address the social, environmental, economic, and civic leadership/governance challenges facing our community.



We highly value community insights and input as they help us continuously improve our reporting to residents and other stakeholders. We encourage you to visit our dedicated engagement platform, YourSay.



For more information on Council's projects visit:
yoursay.dubbo.nsw.gov.au



or scan the QR code

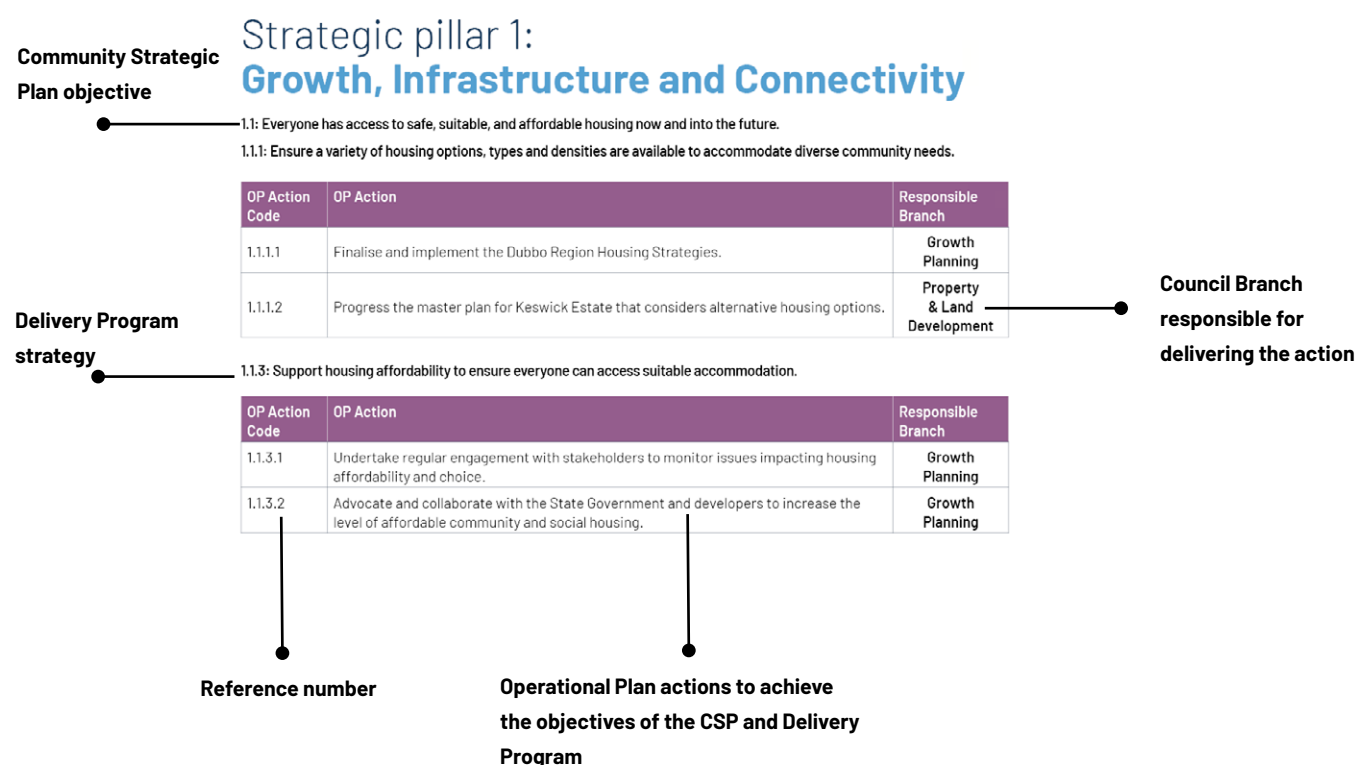
How to Read This Document

This plan is linked to our Towards 2040 Community Strategic Plan, and sets out the projects, initiatives and business-as-usual activities that we will undertake in 2025/2026. The **Operational Plan actions** are organised under the four key focus areas of our Towards 2040 Community Strategic Plan.

Delivery Program principal activities are the strategies and plans Council has committed to delivering within the 2025-2029 Council term. Each activity relates to a long-term objective and aspiration from the Community Strategic Plan.

Responsible Branch is the Council team that will oversee and report on the relevant action.

A guide to interpreting this Plan is provided below:



Integrated Planning and Reporting

Dubbo Regional Council's strategic direction and day-to-day planning are guided by our Integrated Planning and Reporting Framework. The elements of this framework are reviewed and adopted by the elected Council and then actioned by Council staff.

All these elements of our Integrated Planning and Reporting Framework, including quarterly and annual reports, are available on Council's website dubbo.nsw.gov.au. They are prepared for in accordance with the *Local Government Act 1993* and respond to the requirements of the NSW Government Integrated Planning and Reporting Framework.

10+ year Community Strategic Plan

The highest-level document in the framework is our 10-year Community Strategic Plan, Towards 2040. It is reviewed at the beginning of a new Council term. The plan identifies the community's main priorities and aspirations for the future. It guides all other strategies and plans and is developed by Council with, and on behalf of, the community.

Four-year Delivery Program

The Delivery Program is a statement of commitment to the community from each newly elected Council and translates the community's strategic goals into strategies and principal activities. It is reviewed annually to ensure our long-term planning is responsive to change and remains consistent with current and future community needs. The program also allows Council to demonstrate how its 'business-as-usual' activities help achieve Community Strategic Plan objectives.

Resourcing Strategy

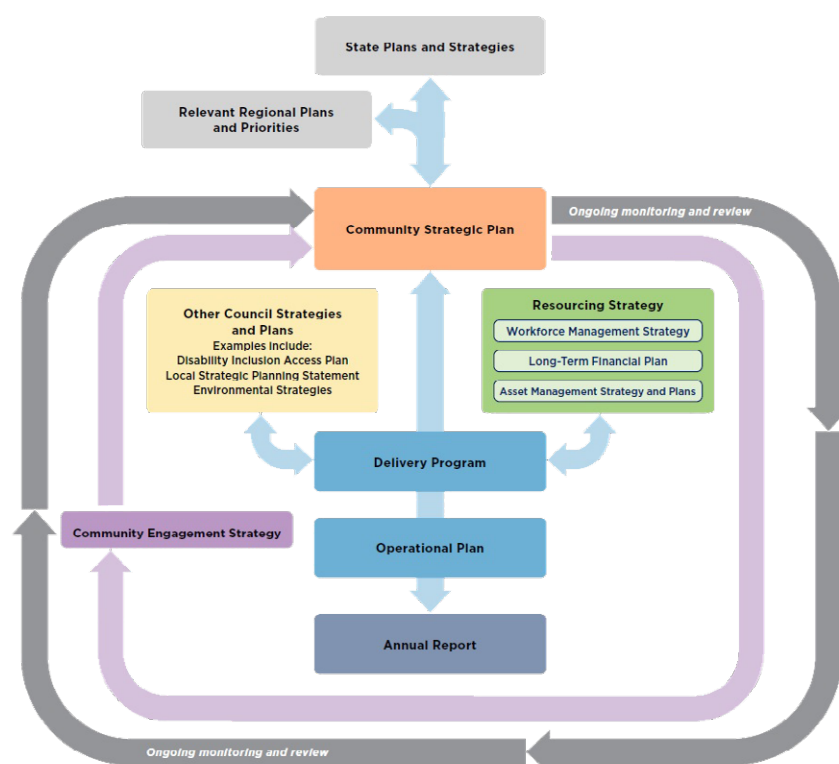
The Resourcing Strategy details the time, money, assets and people we will need over the long term to achieve the community's goals as identified in the Community Strategic Plan. It consists of three components; the Long-Term Financial Plan, Workforce Management Strategy and the Asset Management Strategy, and is reviewed at the beginning of a new Council term.

Annual Operational Plan

The Operational Plan is our action plan for achieving the community priorities outlined in the Community Strategic Plan and Delivery Program. The Annual Plan is prepared and adopted each year and clearly identifies the projects, programs and activities Council will undertake that year. It is complimented by the annual budget which outlines how the activities in the Operational Plan will be funded. Our organisational departments are responsible for delivering the Operational Plan and report their progress quarterly to the elected Council.

Community Engagement Strategy

Engaging with key stakeholders and the community is fundamental to Council's operations. The Community Engagement Strategy acknowledges effective engagement allows communities to be active participants in shaping their own future and play a part in positive change. It helps Council improve and guide decision-making by collecting and collating multiple perspectives and ideas from the community, businesses and groups potentially affected by those decisions. The International Association for Public Participation as well as planning legislation and the Local Government Act 1993 underpins the strategy.



Monitoring and Review Processes

The Integrated Planning and Reporting Framework assists Council in maintaining accountability and transparency by regularly monitoring and reporting on its activities and progress. The Delivery Program and budget are monitored throughout the year and reviewed through the Annual Report and development of a new Operational Plan.

Performance is assessed by reporting on the achievement of each action within the Operational Plan. In addition to tracking outputs (what was delivered), Council also measures outcomes using performance indicators to evaluate the effectiveness of its strategies. This approach supports evidence-based decision-making and strengthens accountability between Council, Councillors, and the community. When other strategies, plans, or works programs are developed, they are integrated into the framework during review and reporting processes to ensure commitments are documented and mechanisms for monitoring progress are in place.

Service Reviews

Councils in NSW are now required to regularly review how they deliver services to make sure they're working efficiently and meeting community expectations. As part of this, Councils must list the services they plan to review over their four-year term. These reviews are also monitored by the Council's Audit, Risk and Improvement Committee.

The 2024-2025 Service Review program is underway; three reviews are due for completion in late 2025:

- Corporate system review
- Major infrastructure delivery (Wheeler Lane Stages 1 & 2) review
- Grant attraction and management review

During 2025/2026 we will complete the reviews above as well as:

- Rural road grading maintenance review

A new service review program will be developed and put to Council through the Audit, Risk and Improvement Committee. Areas we will be reviewing include:

- Property and Land services
- Building Services
- Building Assets

Additionally, a review on the effectiveness of the two previous service review programs will be undertaken. Service reviews result in recommendations and improvement plans where adjustments to service levels are required or efficiency opportunities are identified. The results of reviews will be included in Council's Annual Report each year.



Our Guiding Principles

This Plan is underpinned by the following guiding principles:

Improving Council's decision-making

Council's decision-making and actions need to be open, transparent and accountable. Improving the decision making of Council, other levels of Government and the community are an essential driver for achieving outcomes.

Social justice

Social justice ensures the rights of everyone are considered in a fair and equitable manner. While equal opportunity targets everyone in the community, social justice targets groups of people who are marginalised and disadvantaged. Social justice means a commitment to ensuring:

- Fairness in the distribution of resources;
- Rights are recognised and promoted;
- That everyone has fair access to essential services that meet their basic needs and improve their quality of life; and
- That everyone has better opportunities for genuine participation and consultation about decisions affecting their lives.

A partnership approach

Partnerships with our stakeholders are critical as they help achieve a shared vision, enable more effective and efficient use of resources, and provide a means of distributing the costs involved in delivering actions.

Effects on future generations

We all have a responsibility to ensure future generations are not worse off as a result of our decision-making and actions. Council will leverage every resource available to encourage individuals, communities, organisations and Governments to do what is needed.

The Quadruple Bottom Line (QBL)

The QBL addresses social, environmental, economic and civic leadership considerations, and ensures a holistic approach is applied to all aspects of this Plan.





Our Vision

Our Towards 2040 Community Strategic Plan was developed in 2022 and identified the main aspirations and priorities for the future of the region through to 2040.

In 2040 we will be an innovative, resilient and sustainable region with opportunities to grow and a high quality of life.

- Our thinking, practices and solutions will make things better for all generations and be innovative
- Our community will respond to challenges and become stronger and resilient
- Our natural and built environment will be sustainable
- Our housing, economic, educational, social, equity, cultural, entertainment and recreational facilities will have opportunities to grow
- Our community will have a high quality of life

Our aspirations:

Growth, Infrastructure and Connectivity

- Everyone has access to safe, suitable, and affordable housing now and into the future.
- Land for homes, businesses, and services is planned and located where it's most needed.
- Our roads are safe, efficient, and easy to use for all.
- Infrastructure is planned and built to support our growing community.
- Our transport networks keep people and businesses connected within and beyond our region.

Thriving and Inclusive Communities

- There are job opportunities across all industries.
- Everyone has access to quality education and lifelong learning opportunities.
- Our community enjoys diverse sports, recreation, and social activities.
- Arts, culture, and heritage are celebrated and shared.
- The voices, cultures, and contributions of our First Nations community are recognised and strengthened.
- We deliver services and enforce regulations fairly and responsibly to protect health, safety, and community standards.
- People feel safe, respected and empowered to authentically express their identity.

Working Together for the Region

- Our Council is open, fair, and accountable in its decision-making.
- We have a clear strategy to drive economic development and attract investment.
- We proactively embrace opportunities to drive economic growth, create jobs, and support lasting prosperity for our community.
- Our local economy grows through diverse traditional and emerging industries.

Health Environment and Sustainable Future

- We take action to achieve net zero emissions.
- We plan for and respond to climate change impacts.
- We manage land use to protect and enhance both the built and natural environment.
- We prepare for and reduce the risks of natural disasters.
- We manage our resources responsibly to ensure long-term sustainability.

Council's Strategic Priorities

2025–2029 Delivery Program

During 2024–2025 we engaged with our communities across the region on the next four-year delivery program for 2025–2029. Insights and feedback and community sentiment gained during this time informed a regrouping of key focus areas of the Community Strategic Plan using clearer, more accessible language that reflects what matters most to our communities.

The strategic pillar wording, Growth, Infrastructure and Connectivity; Thriving and Inclusive Communities; Working Together for the Region; and Healthy Environment and Sustainable Future, better captures the shared vision. These statements focus on what we want to achieve, emphasising collaboration, community wellbeing, and long-term sustainability.

Growth, Infrastructure and Connectivity

- Ensure a variety of housing options, types and densities are available to accommodate diverse community needs.
- Support housing affordability to ensure everyone can access suitable accommodation.
- Ensure land zoning supports sustainable development and future housing needs.
- Maintain and enhance urban and rural roads for safe and efficient travel.
- Improve traffic management and road networks to meet community and economic needs.
- Expand pedestrian and cycleway networks to promote active and safe transport.
- Upgrade water and sewer infrastructure to meet current and future demand.
- Ensure infrastructure maintenance and service delivery align with community expectations.
- Expand mobile and telecommunications coverage to keep communities connected.
- Advocate for improved public transport options to enhance regional accessibility.
- Advocate for improvements to the state road network to boost safety and efficiency for intrastate travel.
- Proactively support urban renewal in the Dubbo CBD and Wellington Town Centre.
- Ensure planning processes prioritise community safety, including flood and fire risk management.
- Facilitate well-zoned, appropriately sized land to accommodate future growth.
- Promote the growth and vitality of villages by ensuring adequate land for development.

Thriving and Inclusive Communities

- Support and celebrate our diverse community and create opportunities that foster belonging and cultural exchange including the Culturally and Linguistically Diverse (CALD).
- Encourage collaboration and shared goals to strengthen community connections.
- Recognise, celebrate, and protect the culture and heritage of our First Nations communities.
- Improve access to childcare, quality education and lifelong learning opportunities for all ages.
- Support the expansion of mental health services, initiatives and facilities to enhance community well-being.
- Attract and retain specialist medical and allied health professionals to enhance healthcare access.
- Recognise the contributions of older people and people with disability and ensure appropriate services, initiatives and facilities to meet their needs.
- Support improved access to crisis and emergency accommodation.
- Identify and address social service requirements to support vulnerable community members.
- Increase opportunities for entertainment, recreation, and cultural activities for all ages.
- Maintain and enhance passive and active open spaces for community use.
- Facilitate access to, encourage and support a variety of youth activities and entertainment options.
- Ensure access to library services and facilities.
- Improve transport, digital access, and inclusive community networks to strengthen social and physical connections.
- Maintain a network of cycleways and pedestrian pathways to promote active travel.
- Ensure well-connected and vibrant village centers that meet community needs.
- Enhance community safety and crime prevention efforts to create a secure and welcoming environment.
- Integrate public and social housing into residential areas to promote inclusivity.
- Facilitate access to a range of diverse funeral approaches that respect community traditions and memorial practices.

Working Together for the Region

- Support a diverse and resilient economy through innovation, new industries, and commercial activation programs.
- Actively participate in the Renewable Energy Zone to drive economic growth, attract investment, and create targeted jobs.
- Attract and retain a skilled workforce to meet regional needs and foster employment pathways, including traineeships.
- Reduce barriers to workforce attraction and retention across the Region.
- Facilitate short-term accommodation for workers involved in major infrastructure and economic projects.
- Proactively attract and support major investment aligned with regional opportunities.
- Advocate for regional priorities at all levels of Government and industry.
- Foster two-way communication between Council, stakeholders, and the community.
- Ensure decision-making reflects local needs through meaningful community consultation.
- Operate with transparency, accountability, and integrity in all governance and decision-making processes.
- Allocate resources strategically to support sustainable growth and community well-being.
- Provide cost-effective and timely services while meeting statutory requirements.
- Maximise revenue opportunities from grants and other funding sources to enhance services for the community.
- Continuously review and improve Council services to maintain efficiency and effectiveness.
- Maintain a highly skilled, diverse, and motivated workforce to deliver quality services.
- Support local emergency management organisations and the State Emergency Services to ensure readiness and response capabilities.
- Strengthen regional resilience through proactive planning and emergency preparedness.
- Encourage and support unique visitor experiences and local tourism opportunities.

Healthy Environment and Sustainable Future






- Support responsible growth that balances development with environmental sustainability.
- Ensure new developments include accessible green spaces to enhance community well-being and environmental health.
- Promote sustainable building and infrastructure practices that efficiently use resources and minimise environmental impacts.
- Safeguard biodiversity, threatened species, and ecological communities from harm.
- Enhance and protect the Macquarie, Talbragar, and Bell River corridors in urban areas.
- Maintain and improve roadside environments to support local ecosystems.
- Ensure a reliable, efficient, and sustainable water supply for the community and future generations.
- Implement environmentally responsible water management practices.
- Identify and address climate change impacts through collaboration with the community and government.
- Encourage and support investment in renewable energy opportunities.
- Ensure Council buildings and facilities are energy-efficient, carbon-neutral, and utilise renewable energy sources.
- Deliver efficient solid waste management services that meet community needs.
- Reduce environmental impacts through improved waste management and resource recovery.
- Increase awareness of natural disasters such as fires, floods, and droughts to build community resilience.
- Ensure new developments do not place the community at risk from environmental hazards.
- Allocate resources effectively to support sustainability and long-term community well-being.





The Dubbo Region's Profile

The Dubbo region is home to a growing and diverse population with broad skills and experiences providing richness to culture, health, and wellbeing.

Population		
 Over 55,000 Population Dubbo Region		 16.6% Aboriginal or Torres Strait Islander
 English 82% Nepali 1.4% Punjabi 0.6% Top languages spoken	 32.8% People younger than 25 years	 18.5% Residents born overseas
19.5% Residents living with disability	17.7% Residents speak a language other than English at home 31% Residents living with long-term health conditions	36 Years Median age of residents India, Nepal, England Top countries of birth (after Australia)

Dubbo Regional LGA



Service area of 7,534.5 km² including a city, town and villages.

Gender Ratio	
Female 50.6%	Male 49.4%
Employment	
Most residents are employed and work in health care, social assistance, construction, retail, education, public administration, or safety.	Employment Status
	Full-time 62% Away from work 6%
	Part-time 28% Unemployed ≤ 4%

Your Elected Councillors



Left to right:

Clr Lukas Butler, Clr Jen Cowley, Clr Richard Ivey, Deputy Mayor Phillip Toynton, Clr Kate Richardson, Clr Shibli Chowdhury, Clr Matt Wright, Mayor Josh Black, Clr Pam Wells, Clr Mathew Dickerson, and Clr Adam Ryan.

Delivering on Community Aspirations

The development of the Community Strategic Plan (CSP) and its associated strategies is guided by the Mayor and Councillors, in close partnership with the community. As the community's shared vision for the future, the CSP reflects local aspirations, values and priorities. Council plays a custodial role in facilitating community engagement, refining ideas, and preparing the plan on behalf of the community.

While Council has a significant role in implementation, the responsibility for realising the plan's vision is shared across all community stakeholders.

In delivering the CSP, Council fulfils multiple roles:

- As a **Leader**, we set the direction and bring together diverse voices to shape a united vision.
- As a **Provider**, we deliver essential services and infrastructure aligned with community needs.
- As a **Collaborator**, we work alongside government agencies, non-government organisations, community groups, and individuals to achieve shared outcomes.
- And as an **Advocator**, we champion the interests of our community to other levels of government and external stakeholders.



PROVIDER

Deliver the services and programs to meet the needs of the community.



LEADER

Act as leaders and identify key community issues that stakeholders should respond to.



COLLABORATOR

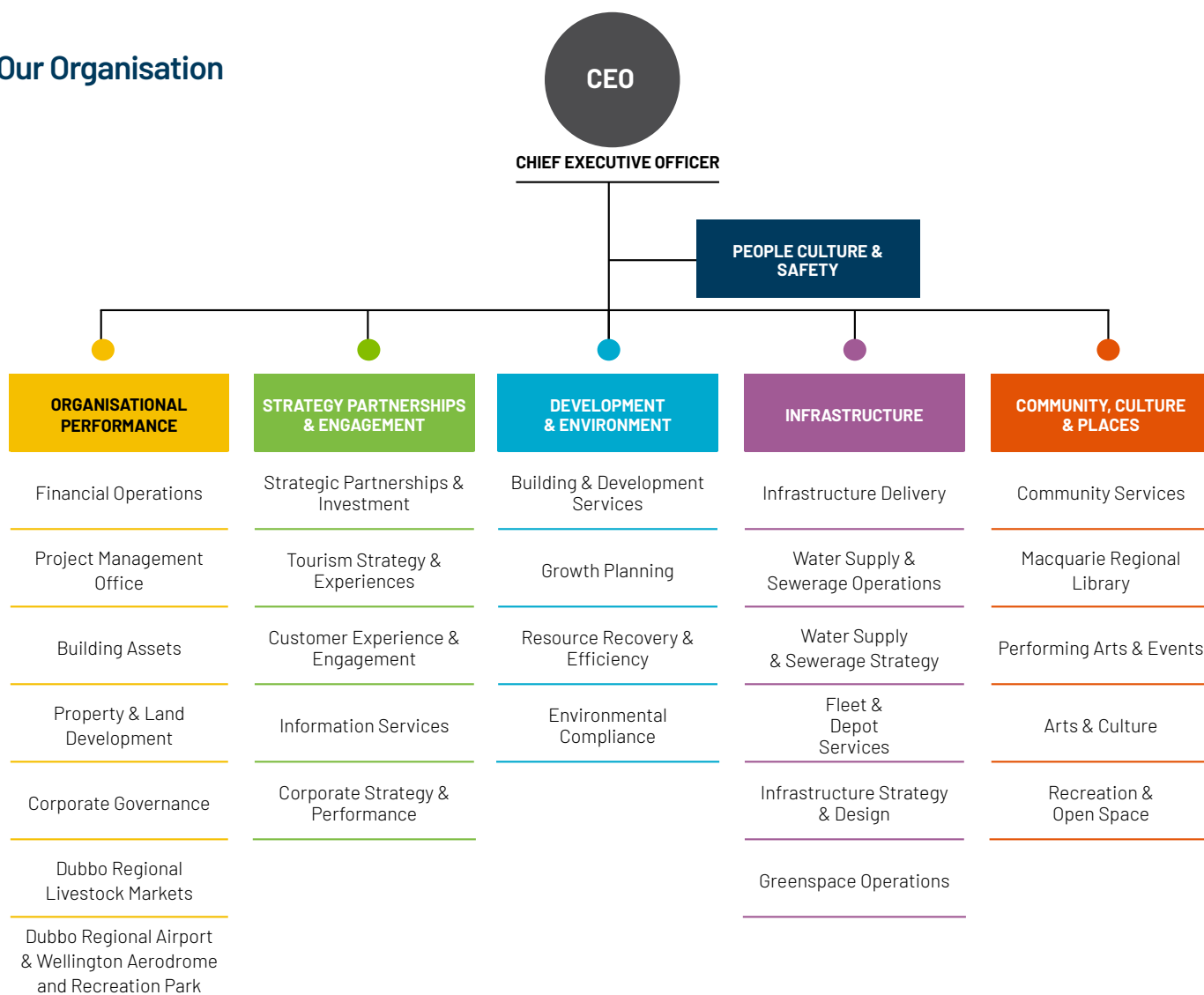
Support and work in partnership with stakeholders to deliver benefits to the community.



ADVOCATOR

We ensure major priorities for the community are known and promoted to other decision-making organisations.

Our Organisation





Growth, Infrastructure and Connectivity

We are working to ensure our region grows in a smart and sustainable way. This means making sure there are a variety of housing options that are affordable and available to everyone. Council supports this by shaping planning policies, assessing development proposals quickly, and working closely with government and housing providers.

Good infrastructure is essential for daily life and future growth. We manage and advocate for improvements to local roads, state roads, water, sewer, stormwater systems, and how people walk, cycle, and travel across the region. Quality infrastructure helps businesses grow and keeps our community moving.

Our Strategic Documents:

- 2020 Dubbo Transportation Strategy
- Wellington Town Centre Plan (under review)
- Dubbo CBD Strategy (under review)
- Dubbo Region Housing Strategy (in development)
- Dubbo Local Strategic Planning Statement (LSPS) 2020

Alignment With State and Regional Priorities

- Central Orana Regional Economic Development Strategy (REDS) 2023 Update
- NSW Department of Planning, Housing and Infrastructure Central West and Orana Regional Plan 2041
- NSW Regional Investment Attraction Strategy 2022-2027
- Central West and Orana 2041

Alignment to quadruple bottom line:



SOCIAL



ECONOMIC



ENVIRONMENTAL

Our Partners:

- NSW Department of Planning, Housing and Infrastructure
- Development industry
- Real Estate industry
- Finance industry
- First home buyers
- Residential land owners
- NSW Land and Housing Corporation / Not-for-profit and affordable social housing providers
- Transport for NSW
- Australian Rail Track Corporation (ARTC)
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Transport industry
- Telecommunications providers
- Energy providers
- Public and community transport providers
- Regional Development Australia
- Chamber of Commerce and business providers



Strategic pillar 1:

Growth, Infrastructure and Connectivity

1.1: Everyone has access to safe, suitable, and affordable housing now and into the future.

1.1.1: Ensure a variety of housing options, types and densities are available to accommodate diverse community needs.

OP Action Code	OP Action	Responsible Branch
1.1.1.1	Finalise and implement the Dubbo Region Housing Strategies.	Growth Planning
1.1.1.2	Progress the master plan for Keswick Estate that considers alternative housing options.	Property & Land Development

1.1.2: Support housing affordability to ensure everyone can access suitable accommodation.

OP Action Code	OP Action	Responsible Branch
1.1.2.1	Undertake regular engagement with stakeholders to monitor issues impacting housing affordability and choice.	Growth Planning
1.1.2.2	Advocate and collaborate with the State Government and developers to increase the level of affordable community and social housing.	Growth Planning

1.2: Infrastructure is planned and built to support our growing community.

1.2.1: Ensure infrastructure maintenance and service delivery align with community expectations.

OP Action Code	OP Action	Responsible Branch
1.2.1.1	Undertake the Customer Satisfaction Survey with the Water Supply and Sewerage Customer Service Plan to be adopted by Council for 2026-2028.	Water Supply & Sewerage Operations
1.2.1.2	Implement and monitor Maintenance Service Levels (MSL) for Recreation and Open Space assets.	Recreation & Open Space
1.2.1.3	Complete the construction of the Keswick Basin (Ironbark Estate Boundary Road)	Property & Land Development

1.2.2: Ensure planning processes prioritise community safety, including flood and fire risk management.

OP Action Code	OP Action	Responsible Branch
1.2.2.1	Progress the Wellington Flood Study.	Infrastructure Strategy & Design
1.2.2.2	Council managed public amenities are assessed in line against safety by design standards and best practice principles with a finalised report to identified improvement areas, estimated costs and prioritised recommendations. (CSCP1.5)	Recreation & Open Space

1.2.3: Upgrade water and sewer infrastructure to meet current and future demand.

OP Action Code	OP Action	Responsible Branch
1.2.3.1	Complete the upgrade of Troy Gully Sewerage Pump Station.	Water Supply & Sewerage Strategy
1.2.3.2	Complete the Northern Borefield town water supply project.	Water Supply & Sewerage Strategy
1.2.3.3	Commence the construction of the Keswick Sewage Pump Station.	Water Supply & Sewerage Strategy
1.2.3.4	Commence the feasibility study for extending town water supply Mumbil to Stuart Town	Water Supply & Sewerage Strategy

1.3: Land for homes, businesses, and services is planned and located where it's most needed.

1.3.1: Ensure land zoning supports sustainable development and future housing needs.

OP Action Code	OP Action	Responsible Branch
1.3.1.1	Investigate mechanisms to incentivise the development and release of new residential zoned land to assist the timely release of new housing supply.	Growth Planning

1.3.2: Facilitate well-zoned, appropriately sized land to accommodate future growth.

OP Action Code	OP Action	Responsible Branch
1.3.2.1	Complete civil construction works for Moffatt Stage 4.	Property & Land Development
1.3.2.2	Undertake regular engagement with businesses in relation to land zoning, appropriateness of proposed sites and approval pathways.	Building & Development Services

1.3.3: Proactively support urban renewal in the Dubbo CBD and Wellington Town Centre.

OP Action Code	OP Action	Responsible Branch
1.3.3.1	Complete an issues paper for the draft Dubbo CBD Strategy.	Growth Planning
1.3.3.2	Complete a review of the Wellington Town Centre Plan and revised action plan.	Corporate Strategy & Performance
1.3.3.3	Develop a management framework for the Dubbo CBD and Wellington Town Centre identifying current locational boundaries, key asset ownership and responsibilities. (CSCP1.1)	Strategic Partnerships & Investment

1.3.4: Promote the growth and vitality of villages and regional centres by ensuring adequate land for development.

OP Action Code	OP Action	Responsible Branch
1.3.4.1	Develop the Master Plan for the residential land in Montefiores.	Growth Planning

1.4: Our roads are safe, efficient, and easy to use for all.

1.4.1: Advocate for improvements to the state road network to boost safety and efficiency for intrastate travel.

OP Action Code	OP Action	Responsible Branch
1.4.1.1	Pursue opportunities for additional funding of road projects through the State and Federal Governments.	Infrastructure Delivery

1.4.2: Improve traffic management and road networks to meet community and economic needs.

OP Action Code	OP Action	Responsible Branch
1.4.2.1	Continue to apply effective processes to identify, assess, and prioritise the implementation or renewal of traffic management facilities.	Infrastructure Strategy & Design
1.4.2.2	Progress the detailed design and business case for an additional southern crossing of the Macquarie River in Dubbo.	Infrastructure Strategy & Design
1.4.2.3	Monitor parking sensor data from around the Brisbane, Talbragar and Macquarie streets shopping precincts in Dubbo, to facilitate greater public access to parking spaces.	Environmental Compliance
1.4.2.4	Complete construction of River Street West Collector Road Stage 1 including the intersection on the Newell Highway.	Infrastructure Delivery
1.4.2.5	Implement the 2020 Dubbo Transportation Strategy in conjunction with Transport for NSW.	Infrastructure Strategy & Design
1.4.2.6	Work with Transport for NSW to have the NSW Government undertake and complete environmental studies that are able to inform a potential new Scabbing Flat Bridge design that meets the needs of the agricultural sector and high productivity vehicles.	Infrastructure Delivery

1.4.3: Maintain and enhance urban and rural roads for safe and efficient travel.

OP Action Code	OP Action	Responsible Branch
1.4.3.1	Investigate smart technology options for monitoring road network conditions.	Infrastructure Delivery
1.4.3.2	Complete rehabilitation of Saxa Road from Maryvale Road to Bakers Lane.	Infrastructure Delivery
1.4.3.3	Complete renewal works on Sheraton Road.	Infrastructure Delivery

1.5: Our transport networks keep people and businesses connected within and beyond our region.

1.5.1: Advocate for improved public transport options to enhance regional accessibility.

OP Action Code	OP Action	Responsible Branch
1.5.1.1	Undertake activities to understand public transport needs within the Villages and advocate the outcomes.	Strategic Partnerships & Investment
1.5.1.2	Establish and maintain partnerships to promote air travel, emergency management and support route viability and affordability.	Dubbo Regional Airport
1.5.1.3	Develop an implementation plan and funding strategy for the Wellington Aerodrome and Recreation Park master plan.	Dubbo Regional Airport
1.5.1.4	Commence the Dubbo Regional Airport Runway Sustainability Project.	Dubbo Regional Airport

1.5.2: Expand mobile and telecommunications coverage to keep communities connected.

OP Action Code	OP Action	Responsible Branch
1.5.2.1	Advocate for the resolution of the connectivity issues in the LGA.	Strategic Partnerships & Investment

1.5.3: Expand pedestrian and cycleway networks to promote active and safe transport.

OP Action Code	OP Action	Responsible Branch
1.5.3.1	Develop and implement a funding strategy, prioritising identified works within the Pedestrian Access and Mobility Plan for the Local Government Area.	Infrastructure Strategy & Design



Thriving and Inclusive Communities

We want everyone in our region to feel connected, safe, and supported. That means access to quality health care, education, safe spaces, community centres, recreation, and open green areas. We also recognise and celebrate the heritage of our First Nations people and our European history. Creating a strong sense of belonging and promoting wellbeing is at the heart of what we do.



Our Strategic Documents:

- SPARC Cultural Plan (under review)
- 2020-2030 Dubbo Regional Council Recreation Strategy
- 2022-2025 Dubbo Regional Council Disability Inclusion Action Plan (under review)
- 2023-2033 Dubbo Regional Council Public Art Strategy
- 2025-2026 Dubbo Regional Council Reconciliation Action Plan
- Wellington Street Tree Masterplan 2023
- Community Safety and Crime Prevention Action Plan
- Youth Action Plan (in development)
- Pedestrian Access and Mobility Plan for Dubbo (in development)
- Dubbo Region Events Strategy (in development)
- Inclusion Diversity and Belonging Strategy (internal)

Alignment With State and Regional Priorities:

- NSW Aboriginal Land Council Strategic Plan 2023-2026
- 2023 Commonwealth Closing the Gap Implementation Plan - National Indigenous Australians Agency
- National Cultural Policy — Revive: a place for every story, a story for every place

Our Partners:

- NSW Department of Communities and Justice
- All members of the community
- Not-for-profit and non-government organisations
- NSW Department of Education
- Education and training institutions
- Western NSW Local Health District
- Orana-Mid Western Police
- NSW Office for Regional Youth / Sporting groups and associations
- Not-for-profit and affordable social housing providers
- Aboriginal Land Councils, First Nations organisations and the First Nations community
- Destination NSW
- Tourism and visitor providers

Alignment to quadruple bottom line:



SOCIAL



ENVIRONMENTAL



Strategic pillar 2:

Thriving and Inclusive Communities

2.1: There are job opportunities across all industries.

2.1.1: Encourage collaboration and shared goals to strengthen community connections.

OP Action Code	OP Action	Responsible Branch
2.1.1.1	Community benefit and well-being outcomes are supported through Council's Financial Assistance Policy.	Community Services
2.1.1.2	Opportunities for community based partnerships and volunteerism are explored to enhance Council's related services and improve community outcomes.	Community Services
2.1.1.3	Implement an education program to educate residents on the requirements of keeping companion animals.	Environmental Compliance
2.1.1.4	Actively engage and collaborate with sports user groups and Dubbo Regional Sports Council to support effective asset management and development, and viable and responsive service delivery.	Recreation & Open Space
2.1.1.5	Continue Council contribution to Youth Interagency meetings (YAP3.2)	Community Services
2.1.1.6	Council develop, in consultation with key stakeholder, an adaptive reuse plan for the former animal shelter infrastructure in Dubbo.	Environmental Compliance

2.1.2: Support and celebrate our diverse community and create opportunities that foster belonging and cultural exchange including the Culturally and Linguistically Diverse (CALD).

OP Action Code	OP Action	Responsible Branch
2.1.2.1	Conduct a range of civic ceremonies, including Australia Day, Remembrance Day and Anzac Day.	Corporate Governance
2.1.2.2	Investigate mechanisms that seek to collaborate with the culturally and linguistically diverse local community to identify needs and respond to opportunities.	Community Services
2.1.2.3	Pursue funding opportunities to progress the Master Plan for the Multicultural Garden.	Recreation & Open Space
2.1.2.4	Maintain Sister Cities relationships and support opportunities for cultural exchange.	Arts and Culture
2.1.2.5	Continue to support the Sister City Exchange Program as an opportunity for youth to demonstrate civic leadership on a national platform. (YAP4.3)	Community Services
2.1.2.6	Promote reconciliation through our sphere of influence. (RAP3)	Community Services
2.1.2.7	Undertake preparation and implementation of a Consultation Plan to facilitate the development of a Multicultural Strategy.	Community Services

2.2: Everyone has access to quality education and lifelong learning opportunities.

2.2.1: Ensure access to library services and facilities.

OP Action Code	OP Action	Responsible Branch
2.2.1.1	Implement the Macquarie Regional Library Operational Plan.	Macquarie Regional Library

2.2.2: Improve access to childcare, quality education and lifelong learning opportunities for all ages.

OP Action Code	OP Action	Responsible Branch
2.2.2.1	Support access to quality childcare and education at all levels through collaboration with government agencies and industry to advance key worker attraction initiatives.	Strategic Partnerships & Investment
2.2.2.2	Provide and maintain Family Day Care services in Dubbo and Wellington and Rainbow Cottage Childcare Centre in Dubbo.	Community Services
2.2.2.3	Implement the Communities for Children activity work plan.	Community Services

2.3: Our community enjoys diverse sports, recreation, and social activities.

2.3.1: Ensure well-connected and vibrant village centres that meet community needs.

OP Action Code	OP Action	Responsible Branch
2.3.1.1	Engage with the community in the planning and development of public open space areas.	Recreation & Open Space

2.3.2: Facilitate access to, encourage and support a variety of youth activities and entertainment options.

OP Action Code	OP Action	Responsible Branch
2.3.2.1	Investigate and provide a scoping report into the provision of a dedicated Youth Centre and/or public space. (YAP1.2)	Community Services
2.3.2.2	Partner with the operator of Dubbo Region's Aquatic Leisure Centres to expand and enhance youth activity programs, ensuring they are accessible, engaging, and aligned with young people's interests and needs. (YAP1.7)	Community Services
2.3.2.3	Integrate youth-focused actions into the 2025-2040 Cultural Plan, prioritising both youth engagement and skills development as distinct priority areas. (YAP2.3)	Arts and Culture
2.3.2.4	Ensure communications about Youth based events and activities are directed to the intended audience through appropriate channels. (YAP2.4)	Community Services
2.3.2.5	Annual cultural programming to be appealing, affordable and accessible to youth. (YAP2.6)	Community Services

2.3.3: Increase opportunities for entertainment, recreation, and cultural activities for all ages.

OP Action Code	OP Action	Responsible Branch
2.3.3.1	Finalise the Dubbo Region Events Strategy.	Performing Arts and Events
2.3.3.2	Complete the design and engage a contractor for renewal of Elston Park water park.	Recreation & Open Space
2.3.3.3	Complete the refurbishment of the Dubbo Aquatic Leisure Centre plant room.	Recreation & Open Space
2.3.3.4	Develop and curate a season program at the Dubbo Regional Theatre and Convention Centre offering a diverse range of shows and genres.	Performing Arts and Events
2.3.3.5	Ensure effective operations of the Dubbo Regional Theatre and Convention Centre and Wellington Civic Centre.	Performing Arts and Events
2.3.3.6	Ensure effective operations of the Western Plains Cultural Centre.	Arts and Culture

OP Action Code	OP Action	Responsible Branch
2.3.3.7	Complete upgrades to the Dubbo Regional Theatre and Convention Centre audio system.	Performing Arts and Events
2.3.3.8	Advocate for the planning of a new community based indoor multi-sport facility to meet the needs of sports and the community (YAP1.3)	Community Services
2.3.3.9	Through Dubbo Regional Sports Council, provide support to sporting clubs with an aim to enhance their sustainability and continued delivery of participation opportunities for youth. (YAP3.4)	Community Services
2.3.3.10	Develop partnerships with businesses and community groups to enhance the Christmas experience in the Dubbo CBD.	Strategic Partnerships and Investment

2.3.4: Maintain a network of cycleways and pedestrian pathways to promote active travel.

OP Action Code	OP Action	Responsible Branch
2.3.4.1	Undertake targeted user group consultation to inform the development of a Nocturnal Exercise Strategy. The strategy should respond to community needs and consider sustainable networks of illuminated routes/locations for nocturnal exercise. (CSCP2.6)	Recreation & Open Space

2.3.5: Maintain and enhance passive and active open spaces for community use.

OP Action Code	OP Action	Responsible Branch
2.3.5.1	Finalise the Maintenance Service Levels (MSL) for Sporting and Reserves assets.	Recreation & Open Space
2.3.5.2	Pursue opportunities for funding to progress the implementation of the Strategic Open Space Master Plan.	Recreation & Open Space
2.3.5.3	Complete the renewal of the Biodiversity Walkway.	Recreation & Open Space
2.3.5.4	Complete the Osawano Garden major refurbishment fencing and deck works.	Recreation & Open Space
2.3.5.5	Complete Victoria Park Rotunda structural repairs.	Recreation & Open Space
2.3.5.6	Complete construction and installation of the Lions West playground.	Recreation & Open Space
2.3.5.7	Complete construction of amenity block at Victoria Park that meets community needs.	Recreation & Open Space
2.3.5.8	Undertake a risk assessment and review of Council's formal inland waterway access points.	Recreation & Open Space

2.4: People feel safe, respected and empowered to authentically express their identity.

2.4.1: Facilitate access to a range of diverse funeral approaches that respect community traditions and memorial practices.

OP Action Code	OP Action	Responsible Branch
2.4.1.1	Finalise the New Dubbo Cemetery and Wellington Lawn Cemetery master plan and commence implementation of stages through the business plan, funding strategies and capital works prioritisation.	Executive Support

2.4.2: Identify and address social service requirements to support vulnerable community members.

OP Action Code	OP Action	Responsible Branch
2.4.2.1	Participate in regular interagency groups to inform strategic plans that address the needs of older people and people with disability.	Community Services

2.4.3: Integrate public and social housing into residential areas to promote inclusivity.

OP Action Code	OP Action	Responsible Branch
2.4.3.1	Ongoing implementation of the Master Plan for the North-West Residential Urban Release Area.	Growth Planning
2.4.3.2	Progress planning efforts for the Central-West Residential Urban Release Area.	Growth Planning

2.4.4: Recognise the contributions of older people and people with disability and ensure appropriate services, initiatives and facilities to meet their needs.

OP Action Code	OP Action	Responsible Branch
2.4.4.1	Review the Disability and Inclusion Action Plan and develop the action plan.	Community Services

2.4.5: Support the expansion of mental health services, initiatives and facilities to enhance community well-being.

OP Action Code	OP Action	Responsible Branch
2.4.5.1	Participate in interagency groups in regard to social service issues.	Community Services

2.5: The voices, cultures, and contributions of our First Nations community are recognised and strengthened.

2.5.1: Recognise, celebrate, and protect the culture and heritage of our First Nations communities.

OP Action Code	OP Action	Responsible Branch
2.5.1.1	Progress the Wiradjuri Cultural Tourism Centre, including an associated community-led operating model.	Arts and Culture
2.5.1.2	Continue our reconciliation journey by developing our next Reconciliation Action Plan. (RAP13)	Community Services
2.5.1.3	Increase First Nations supplier diversity to support improved economic and social outcomes. (RAP9)	Project Management
2.5.1.4	Establish and strengthen mutually beneficial relationships with First Nations stakeholders. (RAP1)	Community Services
2.5.1.5	Build relationships through celebrating National Reconciliation Week (NRW). (RAP2)	Community Services
2.5.1.6	Promote positive race relations through anti-discrimination strategies. (RAP4)	Community Services
2.5.1.7	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning. (RAP5)	Community Services
2.5.1.8	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. (RAP6)	Community Services
2.5.1.9	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. (RAP7)	Community Services

2.6: Arts, culture, and heritage are celebrated and shared.

2.6.1: Attract and retain specialist medical and allied health professionals to enhance healthcare access.

OP Action Code	OP Action	Responsible Branch
2.6.1.1	Advocate for appropriate health service provision and collaborate with Government agencies and industry to support key work attraction initiatives.	Strategic Partnerships & Investment

2.7: We deliver services and enforce regulations fairly and responsibly to protect health, safety, and community standards.

2.7.1: Enhance community safety and crime prevention efforts to create a secure and welcoming environment.

OP Action Code	OP Action	Responsible Branch
2.7.1.1	Identify and respond to notifications of hot-spot areas for illegal dumping and implement appropriate measures where necessary to reduce instances of illegal dumping.	Environmental Compliance
2.7.1.2	Ensure ongoing compliance with food safety standards and skin pen licensing requirements through inspections, responding to complaints and education.	Environmental Compliance
2.7.1.3	Undertake a street furniture audit of the Dubbo CBD and Wellington Town Centre. Review the audit findings, in consultation with asset owners and service providers, to develop recommendations that reduce opportunities for anti-social behaviours and pedestrian harassment. The review will consider alignment with other Council Plans such as the Disability and Inclusion Action Plan and Economic Development Action Plan. (CSCP1.2)	Community Services
2.7.1.4	Undertake a survey of the current lighting operations of the open space network and key identified areas, which provides a high-level summary of the lighting status, regime and identified planned/future works/scheduled maintenance. (CSCP1.3)	Recreation & Open Space
2.7.1.5	Establish a Community Safety and Crime Prevention Reference Group, including a charter and appropriate reporting mechanisms. (CSCP2.1)	Community Services
2.7.1.6	Develop a resource document for business owners in relation to community safety and crime prevention which identifies the role of Council, and channels to share insights. (CSCP2.2)	Strategic Partnerships & Investment
2.7.1.7	Investigate opportunities to improve perceptions of public safety in shopping centres and business venues through collaboration with key stakeholders. (CSCP2.4)	Strategic Partnerships & Investment
2.7.1.8	Support the Youth Action Meeting initiative driven by NSW Police (YAP3.3)	Community Services

2.7.2: Improve transport, digital access, and inclusive community networks to strengthen social and physical connections.

OP Action Code	OP Action	Responsible Branch
2.7.2.1	Expand and promote on-demand services that enhance the customer experience.	Customer Experience & Engagement
2.7.2.2	Explore feasible options to disseminate a services register to assist community members in finding local service providers. (CSCP3.3)	Community Services

2.7.3: Support improved access to crisis and emergency accommodation.

OP Action Code	OP Action	Responsible Branch
2.7.3.1	Continue to work with State Government and developers to increase the level of crisis and emergency accommodation available.	Community Services



Working Together for the Region

Big challenges need strong partnerships. Council is committed to working with all levels of government, local organisations, and our community to deliver results. We focus on long-term planning, managing community assets, and keeping our finances on track so we can deliver great services. By uniting around shared goals, we can build a stronger, more resilient region.

Our Strategic Documents:

- 2021-2027 Dubbo Regional Council Customer Experience Strategy
- 2022 Smart Region Strategy
- Smart Council Strategy (under review)
- 2023-2027 Community Engagement Strategy including Community Participation Plan (under review)
- Investment Strategy

Alignment With State and Regional Priorities:

- Regional Development Australia – Orana Strategic Plan
- NSW Aboriginal Land Council Strategic Plan 2023–2026
- 2023 Commonwealth Closing the Gap Implementation Plan

Our Partners:

- Department of Premier and Cabinet
- Office of Local Government (NSW)
- Local Councils
- Regional Development Australia
- NSW Reconstruction Authority / State Emergency Services and local emergency management groups
- Chamber of Commerce and business providers
- Aboriginal Land Councils, First Nations organisations and the First Nations community
- Not-for-profit and non-government organisations

Alignment to quadruple bottom line:



ECONOMIC



CIVIC LEADERSHIP



Strategic pillar 3:

Working Together for the Region

3.1: Our Council is open, fair, and accountable in its decision-making.

3.1.1: Continuously review and improve Council services to maintain efficiency and effectiveness.

OP Action Code	OP Action	Responsible Branch
3.1.1.1	Implement identified organisational sustainability projects.	Corporate Strategy & Performance
3.1.1.2	Complete the Internal Audit - Asset Management.	Corporate Governance
3.1.1.3	Progress the Internal Audit - Cyber Security.	Information Services
3.1.1.4	Complete the Internal Audit - Fraud and Corruption.	Corporate Governance
3.1.1.5	Complete the Internal Audit - Grants; Community provided.	Corporate Governance
3.1.1.6	Complete a review of the Smart Region Strategy and revised Smart Council Strategy Action Plan.	Information Services
3.1.1.7	Maintain an accurate Land Information System database.	Building & Development Services
3.1.1.8	Maintain effective operation and accelerate growth of the Dubbo Regional Livestock Markets (measured against the five-year rolling average for seasonal throughput).	Dubbo Regional Livestock Markets
3.1.1.9	Complete the Service Review - Rural Road Grading Maintenance.	Infrastructure Delivery
3.1.1.10	Complete a review on the effectiveness of the Service Review Program.	Corporate Strategy & Performance
3.1.1.11	Develop a strategy to support community understanding about financial sustainability.	Corporate Strategy & Performance

3.1.2: Ensure decision-making reflects local needs through meaningful community consultation.

OP Action Code	OP Action	Responsible Branch
3.1.2.1	Undertake regular surveys to obtain community insights.	Customer Experience & Engagement
3.1.2.2	Prepare a strategic plan that outlines best practice principles to build capacity of our Youth Council. (YAP4.1)	Community Services
3.1.2.3	Work with the Youth Council to review and action the 'Your Voice, Our Future' interim and final report when released. (YAP4.2)	Community Services

3.1.3: Foster two-way communication between Council, stakeholders, and the community.

OP Action Code	OP Action	Responsible Branch
3.1.3.1	Undertake regular engagement and education activities with stakeholders to communicate development trends, permissibility of development, and processes.	Building & Development Services
3.1.3.2	Provide opportunities for the community to interact and communicate with Councillors.	Corporate Governance
3.1.3.3	Diverse audiences are catered for in corporate and destination communication platforms.	Strategic Partnerships & Investment

3.1.4: Maximise revenue opportunities from grants and other funding sources to enhance services for the community.

OP Action Code	OP Action	Responsible Branch
3.1.4.1	Identify funding opportunities for the South-West Urban Release Area.	Growth Planning

3.1.5: Operate with transparency, accountability, and integrity in all governance and decision-making processes.

OP Action Code	OP Action	Responsible Branch
3.1.5.1	Ensure Council meeting business papers, agendas and minutes are publicly available in accordance with legislation.	Corporate Governance
3.1.5.2	Maintain the Integrated Planning and Reporting Framework and reporting requirements.	Corporate Strategy & Performance
3.1.5.3	Ensure governance reports to external agencies comply with statutory requirements.	Corporate Governance
3.1.5.4	Manage and support the Audit, Risk and Improvement Committee to facilitate and enhance risk accountability.	Corporate Governance
3.1.5.5	Establish and maintain an effective Reconciliation Action Plan Working Group (RWG) to drive governance of the RAP. (RAP10)	Community Services
3.1.5.6	Provide appropriate support for effective implementation of RAP commitments. (RAP11)	Community Services
3.1.5.7	Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally. (RAP12)	Community Services

3.1.6: Provide cost-effective and timely services while meeting statutory requirements.

OP Action Code	OP Action	Responsible Branch
3.1.6.1	Monitor the Customer Experience Charter standards in relation to customer requests and correspondence.	Customer Experience & Engagement
3.1.6.2	Ensure adherence to the Office of Local Government Compliance and Reporting Requirements.	Financial Operations
3.1.6.3	Ensure the implementation of the Project Management Framework across projects.	Project Management

3.1.7: Strengthen regional resilience through proactive planning and emergency preparedness.

OP Action Code	OP Action	Responsible Branch
3.1.7.1	Ensure business continuity plans are in place for the provision of Council services, and implement when required.	Corporate Governance
3.1.7.2	Coordinate Council's response and assist relevant agencies during emergencies and disasters.	People & Culture

3.1.8: Support local emergency management organisations and the State Emergency Services to ensure readiness and response capabilities.

OP Action Code	OP Action	Responsible Branch
3.1.8.1	Ensure the adopted Local Emergency Management Plan (EMPLAN) is up-to-date and utilised in emergency situations.	People & Culture

3.2: Our local economy grows through diverse traditional and emerging industries.

3.2.1: Support a diverse and resilient economy through innovation, new industries, and commercial activation programs.

OP Action Code	OP Action	Responsible Branch
3.2.1.1	Cultural, recreational and community events are supported through Council's Financial Assistance Policy.	Performing Arts and Events
3.2.1.2	Develop and maintain strong partnerships with diverse advisory groups, industry representatives and government agencies to encourage economic growth.	Strategic Partnerships & Investment
3.2.1.3	Monitor and review policies and procedures to promote local business especially SMEs and Indigenous organisations within the LGA.	Project Management
3.2.1.4	Collaborate with others to support a diverse and growing regional economy including supply chain businesses and circular economy industry.	Strategic Partnerships & Investment
3.2.1.5	Complete the installation of cattle sale pen shade sails.	Dubbo Regional Livestock Markets

3.3: We have a clear strategy to drive economic development and attract investment.

3.3.1: Advocate for regional priorities at all levels of government and industry.

OP Action Code	OP Action	Responsible Branch
3.3.1.1	Advocate to remove pain points for key engine industries.	Strategic Partnerships & Investment
3.3.1.2	Collaborate with neighbouring LGAs to investigate and consider formal boundary adjustments.	Corporate Strategy & Performance

3.3.2: Allocate resources strategically to support sustainable growth and community well-being.

OP Action Code	OP Action	Responsible Branch
3.3.2.1	Review infrastructure contributions plans for Dubbo.	Growth Planning

3.3.3: Proactively attract and support major investment aligned with regional opportunities.

OP Action Code	OP Action	Responsible Branch
3.3.3.1	Provide investment attraction services including; location identification, up-to-date investment collateral and investor concierge services to assist with positive economic outcomes for the Dubbo Region.	Strategic Partnerships & Investment
3.3.3.2	Finalise the master plan for the Dubbo Regional Livestock Markets and commence implementation of stages through the business plan, funding strategies and capital works prioritisation.	Dubbo Regional Livestock Markets

3.4: We proactively embrace opportunities to drive economic growth, create jobs, and support lasting prosperity for our community.

3.4.1: Actively participate in the Renewable Energy Zone to drive economic growth, attract investment, and create targeted jobs.

OP Action Code	OP Action	Responsible Branch
3.4.1.1	Work with regional stakeholders for the transportation of oversized and over mass components related to the Central West Orana Renewable Energy Zone.	Infrastructure Strategy & Design
3.4.1.2	Coordinate the progress of the Renewable Energy Awareness and Career Training (REACT) Centre.	Strategic Partnerships & Investment

3.4.2: Attract and retain a skilled workforce to meet regional needs and foster employment pathways, including traineeships.

OP Action Code	OP Action	Responsible Branch
3.4.2.1	Collaborate with local schools, universities, businesses and government agencies to identify employment pathways and traineeship opportunities.	Strategic Partnerships & Investment
3.4.2.2	Continue to support and actively promote career expos and employment opportunities for young people. (YAP3.1)	Community Services
3.4.2.3	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development. (RAP8)	Community Services

3.4.3: Encourage and support unique visitor experiences and local tourism opportunities.

OP Action Code	OP Action	Responsible Branch
3.4.3.1	Advocate for and support tourism businesses in the region.	Strategic Partnerships & Investment
3.4.3.2	Promote the region on destination marketing platforms and collaborative programs.	Strategic Partnerships & Investment
3.4.3.3	Maintain effective operation of the Old Dubbo Gaol.	Tourism Strategy & Experiences
3.4.3.4	Maintain effective operation of the Wellington Caves complex	Tourism Strategy & Experiences
3.4.3.5	Complete construction of the Old Dubbo Gaol Heritage Plaza.	Tourism Strategy & Experiences
3.4.3.6	Support the delivery of the Taronga Western Plain Zoo Wildlife Resort.	Strategic Partnerships & Investment
3.4.3.7	Implement the action plan in response to the findings of the Phosphate Mine business case and feasibility analysis at Wellington Caves.	Tourism Strategy & Experiences
3.4.3.8	Maintain effective operation of the Dubbo and Wellington Showgrounds.	Performing Arts and Events

3.4.4: Facilitate short-term accommodation for workers involved in major infrastructure and economic projects.

OP Action Code	OP Action	Responsible Branch
3.4.4.1	Explore and strategically plan housing opportunities for short-term workers in accordance with the Temporary Worker Accommodation Policy.	Growth Planning

3.4.5: Maintain a highly skilled, diverse, and motivated workforce to deliver quality services.

OP Action Code	OP Action	Responsible Branch
3.4.5.1	Review and align learning initiatives and compliance to ensure value and effective capability building.	People & Culture
3.4.5.2	Support employee feedback and engagement through an annual pulse check and review of action planning.	People & Culture

3.4.6: Reduce barriers to workforce attraction and retention across the region.

OP Action Code	OP Action	Responsible Branch
3.4.6.1	Advocate and support the employment of marginalised communities and underrepresented groups in key engine industries.	Strategic Partnerships & Investment



Health Environment and Sustainable Future

Protecting our natural environment is a shared responsibility. As our region grows, we're working to make sure development is done in a way that cares for the environment. Council supports renewable energy, waste reduction, and the protection of natural resources. We're also helping the community to learn more about sustainable living so that together, we can tackle big issues like climate change.



Our Strategic Documents:

- 2020-2025 Dubbo Regional Council Energy Strategy & Implementation Plan (under review)
- 2022 Dubbo Regional Council Zero Emissions Fleet Strategy and Implementation Plan (under review)
- 2023-2050 Net Zero Framework for Council Operations
- Waste Strategy
- Integrated Water Cycle Management Plan (under review)

Alignment With State and Regional Priorities:

- NSW Department of Planning, Housing and Infrastructure Central West and Orana Regional Plan 2041
- Central West and Orana 2041

Our Partners:

- NSW Department of Climate Change, Energy, the Environment and Water
- National Parks and Wildlife Service
- NSW Environment Protection Authority (EPA)
- Local environmental groups
- Cycling, running and walking groups
- Department of Primary Industries (NSW Department of Regional NSW)

Alignment to quadruple bottom line:



ENVIRONMENTAL



CIVIC LEADERSHIP



Strategic pillar 4:

Healthy Environment and Sustainable Future

4.1: We manage land use to protect and enhance both the built and natural environment.

4.1.1: Enhance and protect the Macquarie, Talbragar, and Bell River corridors in urban areas.

OP Action Code	OP Action	Responsible Branch
4.1.1.1	Investigate funding opportunities targeted to the restoration of degraded environments.	Recreation & Open Space

4.1.2: Ensure new developments include accessible green spaces to enhance community well-being and environmental health.

OP Action Code	OP Action	Responsible Branch
4.1.2.1	Implement the Public Open Space Guidelines to identify standards for future development.	Recreation & Open Space
4.1.2.2	Complete the planning proposal for the reclassification and rezoning of Alexander Bell Memorial Park.	Recreation & Open Space
4.1.2.3	Target external funding opportunities such as Voluntary Planning Agreements to offset recurrent maintenance costs for public open spaces.	Recreation & Open Space

4.1.3: Maintain and improve roadside environments to support local ecosystems.

OP Action Code	OP Action	Responsible Branch
4.1.3.1	Maintain the Significant Tree Register and the Tree Removal-Amenity valuation for public trees policy.	Recreation & Open Space
4.1.3.2	Report on the Weed Action Program (Department of Primary Industry).	Greenspace Operations

4.1.4: Safeguard biodiversity, threatened species, and ecological communities from harm.

OP Action Code	OP Action	Responsible Branch
4.1.4.1	Complete and have adopted the Dubbo Region Greening Strategy.	Recreation & Open Space
4.1.4.2	Assess major infrastructure projects involving endangered ecological communities, threatened species, habitats and environmental assets are mitigated as appropriate.	Building & Development Services

4.1.5: Support responsible growth that balances development with environmental sustainability.

OP Action Code	OP Action	Responsible Branch
4.1.5.1	Review and make submissions on proposed changes to the planning system as opportunities arise.	Growth Planning

4.2: We manage our resources responsibly to ensure long-term sustainability.

4.2.1: Allocate resources effectively to support sustainability and long-term community well-being.

OP Action Code	OP Action	Responsible Branch
4.2.1.1	Maintain Council's Development Contribution Framework and Planning Agreement frameworks and associated registers.	Growth Planning
4.2.1.2	Council's strategic planning for services and infrastructure incorporates adaptation to the impact of climate change.	People & Culture

4.2.2: Deliver efficient solid waste management services that meet community needs.

OP Action Code	OP Action	Responsible Branch
4.2.2.1	Kerbside domestic waste services are provided to customers in accordance with Council's adopted service levels.	Resource Recovery & Efficiency
4.2.2.2	Adopt the master plan for the Whylandra Waste Facility and commence implementation.	Resource Recovery & Efficiency

4.2.3: Encourage and support investment in renewable energy opportunities.

OP Action Code	OP Action	Responsible Branch
4.2.3.1	Circular industrial opportunities are targeted for the region to maximise opportunities from the Central West and Orana Renewable Energy Zone, other major infrastructure and developments in the region.	Strategic Partnerships & Investment

4.2.4: Ensure a reliable, efficient, and sustainable water supply for the community and future generations.

OP Action Code	OP Action	Responsible Branch
4.2.4.1	Commence the review of the Drinking Water Quality Management Plan.	Water Supply & Sewerage Operations
4.2.4.2	Investigate activities and funding strategies to ensure long-term water security.	Water Supply & Sewerage Strategy
4.2.4.3	Investigate upgrade options of the Geurie Water Treatment Plant.	Water Supply & Sewerage Strategy

4.2.5: Implement environmentally responsible water management practices.

OP Action Code	OP Action	Responsible Branch
4.2.5.1	Finalise and adopt the new Integrated Water Cycle Management Plan	Water Supply & Sewerage Strategy
4.2.5.2	Progress irrigation renewals of Victoria Park number 2 and 3 ovals.	Recreation & Open Space
4.2.5.3	Promote and encourage water savings initiatives to the community.	Water Supply & Sewerage Operations
4.2.5.4	Complete the delivery of the Advanced Wastewater Treatment Plant.	Water Supply & Sewerage Strategy

4.2.6: Reduce environmental impacts through improved waste management and resource recovery.

OP Action Code	OP Action	Responsible Branch
4.2.6.1	Complete the closure plan for the Wellington Waste Transfer Station.	Resource Recovery & Efficiency
4.2.6.2	Investigate smart technology to improve waste management practices.	Resource Recovery & Efficiency
4.2.6.3	Work with NetWaste on waste projects and opportunities for greater diversion from landfill.	Resource Recovery & Efficiency

4.3: We plan for and respond to climate change impacts.

4.3.1: Identify and address climate change impacts through collaboration with the community and government.

OP Action Code	OP Action	Responsible Branch
4.3.1.1	Collaborate with Narromine Shire Council to implement the outcomes of the Drought Resilience Plan.	Strategic Partnerships & Investment

4.3.2: Increase awareness of natural disasters such as fires, floods, and droughts to build community resilience.

OP Action Code	OP Action	Responsible Branch
4.3.2.1	Monitor Councils Bushfire Prone Land map.	Growth Planning

4.4: We prepare for and reduce the risks of natural disasters.

4.4.1: Ensure new developments do not place the community at risk from environmental hazards.

OP Action Code	OP Action	Responsible Branch
4.4.1.1	Progress the Ballimore Flood Risk Management Plan.	Infrastructure Strategy & Design

4.5: We take action to achieve net zero emissions.

4.5.1: Ensure Council buildings and facilities are energy-efficient, carbon-neutral, and utilise renewable energy sources.

OP Action Code	OP Action	Responsible Branch
4.5.1.1	Complete the installation of energy efficient lighting at Apex Oval.	Recreation & Open Space
4.5.1.2	Monitor and report the energy performance of Council's corporate buildings and facilities via Council's energy management tool.	Building Assets
4.5.1.3	Complete a review of the top five energy consuming water and sewer sites and investigate opportunities for offsetting Council's electrical costs.	Water Supply & Sewerage Strategy
4.5.1.4	Review the 2020-2025 Dubbo Regional Council Energy Strategy and Implementation Plan and develop an action plan.	Resource Recovery & Efficiency
4.5.1.5	Review the 2022 Dubbo Regional Council Zero Emission Fleet Strategy and Implementation Plan and develop an action plan.	Resource Recovery & Efficiency

4.5.2: Promote sustainable building and infrastructure practices that efficiently use resources and minimise environmental impacts.

OP Action Code	OP Action	Responsible Branch
4.5.2.1	Conduct comprehensive reviews of fleet operations to enhance efficiency and align with strategic sustainability goals.	Fleet & Depot Services
4.5.2.2	A review of the energy use of Council corporate buildings is undertaken to identify opportunities for renewable energy use.	Building Assets

Corporate Measures

KEY

#new measure

3.0 indicates more satisfaction than dissatisfaction and DRC aims for a mean satisfaction rating with these assets, facilities and service areas

3.5+ indicates high satisfaction and DRC aims to achieve high satisfaction with these assets, facilities and service areas

Measures	Target	2024 Baseline	Source
Level of community satisfaction with range of affordable housing	Greater than 3.0	Importance 4.31 Satisfaction 2.6	Community Insight Survey
Increasing number of housing approvals for diverse housing types	Single dwellings consist of no greater than 50% of approvals	647	DRC FY Data
Assess and determine residential development applications in a timely manner	Maintain	#new measure	DRC FY Data
Residential Land Monitor maintained	6 monthly updates	Updated every six months	DRC Data
Level of community satisfaction with Development Approvals	Greater than 3.0	Importance 4.16 Satisfaction 2.98	Community Insight Survey
New residential developments support our diverse community needs	Greater than 3.0	Importance 4.12 Satisfaction 3.16	Community Insight Survey
Regular strategic meeting with social housing providers and stakeholders	Minimum four progress meetings a year	4	DRC FY Data
Levels of community satisfaction with traffic management	Greater than 3.0	Importance 4.45 Satisfaction 3.35	Community Insight Survey
Levels of community satisfaction with sealed roads	Greater than 3.0	Importance 4.66 Satisfaction 2.53	Community Insight Survey
Levels of community satisfaction with unsealed roads	Greater than 3.0	Importance 4.28 Satisfaction 2.48	Community Insight Survey

Measures	Target	2024 Baseline	Source
Levels of community satisfaction with street lighting	Greater than 3.0	Importance 4.3 Satisfaction 3.54	Community Insight Survey
Level of community satisfaction with Waste & Recycling Facilities (Dubbo, Wellington & villages)	Greater than 3.0	Importance 4.59 Satisfaction 3.68	Community Insight Survey
Levels of community satisfaction with maintenance and provision of footpaths	Greater than 3.0	Importance 4.23 Satisfaction 3.05	Community Insight Survey
Community satisfaction with Airports (Dubbo Regional & Bodangora airstrip and recreational park)	Greater than 3.5	Importance 4.60 Satisfaction 4.05	Community Insight Survey
Passengers utilising Airport	Increasing	195,708	DRC FY Data
Community satisfaction with promotion of region as a tourism destination	Greater than 3.0	Importance 4.18 Satisfaction 3.65	Community Insight Survey
Community satisfaction with Visitor Information Centres (Dubbo and Wellington)	Greater than 3.0	Importance 4.10 Satisfaction 4.16	Community Insight Survey
Community satisfaction with Wellington Caves	Greater than 3.5	Importance 4.13 Satisfaction 4.25	Community Insight Survey
Community satisfaction with Old Dubbo Gaol	Greater than 3.5	Importance 3.87 Satisfaction 4.29	Community Insight Survey
Increase overnight visitors to the region	Increase 2%	553,200	TRA 2 year average to Sept
Increase average spend of domestic night visitors in the region	Increase 2%	\$279	TRA 2 year average to Sept
Average accommodation occupancy	Maintain	TBC	DRC Occupancy Report
Community satisfaction with Council's management of commercial & industrial development	Greater than 3.0	Importance 4.12 Satisfaction 3.32	Community Insight Survey

Measures	Target	2024 Baseline	Source
Community satisfaction with support for local business development	Greater than 3.0	Importance 4.47 Satisfaction 3.32	Community Insight Survey
Implementation of Region Economic Development Strategy	Minimum four progress meetings a year	#new measure	DRC Data
Level of community satisfaction with the visibility and involvement of elected officials within the community	Greater than 3.0	Importance 3.87 Satisfaction 3.14	Community Insight Survey
Level of community satisfaction that decisions by elected body are made in the interest of the community	Greater than 3.5	Importance 3.99 Satisfaction 3.19	Community Insight Survey
Engagement with Community across a variety of methods - YourSay online portal - Average feedback/ conversation rate - Face to Face Community Conversations	Increasing 4.5% 8	#new measure	DRC Calendar year Data
Engagement with community on Council social channels	Increasing	#new measure	DRC Calendar year Data
Debt Service cover ratio	Greater than 2x*	6.13	DRC Financial Statement
Level of community satisfaction with Council's engagement with the community	Greater than 3.5	Importance 4.1 Satisfaction 3.15	Community Insight Survey
Level of community satisfaction with Council's provision of information	Greater than 3.0	Importance 4.27 Satisfaction 3.14	Community Insight Survey
Unrestricted current ratio	Greater than 1.5x*	3.04	DRC Financial Statement
Level of community satisfaction with Council's financial management	Greater than 3.0	Importance 4.34 Satisfaction 2.91	Community Insight Survey

Measures	Target	2024 Baseline	Source
Operating Performance Ratio	Greater than 0%*	-1.44	DRC Financial Statement
Level of community satisfaction with Council managing commercial business to benefit the community	Greater than 3.0	Importance 4.06 Satisfaction 3.11	Community Insight Survey
Own source operating revenue ratio	Greater than 60%*	60.16	DRC Financial Statement
Level of community satisfaction with sporting grounds	Greater than 3.5	Importance 4.42 Satisfaction 4.03	Community Insight Survey
Level of community satisfaction with health inspections & enforcement	Greater than 3.0	Importance 4.23 Satisfaction 3.33	Community Insight Survey
Implementation of Reconciliation Action Plan	100% of annual actions	TBC	DRC data
Level of community satisfaction with event support within the community	Greater than 3.5	Importance 4.25 Satisfaction 3.57	Community Insight Survey
Level of Community satisfaction with services for Aboriginal & Torres Strait Islander, Seniors, Youth and Disabled being supported	Greater than 3.0	Importance 4.14 Satisfaction 3.43	Community Insight Survey
Community satisfaction with urban tree maintenance & management	Greater than 3.0	Importance 4.13 Satisfaction 3.25	Community Insight Survey
Community satisfaction with Dubbo Regional Theatre & Convention Centre	Greater than 3.5	Importance 3.93 Satisfaction 4.27	Community Insight Survey
Community satisfaction with Aquatic Centres (Dubbo, Wellington, Geurie)	Greater than 3.0	Importance 4.31 Satisfaction 3.05	Community Insight Survey
Level of community satisfaction with Library services & programs	Greater than 3.0	Importance 3.99 Satisfaction 4.21	Community Insight Survey

Measures	Target	2024 Baseline	Source
Level of community satisfaction with playgrounds & public spaces	Greater than 3.0	Importance 4.45 Satisfaction 3.83	Community Insight Survey
Parks and open spaces for recreational activities	Greater than 3.0	Importance 4.56 Satisfaction 3.89	Community Insight Survey
Number of bookings for recreation and open spaces venues	Increasing	#new measure	DRC Data
Level of community satisfaction with arts & cultural services & programs	Greater than 3.0	Importance 3.77 Satisfaction 3.83	Community Insight Survey
Visitation to regional experiences	Increasing	215,852	DRC FY Data (Caves/ODG/WPCC)
Events at Council facilities	Maintain	TBC	DRC FY Data (events and Shows at DRTCC, WCC, and Showgrounds)
Reduction in emissions from Council operations	A 35% reduction in emissions from Council operations by FY 2028	Compared to FY 2022 100,000	DRC Net Zero Framework
Domestic Waste - FOGO tonnes per month	Increasing	#new measure	DRC Data
Domestic waste - Recycling tonnes per month	Increasing	#new measure	DRC Data
Domestic waste - diverted from landfill tonnes per month	Increasing	#new measure	DRC Data
Ongoing installation of behind the meter PV systems across Council's facilities	300kW in FY2024 and 300kW in FY2025	Increase 300 kW per year	DRC Net Zero Framework
Level of community satisfaction with environmental education & awareness	Greater than 3.0	Importance 4.01 Satisfaction 3.36	Community Insight Survey
Level of community satisfaction with urban tree preservation planning and planting	Greater than 3.0	Importance 4.08 Satisfaction 3.4	Community Insight Survey
Level of community satisfaction with waste & recycling initiatives	Greater than 3.0	Importance 4.29 Satisfaction 3.69	Community Insight Survey
Level of community satisfaction with Council planning and response in natural events and disasters	Greater than 3.0	Importance 4.48 Satisfaction 3.58	Community Insight Survey

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