DUBBO REGIONAL COUNCIL

2025 - 2029 DELIVERY PROGRAM AND **2026/2027** 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 pleased to present our 2025–2029 Delivery Program and 2026/2027 Operational Plan to the community. Together, these plans lay a strong foundation to support our thriving region.

Over the past year, we've taken a hands-on approach to working for our community. While there have been challenges, some of which will continue into the next 12 months, our focus will remain firmly on putting the community first.

This plan is more than a document — it's a practical guide that keeps us on track and supports decisions that reflect what matters most to our community.

Looking ahead we are focused on actions that deliver real outcomes. This includes a strong focus on renewing key assets across our road network and community facilities, while continuing to deliver services that provide social, environmental and cultural benefits.

We are committed to making every dollar count. Supporting sustainable regional growth remains a priority, creating more jobs, more housing, improved services and new opportunities for local people. With careful planning, this growth will help build a stronger, more connected region now and into the future.

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. As your elected representatives we are here to listen to your voices, your needs, your hopes for the future.

Together, we will continue moving forward with purpose and a shared commitment to the place we all call home.

Councillor Josh Black
Mayor of Dubbo Regional Council

"Looking ahead we are focused on actions that deliver real outcomes"

Introduction

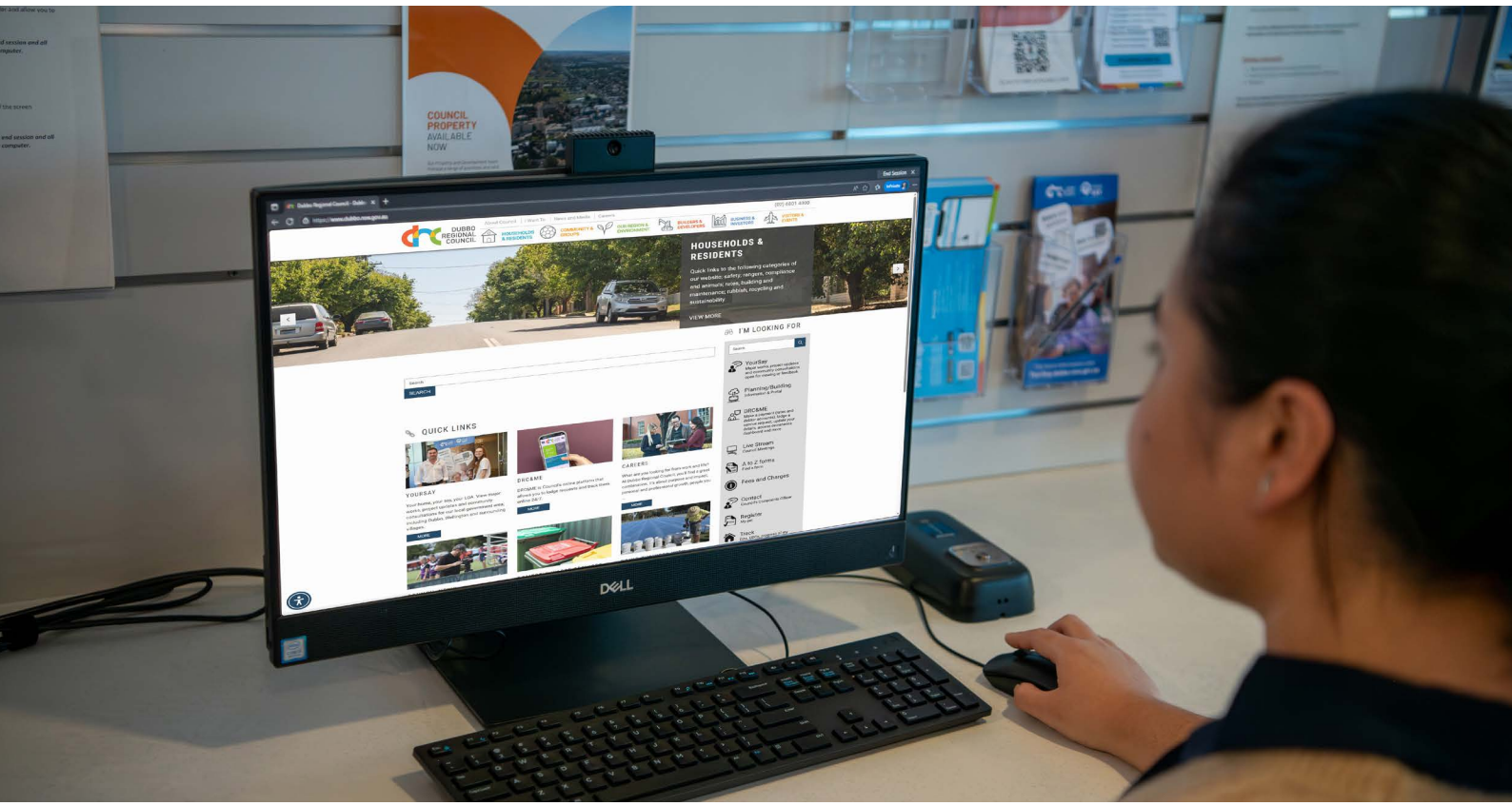
About This Document

The 2026/2027 Operational Plan forms part of Council's Integrated Planning and Reporting (IP&R) Framework. This framework brings together Council's long term vision and the strategic actions needed to achieve it, ensuring a coordinated, whole of Council approach to planning for the short, medium and long term.

Through integrated planning, Council aligns its services, projects and resources to community priorities and values. This approach enables Council to understand how its plans interact, maximise the impact of its efforts, and respond effectively to the needs and aspirations of the region.

This Operational Plan outlines the actions Council will deliver in 2026/2027 to progress the objectives and long term goals of the Towards 2040 Community Strategic Plan and the four year Delivery Program (2025–2029). To clearly demonstrate the connection between strategic direction and operational delivery, Council presents the Delivery Program and Operational Plan as a combined document.

The Operational Plan is supported by the 2026/2027 Budget and forward financial forecasts. Together with quarterly reporting, these documents show how Council will fund its actions and activities, measure progress, and respond to the social, environmental, economic, and governance challenges facing the 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.

YOUR SAY

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 2026/2027. 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:

Community Strategic Plan objective

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

Council Branch responsible for delivering the action

Delivery Program strategy

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

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

Reference number

Operational Plan actions to achieve the objectives of the CSP and Delivery Program

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

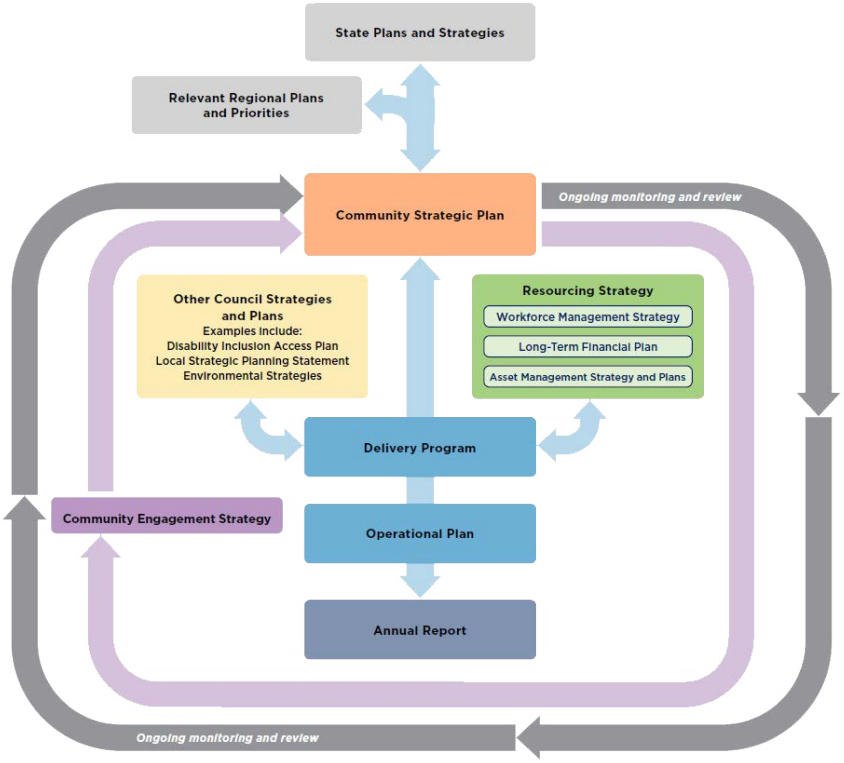
The Resourcing Strategy details the time, money, assets and people we will need over the long term to achieve the community's goals as identified in the Community Strategic Plan. It consists of three components; the Long-Term Financial Plan, Workforce Management Strategy and the Asset Management Strategy,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

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 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 digital and 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.

Healthy 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

- Housing is diverse, accessible and meets community needs.
- Growth is planned to support sustainable and liveable communities.
- Growth and infrastructure planning prioritises community safety.
- Infrastructure is reliable and meets current and future demand.
- Transport networks are safe, efficient and support movement across the region.
- Regional connectivity is strengthened through transport and digital infrastructure.

Thriving and Inclusive Communities

- Strong, inclusive and connected communities.
- Accessible education, learning and family services support all life stages.
- Vibrant places support community life, recreation and connection.
- Young people are supported to participate, connect and thrive.
- Community facilities and services respect cultural and community needs.
- People are healthy, supported and able to age well.
- Recognise, celebrate, and protect the culture and heritage of our First Nations communities.
- Community safety and respectful environments are strengthened.
- Safe, active and accessible connections across the community.
- Community wellbeing is supported through accessible services and housing.

Working Together for the Region

- Council is efficient, accountable and delivers high quality services.
- Decisions reflect community needs through genuine engagement.
- The region is prepared for emergencies and resilient to disruption.
- A strong, diverse and resilient local economy drives growth.
- Attract and retain specialist medical and allied health professionals to enhance healthcare access.
- Council maximises resources, funding and partnerships to deliver outcomes.
- The region attracts investment, tourism and major opportunities
- The workforce is skilled, supported and meets regional needs.

Healthy Environment and Sustainable Future

- Protect and enhance the natural environment.
- Plan and manage growth sustainably.
- Reduce waste and support a circular economy.
- Manage water sustainably and secure long-term supply.
- Respond to climate risks and build community resilience.
- Plan and manage growth sustainably.
- Transition Council operations and infrastructure to a low-impact future.

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.

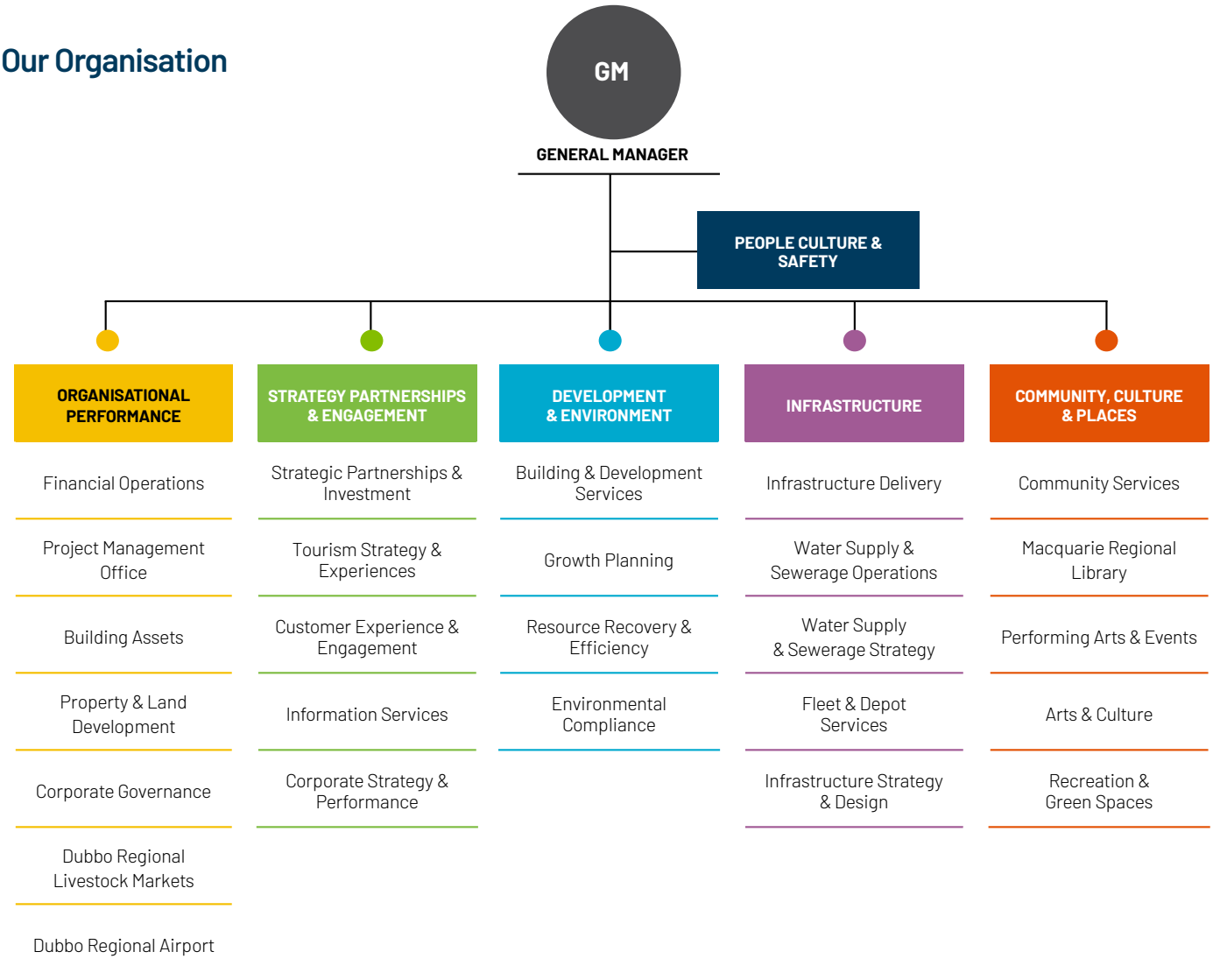
PROVIDER
Deliver the services and programs to meet the needs of the community.

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:

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

1: Growth, Infrastructure and Connectivity

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

1.1.1: Housing is diverse, accessible and meets community needs.

Action Code	Action Name	Responsible Branch
1.1.1.1	Implement the outcomes of the adopted Dubbo Region Housing Strategy.	Growth Planning
1.1.1.2	Progress the master plan for Keswick Estate that considers alternative housing options.	Property & Land Development
1.1.1.3	Commence development works for Keswick Stage 5 Release 3.	Property & Land Development
1.1.1.4	Undertake regular engagement with stakeholders to monitor issues impacting housing affordability and choice.	Growth Planning
1.1.1.5	Advocate and collaborate with the State Government and developers to increase the level of affordable community and social housing.	Growth Planning
1.1.1.6	Implementation of the Master Plan for the North-West Residential Urban Release Area.	Growth Planning
1.1.1.7	Progress the planning proposal for the Central-West Residential Urban Release Area.	Growth Planning

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

1.2.1: Growth is planned to support sustainable and liveable communities.

Action Code	Action Name	Responsible Branch
1.2.1.1	Finalise the Maintenance Service Levels (MSL) for Sporting and Reserves assets.	Recreation & Greenspaces
1.2.1.2	Commence the upgrade of Keswick Sewerage Pump Station and Wheelers Lane town water supply bores.	Water Supply & Sewerage Strategy
1.2.1.3	Commence design for the major upgrade of Brewery Lane Sewer Pump Station in Wellington.	Water Supply & Sewerage Strategy
1.2.1.4	Complete Cadell Street, Dubbo, mains replacement.	Water Supply & Sewerage Strategy
1.2.1.5	Complete Emerald Street, Dubbo, mains replacement.	Water Supply & Sewerage Strategy
1.2.1.6	Complete upgrade works to the Dubbo Showground bore.	Water Supply & Sewerage Strategy
1.2.1.7	Complete upgrades to the John Gilbert Water Treatment Plant office, amenities and laboratory.	Water Supply & Sewerage Strategy
1.2.1.8	Complete the refurbishment of the Dubbo Sewage Treatment Plant Bioreactor.	Water Supply & Sewerage Strategy
1.2.1.9	Complete construction of water supply rising main from Capstan Drive to Buningyong Road.	Water Supply & Sewerage Strategy
1.2.1.10	Complete the Keswick Rising main and Pump Station Upgrades	Water Supply & Sewerage Strategy
1.2.1.11	Complete stormwater works Drainage Easement Bunglegumbie Road.	Infrastructure Strategy & Design

Action Code	Action Name	Responsible Branch
1.2.1.12	Complete stormwater works Macquarie St (Margaret to Fitzroy).	Infrastructure Strategy & Design
1.2.1.13	Complete the construction of the Blue Ridge to Southlakes gravity main.	Water Supply & Sewerage Strategy

1.2.2: Growth and infrastructure planning prioritises community safety.

Action Code	Action Name	Responsible Branch
1.2.2.1	Progress the Wellington Flood Risk Management Study.	Infrastructure Strategy & Design
1.2.2.2	Progress the flood risk management options for the Villages.	Infrastructure Strategy & Design

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

1.3.1: Infrastructure is reliable and meets current and future demand.

Action Code	Action Name	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
1.3.1.2	Develop a Council Policy for Planning Agreements.	Growth Planning
1.3.1.3	Complete the review and implement the Dubbo Region Development Control Plan.	Growth Planning
1.3.1.4	Commence civil construction works for Moffatt Estate Stage 4.	Property & Land Development
1.3.1.5	Undertake regular engagement with businesses in relation to land zoning, appropriateness of proposed sites and approval pathways.	Building & Development Services
1.3.1.6	Commence the scoping project toward the development of a Dubbo CBD working plan.	Community, Culture and Places
1.3.1.7	Finalise and adopt the revised Wellington Town Centre Plan Action Plan.	Corporate Strategy & Performance
1.3.1.8	Implement 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: Transport networks are safe, efficient and support movement across the region.

Action Code	Action Name	Responsible Branch
1.4.1.1	Continue to apply effective processes to identify, assess, and prioritise the implementation or renewal of traffic management facilities.	Infrastructure Strategy & Design
1.4.1.2	Progress the detailed analysis of the existing two options to enable the selection of a preferred option for additional southern crossing of the Macquarie River in Dubbo.	Infrastructure Strategy & Design
1.4.1.3	Undertake a review of the 2020 Dubbo Transportation Strategy.	Infrastructure Strategy & Design
1.4.1.4	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

Action Code	Action Name	Responsible Branch
1.4.1.5	Review the Roads contribution plans for Dubbo.	Growth Planning
1.4.1.6	Commence Sheraton Road renewal works.	Infrastructure Delivery
1.4.1.7	Commence reinstatement of road approaches for the Duke of Wellington Bridge.	Infrastructure Delivery
1.4.1.8	Undertake re-alignment of Dick Street Bodangora, including upgrade from unsealed to bitumen seal.	Infrastructure Delivery
1.4.1.9	Complete the Gollan Road pavement reconstruction project.	Infrastructure Delivery
1.4.1.10	Complete the Eurimbla Road stage 2 mini-rehabilitation.	Infrastructure Delivery
1.4.1.11	Complete re-construction of the flood damaged Sweeneys Lane Box Culvert.	Infrastructure Delivery
1.4.1.12	Undertake surface repairs to a concrete girder on Circle Road Bridge.	Infrastructure Delivery
1.4.1.13	Develop and implement a funding strategy, prioritising identified works within the Dubbo and Wellington Pedestrian Access and Mobility Plan.	Infrastructure Delivery
1.4.1.14	Complete the concrete shared pathway Showground Road/Bushrangers Creek Road, Wellington.	Infrastructure Delivery
1.4.1.15	Complete the Margaret Crescent Shared Bitumen Pathway widening upgrade.	Infrastructure Delivery
1.4.1.16	Complete footpath renewal of Fitzroy Street western side (Tamworth to Ronald).	Infrastructure Delivery

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

1.5.1: Regional connectivity is strengthened through transport and digital infrastructure.

Action Code	Action Name	Responsible Branch
1.5.1.1	Pursue opportunities for additional funding of road projects through the State and Federal Governments.	Infrastructure Delivery
1.5.1.2	Prepare a marketing prospectus and advocacy strategy to attract investment, partnerships and funding support for the Wellington Aerodrome and Recreation Park.	Dubbo Regional Airport
1.5.1.3	Commence the Dubbo Regional Airport Runway Sustainability Project.	Dubbo Regional Airport
1.5.1.4	Identify and advance industry and commercial development opportunities to support economic growth at Dubbo Regional Airport.	Dubbo Regional Airport
1.5.1.5	Work collaboratively with partners to promote air travel and strengthen emergency management outcomes.	Dubbo Regional Airport
1.5.1.6	Advocate for improved digital connectivity across the LGA.	Strategic Partnerships & Investment

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
- Pedestrian Access and Mobility Plan for Dubbo Dubbo Region Events Strategy
- 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:

2: Thriving and Inclusive Communities

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

2.1.1: Strong, inclusive and connected communities.

Action Code	Action Name	Responsible Branch
2.1.1.1	Cultural, recreational and community events are supported through Council's Financial Assistance Policy along with community benefit and well-being outcomes.	Community Services
2.1.1.2	Opportunities for interagency and stakeholder partnerships are explored to enhance Council's services and deliver improved 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.	Environmental Compliance
2.1.1.5	Continue Council contribution to Youth Interagency meetings (YAP3.2)	Community Services
2.1.1.6	Finalise the Dubbo Region Multicultural Strategy.	Community Services
2.1.1.7	Complete the review of the Cultural Plan.	Arts & Culture
2.1.1.8	Develop tactics and resources to help event organisers attract and retain volunteers. (RES1.6)	Events & Partnerships
2.1.1.9	Conduct a range of civic and community award ceremonies.	Corporate Governance
2.1.1.10	Investigate mechanisms that seek to collaborate with the culturally and linguistically diverse local community to identify needs and respond to opportunities.	Community Services

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

2.2.1: Accessible education, learning and family services support all life stages.

Action Code	Action Name	Responsible Branch
2.2.1.1	Implement the Macquarie Regional Library Operational Plan.	Macquarie Regional Library
2.2.1.2	Undertake pre-planning and investigative works for the Dubbo library roof replacement and air-conditioning system renewal.	Macquarie Regional Library
2.2.1.3	Facilitate Family Day Care services in Dubbo and Wellington and Rainbow Cottage Childcare Centre in Dubbo.	Community Services
2.2.1.4	Implement the remaining contract requirements for Communities for Children activity work plan.	Community Services

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

2.3.1: Vibrant places support community life, recreation and connection.

Action Code	Action Name	Responsible Branch
2.3.1.1	Facilitate a community notice board program for Villages.	Corporate Strategy & Performance
2.3.1.2	Develop and curate a season program at the Dubbo Regional Theatre and Convention Centre offering a diverse range of shows and genres.	Dubbo Regional Theatre

Action Code	Action Name	Responsible Branch
2.3.1.3	Complete the development of the Western Plains Cultural Centre (WPCC) Strategic Plan.	Arts & Culture
2.3.1.4	Complete the development of the Western Plains Cultural Centre (WPCC) Venue Hire Policy.	WPCC Operations
2.3.1.5	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)	Recreation & Greenspaces
2.3.1.6	Develop partnerships with businesses and community groups to enhance the Christmas experience in the Dubbo Region.	Strategic Partnerships & Investment
2.3.1.7	Complete the development of the Dubbo Showground Master Plan.	Showground Operations
2.3.1.8	Introduce a framework to support diverse artistic and cultural voices across the annual cultural program.	Arts & Culture
2.3.1.9	Actions and objectives of the Cultural Plan 2025 are considered alongside Council's other plans to ensure that activation of public spaces in the Dubbo CBD and Wellington Town Centre are strategically aligned. (CSCP1.7)	Arts & Culture
2.3.1.10	Complete the remedial works in the café kitchen at the Western Plains Cultural Centre.	WPCC Operations
2.3.1.11	Complete the gallery lighting project at the Westerns Plains Cultural Centre.	Arts & Culture
2.3.1.12	Complete the roof repair project for A and B Block (Western Plains Cultural Centre).	WPCC Operations
2.3.1.13	Complete construction of the North Regand Park picnic area project.	Recreation & Greenspaces
2.3.1.14	Review and assess the current public amenity servicing model for parks, reserves and sporting facilities.	Recreation & Greenspaces
2.3.1.15	Complete construction of the amenity block at Wise Park, Geurie.	Recreation & Greenspaces
2.3.1.16	Assess Council managed open spaces to identify areas of improvement, estimated costs and prioritised recommendations. Transport for NSW Safer Cities Program standard and best practice principles to inform recommendations. (CSCP1.6)	Recreation & Greenspaces
2.3.1.17	Complete replacement of grandstand seating at Apex Oval.	Recreation & Greenspaces
2.3.1.18	Complete the renewal of lighting in Cameron Park.	Recreation & Greenspaces
2.3.1.19	Complete fencing installation at Cameron Park.	Recreation & Greenspaces
2.3.1.20	Complete the renewal of Wahroonga Park BBQ (west).	Recreation & Greenspaces
2.3.1.21	Complete the renewal of the Osawano Garden front fence.	Recreation & Greenspaces
2.3.1.22	Complete the renewal of the Osawano Pavillion Deck.	Recreation & Greenspaces
2.3.1.23	Complete renewal Sir Roden Cutler BBQ.	Recreation & Greenspaces

Action Code	Action Name	Responsible Branch
2.3.1.24	Complete renewal of Wahroonga Park Picnic setting.	Recreation & Greenspaces
2.3.1.25	Complete path renewals at Victoria Park.	Recreation & Greenspaces
2.3.1.26	Complete softfall and shade sail install at Lunar Park, Dubbo.	Recreation & Greenspaces
2.3.1.27	Complete installation of playground and picnic setting at Mumbil.	Recreation & Greenspaces
2.3.1.28	Complete softfall installation at Elston Park	Recreation & Greenspaces
2.3.1.29	Complete the Lady Cutler East Sports Lightning Renewal.	Recreation & Greenspaces
2.3.1.30	Complete the install of the Dubbo Cycle Facility PA System.	Recreation & Greenspaces
2.3.1.31	Complete a revision of the 2017 Cameron Park Master Plan.	Recreation & Greenspaces

2.3.2: Young people are supported to participate, connect and thrive.

Action Code	Action Name	Responsible Branch
2.3.2.1	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)	Recreation & Greenspaces
2.3.2.2	Monitor , assess and report on emerging trends in youth participation to guide the development of future sporting facilities. (YAP1.5)	Community Services
2.3.2.3	Conduct a scoping report on the provision of youth-focused creative development venues/spaces and required resourcing. (YAP2.2)	Arts & Culture
2.3.2.4	Assess and report on available public spaces for youth-focused events to enhance social engagement and community participation. Review existing public scapes across the Dubbo Region to identify opportunities for hosting youth-orientated activities. (YAP2.5)	Events & Partnerships

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

2.4.1: Community facilities and services respect cultural and community needs.

Action Code	Action Name	Responsible Branch
2.4.1.1	Commence implementation of the New Dubbo Cemetery and Wellington Lawn Cemetery Master Plan.	Recreation & Greenspaces
2.4.1.2	Complete the Old Dubbo Cemetery Erosion Project.	Recreation & Greenspaces
2.4.1.3	Participate in interagency groups in regard to social service issues.	Community Services

2.4.2: People are healthy, supported and able to age well.

Action Code	Action Name	Responsible Branch
2.4.2.1	Implement the outcomes of the Disability, Inclusion Action Plan review.	Community Services

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

Action Code	Action Name	Responsible Branch
2.5.1.1	Progress the Wiradjuri Cultural Tourism Centre, including an associated operating model.	Arts & Culture
2.5.1.2	Implement the outcomes of the Reflect Reconciliation Action Plan.	Community Services

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

2.6.1: Community safety and respectful environments are strengthened.

Action Code	Action Name	Responsible Branch
2.6.1.1	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
2.6.1.2	Ensure ongoing compliance with food safety standards and skin pen licensing requirements through inspections, responding to complaints and education.	Environmental Compliance
2.6.1.3	Support the Youth Action Meeting initiative driven by NSW Police (YAP3.3)	Community Services
2.6.1.4	Enhance communication to the community on Council's approach to risk management, care and safety.	People & Culture
2.6.1.5	Undertake a survey of the current lighting levels in the Dubbo CBD and identified areas of safety concern, which provides a high-level summary of the lighting status, ownership and identified planned/future works/scheduled maintenance. (CSCP1.4)	Community Services
2.6.1.6	Undertake a feasibility study for the provision of public phone charging stations in suitable public spaces and locations. (CSCP1.8)	Community Services
2.6.1.7	Develop and roll-out Child Safe Standard Policy and Child Safe Standard Code of Conduct eLearning for all Council employees, which includes a refresher program. (CSCP1.12)	Community Services
2.6.1.8	Develop a protocol for responding to homelessness and antisocial behaviour in spaces and places that are owned by Council. (CSCP1.13)	Community Services
2.6.1.9	As part of ongoing monitoring and evaluation of the Plan: individual geographic points of safety concern from the 'drop-pin' exercise are surveyed annually to report on the action/s taken to address safety concerns. (*Identified areas)(CSCP1.15	Community Services
2.6.1.10	Public spaces and places are designed with the application of Transport for NSW Safer Cities Program, which has a focus on helping improve perceptions of safety by women, girls and gender diverse people. (CSCP2.1)	Community Services
2.6.1.11	Develop and implement a program of 'evergreen messaging' regarding community safety matters that are relevant and applicable to the Local Government Area. Partner with Government and Non-government stakeholders to reinforce messages of local priority. (CSCP3.1)	Community Services

2.6.2: Safe, active and accessible connections across the community.

Action Code	Action Name	Responsible Branch
2.6.2.1	Increase the availability of self-service digital services and promote to enhance the customer experience.	Customer Experience & Engagement
2.6.2.2	Undertake targeted user group consultation to inform the development of a Nocturnal Exercise Strategy.	Recreation & Greenspaces

2.6.3: Community wellbeing is supported through accessible services and housing.

Action Code	Action Name	Responsible Branch
2.6.3.1	Continue to work with State Government and developers to increase the level of crisis and emergency accommodation available.	Growth Planning
2.6.3.2	Advocate to the NSW Government to develop a strategic action plan to support homelessness in the Dubbo Regional LGA.	Strategy, Partnerships and Engagement
2.6.3.3	Continue coordinated advocacy to the NSW Government and key regional partners for the establishment of a Youth Foyer mode for the region.	Community, Culture and Places

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
- Investment Strategy

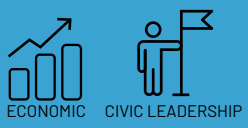
Alignment With State and Regional Priorities:

- 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:



3: Working Together for the Region

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

3.1.1: Council is efficient, accountable and delivers high quality services.

Action Code	Action Name	Responsible Branch
3.1.1.1	Complete a review of the Smart Council Strategy Action Plan.	Information Services
3.1.1.2	Maintain effective operation and accelerate growth of the Dubbo Regional Livestock Markets.	Dubbo Regional Livestock Markets
3.1.1.3	Investigate long-term strategic requirements for community buildings to support sustainable asset management.	Building Assets
3.1.1.4	Complete the Internal Audit - Grants: Community provided.	Corporate Governance
3.1.1.5	Ensure Council meeting business papers, agendas and minutes are publicly available in accordance with legislation.	Corporate Governance
3.1.1.6	Maintain the Integrated Planning and Reporting Framework and reporting requirements.	Corporate Strategy & Performance
3.1.1.7	Manage and support the Audit, Risk and Improvement Committee to facilitate and enhance risk accountability.	Corporate Governance
3.1.1.8	Monitor the Customer Experience Charter standards in relation to customer requests and correspondence.	Customer Experience
3.1.1.9	Ensure adherence to the Office of Local Government Compliance and Reporting Requirements.	Financial Operations

3.1.2: Decisions reflect community needs through genuine engagement.

Action Code	Action Name	Responsible Branch
3.1.2.1	Undertake regular surveys to obtain community insights.	Customer Experience & Engagement
3.1.2.2	Undertake regular engagement and education activities with stakeholders to communicate development trends, permissibility of development, and processes.	Building & Development Services
3.1.2.3	Provide opportunities for the community to interact and communicate with Councillors.	Corporate Governance

3.1.3: The region is prepared for emergencies and resilient to disruption.

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

3.2.1: A strong, diverse and resilient local economy drives growth.

Action Code	Action Name	Responsible Branch
3.2.1.1	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
3.2.1.2	Develop and maintain strong partnerships with diverse advisory groups, industry representatives, government agencies and the business community to encourage economic growth.	Strategic Partnerships & Investment
3.2.1.3	Commence pre-construction design and procurement activities for the new Dubbo Regional Livestock Markets administration building.	Dubbo Regional Livestock Markets
3.2.1.4	Develop a training program to help build the capacity of local event organisers.(RES1.5)	Events & Partnerships
3.2.1.5	Undertake a desktop review and consultation process to identify low-cost options for managing pest bird species in the Dubbo CBD and Wellington Town Centre.	Growth Planning
3.2.1.6	Complete construction of shed at the Dubbo Regional Livestock Markets.	Dubbo Regional Livestock Markets
3.2.1.7	Complete construction of stage 1 new feed yards Dubbo Regional Livestock Markets.	Dubbo Regional Livestock Markets
3.2.1.8	Complete construction of new draft and sale pens at Dubbo Regional Livestock Markets.	Dubbo Regional Livestock Markets
3.2.1.9	Complete installation of the cattle handling equipment at the Dubbo Regional Livestock Markets.	Dubbo Regional Livestock Markets
3.2.1.10	Complete pre-construction design and procurement activities for the Renewable Energy Awareness Career Training (REACT) Centre.	Strategic Partnerships & Investment

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

Action Code	Action Name	Responsible Branch
3.2.2.1	Collaborate with government agencies and industry to support key work attraction initiatives and advocate for appropriate health service provisions.	Strategic Partnerships & Investment

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

3.3.1: Council maximises resources, funding and partnerships to deliver outcomes.

Action Code	Action Name	Responsible Branch
3.3.1.1	Support progression of priority issues and opportunities impacting the region's key industries.	Strategic Partnerships & Investment
3.3.1.2	Review the Open Space contribution plans for Dubbo.	Recreation & Greenspaces
3.3.1.3	Identify funding opportunities for the South-West Urban Release Area.	Growth Planning

3.3.2: The region attracts investment, tourism and major opportunities

Action Code	Action Name	Responsible Branch
3.3.2.1	Promote the region on destination marketing platforms and collaborative programs.	Strategic Partnerships & Investment
3.3.2.2	Maintain sustainable operations of the Old Dubbo Gaol.	Visitor Information Services
3.3.2.3	Maintain sustainable operations of the Wellington Caves Complex.	Wellington Caves Complex
3.3.2.4	Complete construction of the Old Dubbo Gaol Heritage Plaza.	Arts & Culture
3.3.2.5	Implement the action plan in response to the findings of the Phosphate Mine business case and feasibility analysis.	Wellington Caves Complex
3.3.2.6	Finalise development of the Dubbo Region Tourism Strategy.	Wellington Caves Complex
3.3.2.7	Collaborate with Wellington Showground stakeholders to support the development of strategic planning priorities.	Showground Operations
3.3.2.8	Complete the Old Dubbo Gaol stoneworks project.	Visitor Information Services
3.3.2.9	Complete the master plan for the Wellington Caves to inform future investment and operational direction.	Wellington Caves Complex
3.3.2.10	Review long-term heritage needs for Wellington Old Police Station to ensure the long-term preservation and maintenance of the site	Arts & Culture
3.3.2.11	Develop collaborative opportunities for events seeking to promote to audiences outside the LGA. (RES2.2)	Events & Partnerships
3.3.2.12	Develop marketing materials to attract externally organised events delivering strong economic and social benefits. (RES3.5)	Events & Partnerships
3.3.2.13	Commence the Wellington Caves Lighting Seal project.	Wellington Caves Complex
3.3.2.14	Complete the renewal of the pathways at the Wellington Caves.	Wellington Caves Complex
3.3.2.15	Complete the renewal of the Gaden Caves Hand Rails.	Wellington Caves Complex
3.3.2.16	Complete the Wellington Caves Lighting Upgrade.	Wellington Caves Complex
3.3.2.17	Complete the Wellington Caves Landscaping project.	Wellington Caves Complex

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

3.4.1: The workforce is skilled, supported and meets regional needs.

Action Code	Action Name	Responsible Branch
3.4.1.1	Collaborate with local schools, universities, businesses and government agencies to identify education, employment pathways and traineeship opportunities.	Strategic Partnerships & Investment
3.4.1.2	Continue to support and actively promote career expos and employment opportunities for young people. (YAP3.1)	People & Culture
3.4.1.3	Review and align learning initiatives and compliance to ensure value and effective capability building.	People & Culture
3.4.1.4	Advocate and support the employment of marginalised communities and underrepresented groups in key industries.	Strategic Partnerships & Investment
3.4.1.5	Explore and strategically plan housing opportunities for short-term workers in accordance with the Temporary Worker Accommodation Policy.	Growth Planning

Healthy 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:

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: Protect and enhance the natural environment.

Action Code	Action Name	Responsible Branch
4.1.1.1	Identify degraded environments and plan for restoration activities.	Recreation & Greenspaces
4.1.1.2	Report on the Weed Action Program (Department of Primary Industry).	Recreation & Greenspaces
4.1.1.3	Finalise the draft Dubbo Region Greening Strategy.	Recreation & Greenspaces
4.1.1.4	Apply Council's regulatory, planning and referral responsibilities to ensure major infrastructure projects appropriately address impacts on endangered ecological communities and environmental assets.	Building & Development Services

4.1.2: Plan and manage growth sustainably.

Action Code	Action Name	Responsible Branch
4.1.2.1	Review and make submissions on proposed changes to the planning system as opportunities arise.	Growth Planning
4.1.2.2	Finalise and have adopted the Open Space Master Plan 2035.	Recreation & Greenspaces
4.1.2.3	Maintain Council's Development Contribution Framework and Planning Agreement frameworks and associated registers.	Growth Planning

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

4.2.1: Reduce waste and support a circular economy.

Action Code	Action Name	Responsible Branch
4..2.1.8	Council develop, in consultation with key stakeholders, an adaptive reuse plan for the former animal shelter infrastructure in Dubbo.	Environmental Compliance
4.2.1.1	Kerbside domestic waste services are provided to customers in accordance with Council's adopted service levels.	Resource Recovery & Efficiency
4.2.1.2	Adopt the master plan for the Whylandra Waste Facility and commence implementation.	Resource Recovery & Efficiency
4.2.1.3	Complete the strategic plan for the Geurie Transfer Station.	Resource Recovery & Efficiency
4.2.1.4	Complete the closure plan for the Wellington Waste Transfer Station.	Resource Recovery & Efficiency
4.2.1.5	Investigate smart technology to improve waste management practices.	Resource Recovery & Efficiency
4.2.1.6	Work with NetWaste on waste projects and opportunities for greater diversion from landfill.	Resource Recovery & Efficiency

Action Code	Action Name	Responsible Branch
4.2.1.7	Collaborate with sharing service operators in adhering to the Public Spaces (Unattended Property) Act 2021 (and associated regulations). Primary focus on efficient collection of shopping trolleys from public streets. (CSCP3.2)	Strategic Partnerships & Investment

4.2.2: Manage water sustainably and secure long-term supply.

Action Code	Action Name	Responsible Branch
4.2.2.1	Complete the review of the Drinking Water Quality Management Plan.	Water Supply & Sewerage Operations
4.2.2.2	Investigate activities and funding strategies to ensure long-term water security.	Water Supply & Sewerage Strategy
4.2.2.3	Investigate upgrade options of the Geurie Water Treatment Plant.	Water Supply & Sewerage Strategy
4.2.2.4	Complete filter updates at the Water Treatment Plan in Wellington.	Water Supply & Sewerage Strategy
4.2.2.5	Complete filter updates at the Water Treatment Plan in Geurie.	Water Supply & Sewerage Strategy
4.2.2.6	Complete the update of the Integrated Water Cycle Management Plan	Water Supply & Sewerage Strategy
4.2.2.7	Promote and encourage water savings initiatives to the community.	Water Supply & Sewerage Operations
4.2.2.8	Review the current number of GPTs and develop a prioritisation framework aligned with environmental benefit.	Infrastructure Strategy & Design

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

4.3.1: Respond to climate risks and build community resilience

Action Code	Action Name	Responsible Branch
4.3.1.1	Undertake a review of the Drought Resilience Plan actions and recommendations and progress implementation of the related communications and education strategy.	Strategic Partnerships & Investment
4.3.1.2	Monitor Council's Bushfire Prone Land map.	Growth Planning

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

4.4.1: Plan and manage growth sustainably.

Action Code	Action Name	Responsible Branch
4.4.1.1	Finalise and have adopted the Ballimore Flood risk management plan.	Infrastructure Strategy & Design

4.5: We take action to achieve net zero emissions.

4.5.1: Transition Council operations and infrastructure to a low-impact future.

Action Code	Action Name	Responsible Branch
4.5.1.1	Review the 2020-2025 Dubbo Regional Council Energy Strategy and Implementation Plan and develop an action plan.	Resource Recovery & Efficiency
4.5.1.2	Complete the Troy Gully Sewer Pump Station Solar Panel Installation.	Water Supply & Sewerage Strategy
4.5.1.3	Complete the Dubbo Regional Airport Solar Panel Carpark project.	Dubbo Regional Airport
4.5.1.4	Conduct comprehensive reviews of fleet operations to enhance efficiency and align with strategic sustainability goals.	Fleet & Depot Services
4.5.1.5	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

Corporate Measures

KEY

Our biennial Community Insights Survey identifies community priorities and measures overall satisfaction with Council's performance.
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

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Measures	Target	2024 Baseline	2026 Result	Satisfaction Change
Level of community satisfaction with range of affordable housing (diverse housing)	Greater than 3.0	Importance 4.31 Satisfaction 2.6	Importance 4.10 Satisfaction 3.05	↑
Level of community satisfaction with Development Approvals	Greater than 3.0	Importance 4.16 Satisfaction 2.98	Importance 4.37 Satisfaction 3.14	↑
Levels of community satisfaction with traffic management	Greater than 3.0	Importance 4.45 Satisfaction 3.35	Importance 4.45 Satisfaction 3.35	–
Levels of community satisfaction with sealed roads	Greater than 3.0	Importance 4.66 Satisfaction 2.53	Importance 4.64 Satisfaction 2.62	↑
Levels of community satisfaction with unsealed roads	Greater than 3.0	Importance 4.28 Satisfaction 2.48	Importance 4.11 Satisfaction 2.72	↑
Levels of community satisfaction with street lighting	Greater than 3.0	Importance 4.3 Satisfaction 3.54	Importance 4.13 Satisfaction 3.63	↑
Level of community satisfaction with Waste & Recycling Facilities (Dubbo, Wellington and villages)	Greater than 3.0	Importance 4.59 Satisfaction 3.68	Importance 4.56 Satisfaction 3.61	↓
Levels of community satisfaction with maintenance and provision of footpaths	Greater than 3.0	Importance 4.23 Satisfaction 3.05	Importance 4.20 Satisfaction 3.04	–
Community satisfaction with Airports (Dubbo Regional and Bodangora airstrip and recreational park)	Greater than 3.5	Importance 4.60 Satisfaction 4.05	Importance 4.71 Satisfaction 4.10	↑
Community satisfaction with promotion of region as a tourism destination	Greater than 3.0	Importance 4.18 Satisfaction 3.65	Importance 4.29 Satisfaction 3.67	↑

Measures	Target	2024 Baseline	2026 Result	Satisfaction Change
Community satisfaction with Visitor Information Centres (Dubbo and Wellington)	Greater than 3.0	Importance 4.10 Satisfaction 4.16	Importance 4.06 Satisfaction 4.13	
Community satisfaction with Wellington Caves	Greater than 3.5	Importance 4.13 Satisfaction 4.25	Importance 4.09 Satisfaction 4.21	
Community satisfaction with Old Dubbo Gaol	Greater than 3.5	Importance 3.87 Satisfaction 4.29	Importance 4.02 Satisfaction 4.36	
Community satisfaction with support for local business development	Greater than 3.0	Importance 4.47 Satisfaction 3.32	Importance 4.61 Satisfaction 3.25	
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	Importance 3.85 Satisfaction 3.34	
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	Importance 4.09 Satisfaction 3.23	
Level of community satisfaction with Council's engagement with the community	Greater than 3.5	Importance 4.12 Satisfaction 3.15	Importance 4.12 Satisfaction 3.23	
Level of community satisfaction with Council's provision of information	Greater than 3.0	Importance 4.27 Satisfaction 3.14	Importance 4.36 Satisfaction 3.32	
Level of community satisfaction with Council's financial management	Greater than 3.0	Importance 4.34 Satisfaction 2.91	Importance 4.41 Satisfaction 3.04	
Level of community satisfaction with Council managing commercial business to benefit the community	Greater than 3.0	Importance 4.06 Satisfaction 3.11	Importance 3.71 Satisfaction 3.32	
Level of community satisfaction with health inspections and enforcement	Greater than 3.0	Importance 4.23 Satisfaction 3.33	Importance 4.46 Satisfaction 3.52	
Level of community satisfaction with event support within the community	Greater than 3.5	Importance 4.25 Satisfaction 3.57	Importance 4.21 Satisfaction 3.61	
Community satisfaction with Dubbo Regional Theatre and Convention Centre	Greater than 3.5	Importance 3.93 Satisfaction 4.27	Importance 4.01 Satisfaction 4.17	

Measures	Target	2024 Baseline	2026 Result	Satisfaction Change
Community satisfaction with Aquatic Centres (Dubbo, Wellington, Geurie)	Greater than 3.0	Importance 4.31 Satisfaction 3.05	Importance 4.09 Satisfaction 3.44	
Level of community satisfaction with Library services and programs	Greater than 3.0	Importance 3.99 Satisfaction 4.21	Importance 3.77 Satisfaction 4.10	
Level of community satisfaction with playgrounds and public spaces	Greater than 3.0	Importance 4.45 Satisfaction 3.83	Importance 4.40 Satisfaction 3.69	
Parks and open spaces for recreational activities	Greater than 3.0	Importance 4.56 Satisfaction 3.89	Importance 4.30 Satisfaction 3.87	
Level of community satisfaction with arts & cultural services & programs	Greater than 3.0	Importance 3.77 Satisfaction 3.83	Importance 3.56 Satisfaction 3.82	
Level of community satisfaction with environmental education and awareness	Greater than 3.0	Importance 4.01 Satisfaction 3.36	Importance 4.06 Satisfaction 3.37	
Level of community satisfaction with urban tree preservation planning and planting	Greater than 3.0	Importance 4.08 Satisfaction 3.4	Importance 4.01 Satisfaction 3.40	
Level of community satisfaction with waste and recycling initiatives	Greater than 3.0	Importance 4.29 Satisfaction 3.69	Importance 4.46 Satisfaction 3.54	
Level of community satisfaction with Council planning and response in natural events and disasters	Greater than 3.0	Importance 4.48 Satisfaction 3.58	Importance 4.54 Satisfaction 3.57	

Responsible Officer:	Corporate Strategy and Performance Coordinator
Division	Strategy, Partnerships and Engagement
Prepared by:	Corporate Strategy and Performance
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