



# AGENDA

## CORPORATE SERVICES COMMITTEE

### 8 APRIL 2025

MEMBERSHIP: Councillors J Black, L Butler, S Chowdhury, J Cowley, M Dickerson, R Ivey, K Richardson, A Ryan, P Toynton, P Wells and M Wright.

The meeting is scheduled to commence at 5:30 PM.

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**CSC25/18 LEAVE OF ABSENCE (ID25/436)**

**CSC25/19 CONFLICTS OF INTEREST (ID25/437)**

In accordance with their Oath/Affirmation under the Act, and Council's Code of Conduct, Councillors must disclose the nature of any pecuniary or non-pecuniary interest which may arise during the meeting, and manage such interests accordingly.

**CSC25/20 DRAFT 2025-2029 DELIVERY PROGRAM – REVIEW OF TOWARDS 2040 COMMUNITY STRATEGIC PLAN (ID25/350)**

The Committee had before it the report dated 31 March 2025 from the Director Strategy Partnerships and Engagement regarding Draft 2025-2029 Delivery Program – Review of Towards 2040 Community Strategic Plan.

3

**CSC25/21 TENDER FOR STOCK HANDLING AT THE DUBBO REGIONAL LIVESTOCK MARKETS (ID25/548)**

The Committee had before it the report dated 26 March 2025 from the Manager Dubbo Regional Livestock Markets regarding Tender for Stock Handling at the Dubbo Regional Livestock Markets.

*In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the Chief Executive Officer is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: information that would, if disclosed, prejudice the commercial position of the person who supplied it (Section 10A(2)(d)(i)).*

**CSC25/22 UPDATE ON THE RENEWABLE ENERGY AWARENESS AND CAREER TRAINING (REACT) CENTRE, WELLINGTON (ID25/627)**

The Committee had before it the report dated 28 March 2025 from the Director Strategy Partnerships and Engagement regarding Update on the Renewable Energy Awareness and Career Training (REACT) centre, Wellington.

*In accordance with the provisions of Section 9 (2A) of the Local Government Act 1993 the Chief Executive Officer is of the opinion that consideration of this item is likely to take place when the meeting is closed to the public for the following reason: information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business (Section 10A(2)(c)) (We will be negotiating a sale with the Wellington Soldiers Club).*



## REPORT: Draft 2025-2029 Delivery Program – Review of Towards 2040 Community Strategic Plan

**DIVISION:** Strategy, Partnerships and Engagement  
**REPORT DATE:** 31 March 2025  
**TRIM REFERENCE:** ID25/350

### EXECUTIVE SUMMARY

<b>Purpose</b>	<ul style="list-style-type: none"> <li>Seek endorsement</li> <li>Provide review or update</li> </ul>	<ul style="list-style-type: none"> <li>Fulfil legislated requirement/Compliance</li> </ul>
<b>Issue</b>	<ul style="list-style-type: none"> <li>The report proposes a regrouping of themes for the Towards 2040 Community Strategic Plan and outlines the draft 2025-2029 Delivery Program for Dubbo Regional Local Government Area.</li> </ul>	
<b>Reasoning</b>	<ul style="list-style-type: none"> <li><i>Local Government Act 1993</i></li> <li><i>Local Government (General) Regulation 2021</i></li> <li>Integrated Planning and Reporting Handbook (and Guidelines) for Local Councils in NSW - September 2021 – Office of Local Government.</li> </ul>	
<b>Financial Implications</b>	Budget Area	Strategic Strategy Partnerships and Engagement
	Funding Source	Integrated Planning and Reporting
	Proposed Cost	\$19,510 (excluding GST)
	Ongoing Costs	Not applicable.
<b>Policy Implications</b>	Policy Title	There are no policy implications arising from this report.
	Impact on Policy	Not applicable.

### STRATEGIC DIRECTION

The Towards 2040 Community Strategic Plan is a vision for the development of the region out to the year 2040. The Plan includes six principal themes and a number of objectives and strategies. This report is aligned to:

- Theme: 4 Leadership
- CSP Objective: 4.1 Council provides transparent, fair and accountable leadership and governance
- Delivery Program Strategy: 4.1.4 Statutory requirements are met and services are provided in a cost-effective and timely manner
- Theme: 4 Leadership

CSP Objective:	4.1 Council provides transparent, fair and accountable leadership and governance
Delivery Program Strategy:	4.1.2 Council's decision-making processes are open, transparent and accountable

**RECOMMENDATION**

- 1. That the information contained in the report of the Director Strategy Partnerships and Engagement, dated 31 March 2025, be noted.**
- 2. That the draft Towards 2040 Community Strategic Plan themes as outlined in the report be endorsed to underpin the Delivery Program and Operational Plan.**
- 3. That the draft 2025-2029 Delivery Program as outlined at Appendix 2, be endorsed for inclusion in the document draft 2025/2026 Operational Plan and 2025-2029 Delivery Program.**
- 4. That the draft 2025/2026 Operational Plan and 2025-2029 Delivery Program be put to Council for consideration at the April Ordinary Council meeting.**

*Murray Wood*  
Chief Executive Officer

*JB*  
Director Strategy  
Partnerships and  
Engagement

## BACKGROUND

Section 404 of the *Local Government Act 1993* states:

*(1) A council must have a program (called its "delivery program") detailing the principal activities to be undertaken by the council to perform its functions (including implementing the strategies set out in the community strategic plan) within the resources available under the resourcing strategy.*

*(2) The council must establish a new delivery program after each ordinary election of councillors to cover the principal activities of the council for the 4-year period commencing on 1 July following the election.*

In October 2024, Council engaged Delos Delta Pty Ltd, management consulting company to lead community engagement and consultation activities for the development the 2025-2029 Delivery Program. This new program, set to take effect on 1 July 2025, aligns with the current Councillor term, which held its first meeting in October 2024 following the Local Government elections on 14 September 2024.

Dubbo Regional Council publishes its four-year Delivery Program and annual Operational Plans as a combined document.

## REPORT

This report is presented in two parts. Part A includes key findings from the engagement activities taken from the **2025-2029 Delivery Program Engagement Report (Appendix 1)**. Part B outlines the amendments and regrouping to the Towards 2040 Community Strategic Plan (CSP) and details the draft 2025-2029 Delivery Program.

### Part A – Key Findings 2025-2029 Delivery Program Engagement Report

#### 1. Region-Wide Priorities

Across the region, there were a range of issues and opportunities consistently highlighted by community stakeholders. Key themes across engagement have been represented in the word cloud below:



Figure 1: Excerpt from Appendix 1

**2. Workshop Insights**

<b>Theme</b>	<b>Discussion area</b>
Housing Supply	General need to increase housing stock across the region including social and affordable housing
Diversity of Housing Stock	Opportunity to diversify new housing developments in terms of density and style across the region
Infrastructure and Services	Importance of balancing provision of infrastructure and services with regional growth
Roads	Need for ongoing road maintenance and the importance of Council's advocacy role
Drainage and Flooding	Ongoing area of concern including the impact on infrastructure and safety
Public Transport	Benefits of public transport and the importance of ensuring its timeliness and appropriateness
Natural Environment	Importance of the natural environment including a desire to continue prioritising tree plantings
Village Character	Strong desire to retain the character of the villages and ensure they are engaged in a meaningful and beneficial way
Aged care	The need to plan for an aging demographic including diversity and relevance of services
Affordability	High cost of living and how this negatively impacts residents
Rules and Regulations	Desire to reassess regulations and 'red tape' with a focus on reducing these where possible
Council's Role	Importance of ongoing communications and engagement including to support advocacy for the region

**3. Survey Results**

For the most part community responses mirrored the key insights drawn from the engagement sessions. This included an ongoing focus on:

- Community needs
- Infrastructure improvements
- Water quality
- Road maintenance
- Cycle and walkways
- Nature preservation
- Village growth
- Tourism
- Support for events

**4. Regional Priorities**

- Our natural environment is healthy and resilient to the impacts of climate change and natural hazards.
- We live in a diverse, vibrant, safe and healthy region that includes a variety of public spaces and amenities.
- Our infrastructure is well-maintained, fit for purpose and new infrastructure is designed to fit the needs of our growing community.
- Our local economy is strong and diverse and provides employment opportunities for people of all ages and abilities.

- Our leaders are engaged, transparent, accountable, and represent the best interests of our community.

**5. Regional Aspirations**

- Ensuring growth is well-thought-out and strategically planned with consideration of the environment.
- Increasing infrastructure and services in line with growth; particularly critical infrastructure, health, water and telecommunications.
- Supporting ongoing activity and retention within the region through events, improved safety, and business and education opportunities.

**Part B – Towards 2040 Community Strategic Plan**

During the development of the 2025-2059 Delivery Program several inputs were considered, notably the significant body of work reviewing the CSP was completed and adopted by Council on 27 June 2022. The current document can be found on Council’s website. Link: [Integrated Planning and Reporting - Dubbo Regional Council](#). The key findings remain largely unchanged including “Your Future” (page 4)

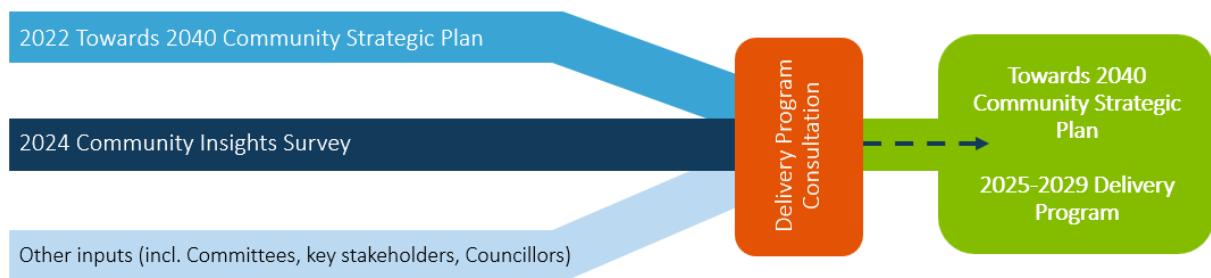


Figure 2: Excerpt from Towards 2040 Community Strategic Plan

In March 2024 the biennial Community Insights survey (formerly known as the Community Satisfaction and Needs Survey) was undertaken. The survey findings and final reports can be found on Council's website.

Link: [Community Insights Survey 2024 | YourSay](#)

Throughout October to December 2024 community engagement workshops were held at various locations in the Local Government Area. The key findings are summarised in Part A of this report with the final Engagement Report included at **Appendix 1**. During this time Council's Growth Planning branch was undertaking engagement activities for the development of the Dubbo Region Housing strategies. The development of these strategies is a grant funded project and despite being a separate body of work, the findings are heavily intertwined with the development of the Delivery Program, for this reason engagement activities were combined to increase efficiency, facilitator effectiveness and manage engagement fatigue. Council hosted 37 digital and in-person engagement sessions for the combined engagement program. More information on the progress of the housing strategies can be found on Council's website. Link: [Housing for our future | YourSay](#)



**Figure 3:** Representation of inputs

Staff have considered the inputs and propose the following amendments to the Towards 2040 Community Strategic Plan themes.

#### Current – Six themes

- Housing
  - Housing meets the current and future needs of our community
  - An adequate supply of land is located close to community services and facilities
  - Short-term and emergency accommodation is available
- Infrastructure
  - The road transportation network is safe, convenient and efficient
  - Infrastructure meets the current and future needs of our community
  - The transportation systems support connections within and outside the region
- Economy
  - Visitor economy growth is supported
  - Employment opportunities are available in all sectors of our economy
  - A strategic framework is in place to maximise the realisation of economic development opportunities for the region



- Leadership
  - Council provides transparent, fair and accountable leadership and governance
  - The resources of Council are sustainably managed
- Liveability
  - The health and safety of the community is improved
  - Our First Nations communities and cultures are celebrated and enhanced
  - The lifestyle and social needs of the community are supported
  - Our community has access to a full range of educational opportunities
  - Our community has access to a diverse range of recreational opportunities
  - The diversity of our heritage, cultural services and facilities are maintained and promoted
- Environmental Sustainability
  - We achieve net zero emissions
  - We recognise, plan for and respond to the impacts of climate change
  - Land use management sustains and improves the built and natural environment
  - We plan for and mitigate the impacts of natural events and disasters

#### **New – Four strategic pillars**

- **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.
- **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 a strong visitor industry.
- **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.

### Draft 2025-2029 Delivery Program (Appendix 2)

The draft 2025-2029 Delivery Program strategies, principal activity statements and informing strategic documents are set out in **Appendix 2** under the new strategic pillars. Staff will prepare the combined document for the Delivery Program and Operational Plan which will include other document features such as an introduction, how to read, vision, Council’s role, major projects, and operational plan actions for the 2025/2026 year.

### Consultation

- Consultation details including locations, number of sessions and participants are included in **2025-2029 Delivery Program Engagement Report (Appendix 1)**.
- Council Management and Executive staff continue to provide input to the development of strategic documents.
- A Councillor workshop was held on Tuesday 18 March 2025.

### Resourcing Implications

- The development of the draft 2025-2029 Delivery Program is resourced by the Corporate Strategy and Performance branch of the Strategy, Partnerships and Engagement division and the engagement of Delos Delta Pty Ltd. **Table 1** details consultant costs only.

Total Financial Implications	Current year (\$)	Current year + 1 (\$)	Current year + 2 (\$)	Current year + 3 (\$)	Current year + 4 (\$)	Ongoing (\$)
a. Operating revenue	0	0	0	0	0	0
b. Operating expenses	19,510	0	0	20,000	0	0
<b>c. Operating budget impact (a – b)</b>	<b>-19,510</b>	<b>0</b>	<b>0</b>	<b>-20,000</b>	<b>0</b>	<b>0</b>
d. Capital Expenditure	0	0	0	0	0	0
<b>e. Total net impact (c – d)</b>	<b>-19,510</b>	<b>0</b>	<b>0</b>	<b>-20,000</b>	<b>0</b>	<b>0</b>
Does the proposal require ongoing funding?	No					
What is the source of this funding?	Strategic Strategy Partnerships and Engagement – operational					

**Table 1.** Ongoing Financial Implications

### Options Considered

- Endorse the current structure of the Towards 2040 Community Strategic Plan.

- Review the structure of the Towards 2040 Community Strategic Plan in consideration of the 2025-2029 Delivery Program engagement.

**Preferred Option**

- *Review the structure of the Towards 2040 Community Strategic Plan in consideration of the 2025-2029 Delivery Program engagement.*

The regrouping of key focus areas uses clearer, more accessible language that reflects what matters most to our communities. Instead of single words, we have developed statements that are more outcome-driven and forward-looking. This shift ensures our priorities are easy to understand, relatable, and aligned with a positive future for our region.

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. By using plain English and an inclusive approach, we aim to make our priorities more meaningful and actionable for everyone.

**Timeframe**

Key Date	Explanation
22 April 2025	Towards 2040 Community Strategic Plan and Draft 2025/2026 Budget, 2025/2026 Operational Plan and 2025-2029 Delivery Program and associated documents considered by Council.
28 April 2025	Public exhibition period opens for Towards 2040 Community Strategic Plan and Draft 2025/2026 Budget, 2025/2026 Operational Plan and 2025-2029 Delivery Program and Associated documents
9am 2 June 2025	Public exhibition period closes
June 2025	Councillor workshop
June 2025	Report containing results of the public exhibition and finalised draft documents presented to Council for consideration and seeking adoption.

**APPENDICES:**

- [1](#) 2025-2029 Delivery Program Engagement Report - Final
- [2](#) Towards 2040 Community Strategic Plan - Revised themes - Including Delivery Program



## 2025-2029 Delivery Program Engagement Report

Dubbo Regional Council 2025-2029 Delivery  
Program

March 2025



# 2025-2029 Delivery Program Engagement Report

Dubbo Regional Council 2025-2029 Delivery Program

March 2025

## Acknowledgement of Country

Delos Delta would like to acknowledge the Ngunnawal, Ngambri, Boon Wurrung and Wurundjeri Peoples who are the traditional custodians of the land on which we work. We would like to express our respect for their Elders past and present.



## Delos Delta

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# 1. Introduction



Dubbo Regional Council (Council) are developing the 2025-2029 Delivery Program (and Operational Plans). The Delivery Program includes strategies and goals for the next four years and aligns with the community's vision and priorities outlined in the Towards 2040 Community Strategic Plan (CSP).

The Delivery Program is a four-year plan outlining how Council will deliver on community needs and priorities. The Delivery Program sits under the CSP with close alignment between the two documents and community input shaping the focus areas.

To develop the draft delivery program, a three-stage approach was taken:

- ▶ Stage 1: deliver community consultation through a range of engagement mechanisms with community members from across the Dubbo region
- ▶ Stage 2: collate engagement insights including region and village-specific observations to develop a Delivery Program Engagement Report (the Report)
- ▶ Stage 3: provide and present recommendations for the Delivery Program based on consultation

This Engagement Report outlines the outcomes of Stage 1 and combines Stages 2 and 3 to provide Council with a consolidated resource to support the development of the 2025-2029 Delivery Program. This Report includes the project context, and engagement process and methods, and documents key data, insights and observations collected throughout engagement. Analysis is grouped according to the six established CSP themes, and conclusions are applied both across the region and with reference to specific villages.

This Report is a key input into Council's development of the 2025-2029 Delivery Program and accompanying Operational Plans. It presents key ideas and insights from stakeholders; however further prioritisation is required in the development of the plans with particular consideration of:

- ▶ The role of Council
- ▶ The feasibility of Council action or intervention
- ▶ Council resources (human and capital)
- ▶ Existing work and effort

It is understood that Council may not be able to immediately or directly address all inputs provided by stakeholders.

## Context

The Delivery Program engagement schedule was run concurrently with Council's Regional & Affordable Housing Strategy engagement program. This process sought to maximise time and efficiency of stakeholder input and Council resources.

## 2. Engagement Approach



Council engaged Delos Delta to design and facilitate engagement sessions through digital and in-person mediums. A variety of engagement methods were employed across the consultation period from 30 October to 29 November 2024. This section outlines the engagement methods and analysis structure implemented.

Digital and in-person sessions addressing; the Delivery Program, the Regional & Affordable Housing Strategy, or both Council projects were utilised. Some sessions were stakeholder specific, while others had a general community focus.

Sessions were undertaken across Dubbo, Wellington, and Villages to ensure that a diverse range of community members of the Dubbo Regional Local Government Area (LGA) were actively engaged and provided with the opportunity to contribute to the projects.

### 2.1 Aligning to the Community Strategic Plan

A key assumption underpinning the engagement approach is that the themes of the Community Strategic Plan will continue to guide the direction and aspirations of Council. These themes were used to structure engagement mechanisms.

#### HOUSING



We are a well-designed region that includes a variety of housing types, densities, locations and price points

#### INFRASTRUCTURE



We have well-maintained, fit for purpose and new infrastructure that helps our community grow

#### ECONOMY



We have a strong and diverse local economy that provides employment opportunities for people of all ages and abilities

#### LEADERSHIP



We have leaders who are engaged, transparent, accountable, and represent the best interests of our community

#### LIVEABILITY



We are a diverse, vibrant, safe and healthy region that includes a variety of public spaces and amenities

#### ENVIRONMENTAL SUSTAINABILITY



We have a healthy natural environment that is resilient to the impacts of climate change and natural hazards



## 2.2 Mechanisms

Noting the geographic spread of the region and to support stakeholder convenience a range of digital and in-person engagement mechanisms were used including:

- ▶ Online survey
- ▶ Workshops

The Delivery Program engagement schedule was run concurrently with Council’s Regional & Affordable Housing Strategy engagement program. This approach allowed for deeper conversations relating to the strategic theme of housing but also minimised the risk of engagement fatigue for both programs. As such portions of the engagement program were combined, while others were project specific. Due to the interconnected nature of the projects and their topics, where engagement was combined the Delivery Program was positioned as the overarching focus with housing forming a major area of discussion.

A breakdown of engagement mechanisms is presented below.

**TABLE 1. MECHANISMS: DELIVERY PROGRAM AND REGIONAL & AFFORDABLE HOUSING ENGAGEMENT PROGRAM**

Mechanism	Audience	Purpose
Combined Engagement Sessions	Community Councillors Staff	Sessions with internal and external stakeholders were held across the Dubbo Regional LGA. Community engagement sessions were held in the surrounding villages with a focus on the communities in Dubbo, Wellington, Brocklehurst, Wongarbon, Eumungerie, Stuart Town, Euchareena, Kerrs Creek, Ballimore, and Elong Elong.
Delivery Program Engagement Sessions	Community Staff	
Housing Engagement Sessions	Community Housing Stakeholders Mayoral Developers Forum	Sessions focused on understanding the community’s vision, aspirations and priorities for the future of the LGA. Attendees were also asked to identify emerging issues, themes, strengths and challenges and the services required in the LGA to address each theme.
Online Survey	Community	An online survey was disseminated for the community to complete. The survey was accessible on the YourSay page administered through Dubbo Regional Council. Throughout the survey period, 11 November 2024 to 06 January 2025, thirteen responses were received.

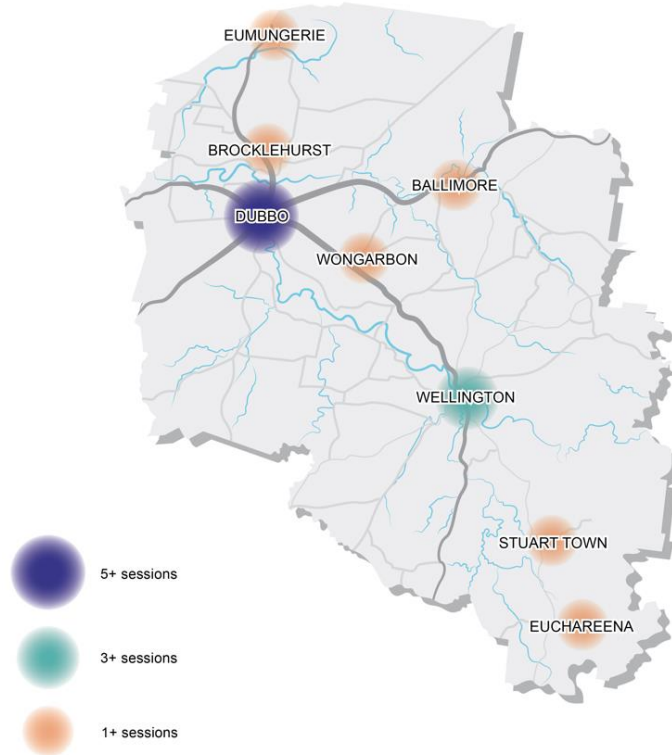
This Report aims to combine the insights from these mechanisms leveraging both qualitative and quantitative analysis. Quantitative insights are derived from survey respondents and qualitative analysis incorporates workshop discussions and open-ended survey responses.

**2.2.1 Reach**

Council hosted 37 digital and in-person engagement sessions throughout the Dubbo Region LGA for this combined engagement program. A breakdown of session according to topic include:

- ▶ 17 combined Delivery Program and Housing Strategy workshops
- ▶ 20 Regional & Affordable Housing Strategy workshops

Approximately 200 people were engaged on the Delivery Program over this period. An additional approximately 130 people were also engaged over this period relevant to Council's Regional & Affordable Housing Strategy engagement. Figure 1 below maps the reach of this combined engagement program across the region.



**FIGURE 1. WORKSHOP REACH: DELIVERY PROGRAM AND REGIONAL & AFFORDABLE HOUSING ENGAGEMENT PROGRAM**

In addition to workshops, stakeholders were encouraged to complete the Delivery Program Survey online. The survey was open for 56 days from 11 November 2024 to 06 January 2025. Thirteen people responded to the survey, of these,

- ▶ seven were in Dubbo,
- ▶ two each in Wellington, and Wongarbone,
- ▶ one in both Eumungerie, and Elong Elong

### 3. Overarching Themes & Insights



Stakeholder engagement considered perspectives and insights from across the region via in-person and digital mechanisms. Synergies between Dubbo and the Villages are identifiable, however, there were also many issues that were location specific. A summary of the overarching community priorities has been displayed below along with a summary of the village's key priorities.

#### 3.1 Region-Wide Priorities

Across the region, there were a range of issues and opportunities consistently highlighted by community stakeholders. Key themes across engagement have been represented in the word cloud below.



FIGURE 2. WORD CLOUD REPRESENTING THE COMMUNITY'S KEY PRIORITIES

**3.1.1 Workshop Insights**

Engagement workshops attracted a diverse range of perspectives and experiences. Table 2, below summarises key discussion areas from workshops that generally apply region wide.

**TABLE 2. SUMMARY OF OVERARCHING THEMES: DELIVERY PROGRAM WORKSHOPS**

Theme	Discussion Area
Housing Supply	General need to increase housing stock across the region including social and affordable housing
Diversity of Housing Stock	Opportunity to diversify new housing developments in terms of density and style across the region
Infrastructure and Services	Importance of balancing provision of infrastructure and services with regional growth
Roads	Need for ongoing road maintenance and the importance of Council's advocacy role
Drainage and Flooding	Ongoing area of concern including the impact on infrastructure and safety
Public Transport	Benefits of public transport and the importance of ensuring its timeliness and appropriateness
Natural Environment	Importance of the natural environment including a desire to continue prioritising tree plantings
Village Character	Strong desire to retain the character of the villages and ensure they are engaged in a meaningful and beneficial way
Aged care	The need to plan for an aging demographic including diversity and relevance of services
Affordability	High cost of living and how this negatively impacts residents
Rules and Regulations	Desire to reassess regulations and 'red tape' with a focus on reducing these where possible
Councils' Role	Importance of ongoing communications and engagement including to support advocacy for the region

**3.1.2 Survey Insights**

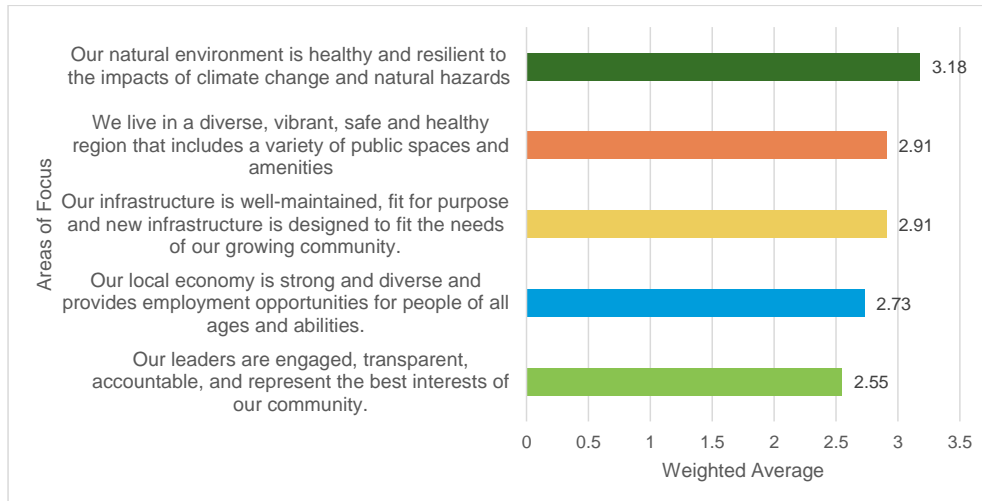
In addition to the engagement sessions Council engaged community stakeholders via an online survey. For the most part community responses mirrored the key insights drawn from the engagement sessions. This included an ongoing focus on:

- ▶ Community needs
- ▶ Infrastructure improvements
- ▶ Water quality
- ▶ Road maintenance
- ▶ Cycle and walkways
- ▶ Nature preservation
- ▶ Village growth
- ▶ Tourism
- ▶ Support for events

**3.1.2.1 REGIONAL PRIORITIES**

Within the existing framework of the CSP, stakeholders were asked to rank their key priorities for Council to focus attention and effort. Given the existing strategic focus on housing, this theme was omitted from the ranking exercise.

While the listed priority areas were relatively similarly placed, ensuring our natural environment is healthy and resilient to the impacts of climate change and natural hazards was deemed the most important to survey respondents (3.18 weighted average).



**FIGURE 3. CSP PRIORITY AREAS RANKED WEIGHTED AVERAGE**

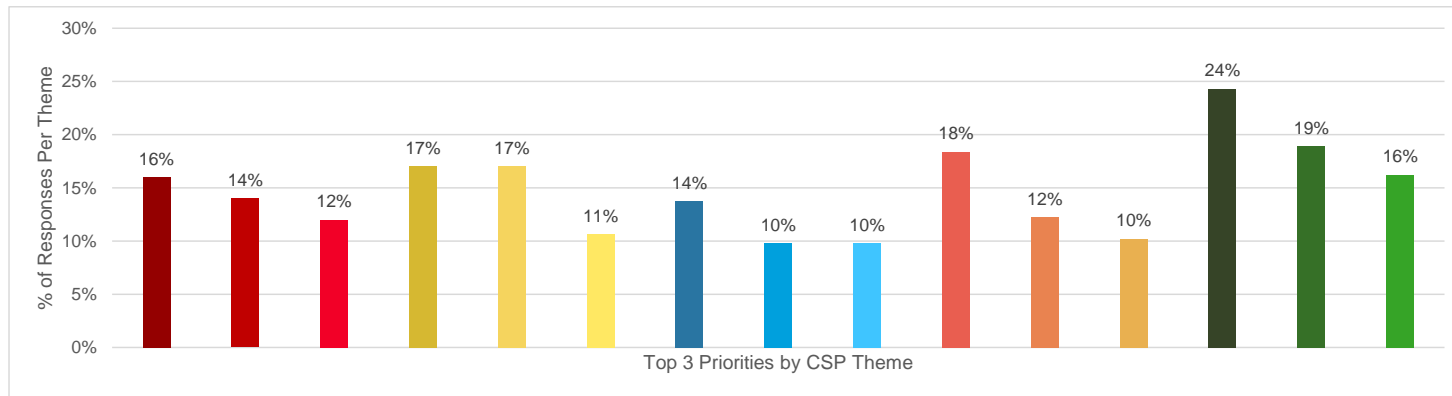
Survey respondents were asked to rank in the order of importance the priority areas to focus on in the next 4 years (n=11)

**3.1.2.2 REGIONAL ASPIRATIONS**

Stakeholders were asked to assess the importance of a range of priority areas relating to the themes of the CSP. Figure 4, below highlights the top 3 priorities for each CSP theme. Open text responses and insights from this survey question have been incorporated within the analysis for each theme in subsequent Report sections.

This Report will go further into detail relating to each theme, however the aspirations derived from the survey broadly relate to the discussions and sentiments gathered throughout the engagement sessions. The aspirations derived are broadly;

- ▶ Ensuring growth is well-thought-out and strategically planned with consideration of the environment
- ▶ Increasing infrastructure and services in line with growth particularly critical infrastructure, health, water and telecommunications
- ▶ Supporting ongoing activity and retention within the region through events, improved safety, and business and education opportunities



Housing	Infrastructure	Economy	Liveability	Environmental
<ul style="list-style-type: none"> <li>Availability of housing diversity; styles, types and densities 16%</li> <li>Housing affordability 14%</li> <li>Availability of rural lifestyle lots 12%</li> <li>Increasing housing growth in villages</li> </ul>	<ul style="list-style-type: none"> <li>The quantity and condition of critical infrastructure including roads 17%</li> <li>Mobile and telecommunications coverage in our villages 17%</li> <li>Pedestrian and cycleways 11%</li> <li>Engagement with the community including clarity of project timelines</li> </ul>	<ul style="list-style-type: none"> <li>Community events 14%</li> <li>Promotion of our villages 17%</li> <li>Development opportunities for local businesses 10%</li> </ul>	<ul style="list-style-type: none"> <li>Increasing the number of specialist medical and allied health practitioners 18%</li> <li>Community safety and crime prevention 10%</li> <li>Access to education opportunities mental health facilities and services 10%</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable growth and development 24%</li> <li>Ensuring efficient supply of water 19%</li> <li>Addressing and minimising the impacts on biodiversity, ecological communities, environmental assets and endangered habitats 16%</li> </ul>

FIGURE 4. HIGHEST RANKING OBJECTIVES PER CSP THEME.

Where there is a tie for third place, options three and four have been represented in the same bar with the percentage indicating the tied percentage value.

Please note. these insights and responses are not weighted against each other. Appendix C includes the full response for each theme

### 3.2 Key Village Perspectives

This section highlights key themes and areas of discussion relevant across villages or to specific villages. Engagement was predominantly conducted by grouping villages by geographic proximity, as such key village perspectives are summarised in the grouping engagement took place.

Top priorities for the villages were strongly related to infrastructure and servicing levels. Roads, water supply, drainage, and public transport were front of mind for the community. It was widely discussed that the level of service within the villages would need to increase to keep up with the future growth of the region. Housing and ensuring that villages maintain their character and heritage while remaining liveable, convenient and continuing to have strong connections to the community were important factors for all village communities. Table 3, below summarises key areas of discussion across the villages of the Dubbo Region.

TABLE 3. SUMMARY OF THE KEY PRIORITIES SPECIFIC TO THE VILLAGES

Location	Discussion Areas
All Villages	<ul style="list-style-type: none"> <li>▶ Increasing focus on critical infrastructure, notably the sewage and water systems</li> <li>▶ Ongoing advocacy for road maintenance and safety</li> <li>▶ Accepting appropriate levels of growth while assuring village character remains</li> <li>▶ Ensuring adequate infrastructure and servicing before growth</li> <li>▶ Maintaining the village lifestyle and character.</li> <li>▶ Considering the best use of land including the role of prime agricultural land in farming</li> <li>▶ Enhancing aged care services available within the villages to support resident retention</li> <li>▶ Preserving the natural environment including continuing conservation efforts</li> <li>▶ Increasing the active transport options throughout the region along with</li> <li>▶ Ensuring public transport is prioritised to reduce the barriers of accessibility in the villages</li> <li>▶ Reducing 'red tape' including consistencies in zoning rules</li> </ul>
Eumungerie & Mogriguy	<ul style="list-style-type: none"> <li>▶ Developing a good flood plan</li> <li>▶ Reducing barriers to building houses</li> <li>▶ Increasing signage around railway tracks and speed limits</li> </ul>
Brocklehurst	<ul style="list-style-type: none"> <li>▶ Reluctance towards increasing density, population or change and development</li> </ul>
Ballimore & Elong Elong	<ul style="list-style-type: none"> <li>▶ Addressing increased demand for housing</li> <li>▶ Attracting further growth</li> <li>▶ Ensuring rezoning supports the retention of sizeable blocks</li> </ul>
Wongarbon & Geurie	<ul style="list-style-type: none"> <li>▶ Maintaining value of recreation tracks</li> <li>▶ Addressing inconsistencies in street numbering and naming</li> </ul>
Wellington	<ul style="list-style-type: none"> <li>▶ Localising the economic benefits of REZ activities</li> <li>▶ Prioritising the reinvigoration of the Wellington main street</li> </ul>
Stuart Town & Mumbil	<ul style="list-style-type: none"> <li>▶ Addressing inconsistencies in street numbering and naming</li> </ul>
Euchareena & Kerrs Creek	<ul style="list-style-type: none"> <li>▶ Addressing increased demand for housing</li> <li>▶ Supporting growth and development through rezoning</li> </ul>

## 4. Theme 1 – Housing



Housing was consistently recognised as an area of great importance across the Dubbo LGA community. Affordability, diversity and availability were all well discussed topics. Below is a summary of engagement insights(workshops and survey) in relation to housing.

This section summarises key portions of engagement related to housing, however, more detail will be provided as a part of the Regional & Affordable Housing Strategy development and engagement process.

### 4.1 What We Heard

Survey participants were asked to prioritise a range or critical aspects related to housing and supporting the Region’s housing aspirations. The top scoring elements drawn from the survey in order of priority included:

1. Availability of housing diversity; styles, types and densities
2. Housing affordability
3. Availability of rural lifestyle lots
4. Increasing housing growth in villages
5. Land zoning suitability
6. Residential land availability

Bringing together workshop discussion and survey insights, Table 4, below, summarises key discussions, grouped by relevant insight/sub-theme. This table also suggests the geographic relevance of the insight.

TABLE 4. HOUSING: WHAT WE HEARD

Insight	Description	Location/ Group:
Demand changes	Stakeholders identified that the demand for housing is significantly higher than the supply.	Region wide
	Stakeholders noted there has been a change in demand for types of homes, noting an increase in modular homes – dual purpose, “kit homes”, diversity of building styles and building materials resulting in greater flexibility, however in some cases resulting in old stock of houses remaining empty.	Region wide
Opportunity for density	Community noted the need to ensure housing diversity in the region with the opportunity to diversify the current housing density options. There are differing preferences based the area, e.g. some preference for low density (villages predominantly) whereas higher density and medium density is preferred elsewhere.	Region wide
Zoning considerations	Community noted a desire to provide flexibility on zoning rules while retaining diversity in block sizes as an area that would help support growth.	Region wide



<b>Regulatory barriers</b>	Stakeholders noted reducing red tape and regulations would reduce barriers and aid in growth.	Region wide
<b>Service &amp; infrastructure alignment</b>	Stakeholders expressed the importance of infrastructure and services as vital enablers to growth.	Region wide
<b>Service requirements</b>	Stakeholders noted the importance of high-quality services to ensure people are proud to live in the region.	Region wide
<b>Affordability considerations</b>	Community identified a desire for affordable housing options with diversity in geographic location and typology. It was noted the cost and availability of appropriate housing is impacting people's ability to stay and work in the region.	Region wide
<b>Emergency housing</b>	Community noted a desire to assess and increase the emergency housing within the region.	Region wide
<b>Safety considerations</b>	Security and safety were identified as top priorities for the community. Traffic and street safety as well as trouble areas have been seen to be impacting attitudes and perceptions..	Region Wide
<b>Environmentally conscious developments</b>	Community highlighted the importance of environmentally conscious housing.	Region wide
<b>Infrastructure growth planning</b>	Villages reiterated the importance of infrastructure planning with specific relevance to sewage and water.	All villages
<b>Maintaining the village aesthetic</b>	All villages reiterated the importance of maintaining the character, community, historical and environmental aspects of the villages to maintain importance lifestyle benefits. Big block sizes were highlighted as one of the strengths of living in a village.	All villages
<b>Growth</b>	Community expressed a desire to continue to attract people and grow industries but highlighted the importance of balancing social cohesion in growth.	Dubbo
	Community noted the design of new urban areas is attracting new residents to the region, however stated there needs to be a further increase in housing in the region as there is a lack of availability.	Dubbo
	Community noted the importance of being receptive to building housing suitable for temporary workers to help build the community.	Euchareena, Kerrs Creek
<b>Housing diversity</b>	Community noted the development of high-rise buildings throughout Dubbo has been positive.	Dubbo
<b>Social housing considerations</b>	Stakeholders noted a stigma in the general community of social housing increasing crime rates, impacting those in social housing and those areas. Increasing integration into the community was identified to help counteract this.	Dubbo

Rental barriers	Community noted long timeframes to get people into housing, as well as restrictive rental processes.	Dubbo, Multi-cultural community
	Stakeholders identified the existence of rental market barriers due to high prices.	Multi-cultural community, Wellington
Innovative housing policy	Stakeholders noted a desire to investigate the housing policies highlighting the potential for a tiny home policy to help assist with affordability.	Dubbo

## 4.2 Application to Delivery Program

There are a range of key areas of activity and focus for Council to enhance housing outcomes for the region. Noting the strategic process underway to develop a Regional & Affordable Housing Strategy, activities Council may wish to pursue as a part of the forthcoming Deliver Program include:

- ▶ Continuing to develop and deliver on the Regional & Affordable Housing Strategy
- ▶ Developing a strategic approach to best align regional growth and development with service and infrastructure provision
- ▶ Examining the housing stock and understanding the utilisation and condition of buildings
- ▶ Working with the villages to characterise their distinct character and identity and the application within Council policies
- ▶ Investigating potential for partnerships (developers, the Local Aboriginal Land Council, and other public-private partnerships) to continue to support appropriate growth and housing across the region
- ▶ Exploring Council mechanisms and advocacy pathways to increase appropriate housing diversity
- ▶ Examining models to increase the social and affordable housing stock in a culturally appropriate manner
- ▶ Reviewing zoning rules, and regulations impacting housing developments including their communication
- ▶ Exploring how development processes can support collaborative and mutually beneficial outcomes

## 5. Theme 2 – Infrastructure



Infrastructures provision and maintenance with specific mention to servicing levels in the villages were pressing issues for the community. Below is a breakdown of the engagement (engagement sessions as well as the survey results) in relation to infrastructure.

### 5.1 What We Heard

Stakeholders were asked to prioritise key focus areas related to future infrastructure requirements. The top scoring elements drawn from the survey in order of priority included:

1. The quantity and condition of critical infrastructure, including roads (urban and rural)
2. Mobile and telecommunications coverage in our villages
3. Pedestrian and cycleways
4. Engagement with the community, including clarity in timelines for Council projects
5. Overtaking lanes on the Mitchell Highway between Dubbo and Wellington
6. Public transport services

The survey results and engagement sessions brought to light many discussion areas, these have been grouped in Table 5, below

TABLE 5. INFRASTRUCTURE: WHAT WE HEARD

Insights:	Description	Location/ Group:
Roads	Community noted the road improvements that have been occurring, however noted further improvements are required with specific mention to roads in the villages. Ensuring road safety was noted as a priority by the community.	Region wide
Growth aligned	Community noted the importance of services and facilities and ensuring the level meets the needs of the community. It was noted that population growth relies on adequate service and infrastructure delivery.	Region wide
Public transport accessibility	Public transport was identified by stakeholders as requiring additional prioritisation with regards to the timings of existing routes as well as providing public transport to the areas that it is currently unavailable. It was identified that a better alignment of services would be advantageous (schooling and bus routes).	Region wide (specific for villages)
Cycleway use	Community identified a desire to upgrade the cycleways and ensure all links are connected to enhance use and ensure safe paths.	Region wide

<b>Connectivity access</b>	Community noted the difficulties that occur with phone and internet service connectivity issues. Additional advocacy by Council to connectivity providers may help alleviate this.	All villages
<b>Service level</b>	Community noted the current level of infrastructure within the villages (sewage, parks, water, lawn care, rubbish, waterways, general) would benefit from enhancement. Community also noted focusing on longer-term solutions and a more responsive service provision would be advantageous.	All villages
<b>Drainage</b>	Community noted drainage work is required due to impacts on flooding that has an impact on roads and safety of the community. Community noted preventative flood planning is a priority.	All villages
<b>Road maintenance</b>	Community noted the requirement for additional road maintenance due to impacts on emergency (and other) services accessibility requirements, resulting in access and safety considerations.	All villages
	Stakeholders identified the roads into Dubbo can at times be slow due to increased traffic loads.	Dubbo
	Community noted the building of new bridges in the region has been going successfully.	Wellington
<b>Cycleways</b>	Community noted the cycleways and alternative transport routes around the river have been well used and are keen for continued development in this area.	Wellington
	Stakeholders noted the good walking and bike tracks within the village.	Wongarbon/ Geurie
<b>Facilities</b>	Community noted the pool and pedestrian bridge are facilities that are going well, with the potential to increase electric vehicle charging stations.	Wellington
	Stakeholders noted the good facilities in the village, highlighting the community hall.	Eumungerie/ Mogriguy
	Stakeholders noted the positive capital renewal and investment occurring across the broader region. The parks and gardens in Dubbo and Wellington were highlighted as positives.	Dubbo, Wellington
<b>Signage throughout the village</b>	Stakeholders noted the inconsistencies in the street numbering and names in certain areas of the village resulting in confusion from emergency and other services.	Stuart Town, Mumbil, Wongarbon, Geurie
	Community noted additional signage would be beneficial to enhance safety.	Eumungerie Mogriguy
	Stakeholders noted increasing signage on the highway would better showcase the offerings of the village.	Wongarbon, Geurie
<b>Water access</b>	Stakeholders noted the town water quality and supply and/or lack of access to town water, is having significant impact on the liveability of the villages. Stakeholders noted council assistance and support for water provision/service would help in this regard.	Mumbil, Stuart Town, Euchareena, Kerrs Creek

Main street revitalisation	Community noted the importance of maintaining a welcoming main street identifying that revitalising Wellingtons main street would be beneficial. Stakeholders indicated that an offering of paint would help this be achieved.	Wellington
	Community identified the beneficial value that enhancing the main street of Wellington could provide. Council entering into a partnership with the renewable energy companies to add lighting around the awnings was suggested as an area that would benefit from Council leadership.	Wellington
Power security	Communities voiced their concerns around power security within the villages.	Euchareena, Kerrs Creek
Airport	Stakeholders noted the Dubbo airport being beneficial to the area, with the potential to increase the flights in and out.	Dubbo
Rubbish management	Community noted the cost of the rubbish dump resulting in an increase in rubbish being dumped.	Wellington

## 5.2 Application to Delivery Program

As displayed above there are many areas of priority relevant to the community. Listed below are opportunity for Council to consider in the development of the forthcoming Delivery Program.

- ▶ Investigating the villages' water supply gaps, ensuring consultation, communication and a consideration of the impact. Consider access to the town water supply to ensure drinkability as well as villages without the town water supply
- ▶ Reviewing and communicating service level provision across the region
- ▶ Identifying opportunities to engage with villages to continue to uplift the character and vibrancy of central hubs
- ▶ Exploring advocacy avenues for road improvements and maintenance, especially around the villages.
- ▶ Considering advocacy avenues for connectivity across the region
- ▶ Developing flood and drainage management approaches to identify critical locations and mitigate safety and infrastructure challenges
- ▶ Investigating the public transport network to identify problem areas and accessibility issues
- ▶ Identifying opportunities to expand cycleways
- ▶ Continuing to promote local facilities across the region
- ▶ Exploring EV capacity of the region
- ▶ Identifying opportunities to address street signage and numbering inconsistencies
- ▶ Addressing illegal rubbish dumping
- ▶ Exploring opportunities to enhance power security
- ▶ Working with stakeholders to maximise opportunities for Dubbo Airport

## 6. Theme 3 – Economy



Council plays an important role in driving economic growth. Strengthening the economy was an important priority for the community. Below is a breakdown of the engagement (engagement sessions as well as the survey results) in relation to the economy.

### 6.1 What We Heard

Stakeholders prioritised key elements of the economy they perceive as driving positive outcomes for the region. The top scoring elements drawn from the survey in order of priority included:

1. Community events
2. Promotion of our villages
3. Development opportunities for local businesses
4. The region to be actively involved in the Renewable Energy Zone, supporting areas of population growth, economy diversification, targeted job creation
5. Appropriately skilled worker attraction and retention
6. Diversification of the local economy

The survey results and engagement sessions unpacked a range of priorities as perceived by the community for further focus and activity by Council through the Delivery Program

TABLE 6. ECONOMY: WHAT WE HEARD

Insights:	Description	Location/ Group:
Cost of living restrictions	Community noted the cost of living is high and proving hard to manage.	Region wide
Insurance costs	Community noted insurance costs, and the economic environment are causing difficulties for the community and retailers due to higher liabilities.	Region wide
Education	Community noted there are great educational opportunities in Dubbo however identified there is a strong trend in people moving away for training and/ or to study.	Region wide
	Community identified there is demand for additional education services to help people remain in the region. Community identified investment in CSU to service a larger range of degrees may entice additional students to the region.	Region wide
Homelessness	Stakeholders identified a desire for Council to support, address and mitigate homelessness	Dubbo, Wellington

Job accessibility	Stakeholders noted there has been an increase in the level of skill required for entry level jobs impacting the ability to find work.	Dubbo
	Community noted immigrant families are struggling to find a job within their field and are forced out of their field due to the cost of living.	Multi-cultural community
	Community noted that accessing work can be difficult if there are any issues on the highway (roadworks, accident etc, traffic levels). Stakeholders noted many local industries employ from Dubbo or other villages not within the village itself.	Brocklehurst
	Community expressed there has been a positive trend upwards in services and job availability. Highlighted were the impacts of bringing the jail to Wellington resulting in increased job prospects in the area.	Wellington
	Community noted that the Council has been supportive of setting up the CBD helping to bring jobs to the region, with some industries (construction) doing well for employment.	Dubbo
Rates	Community expressed frustration towards the rates within the villages, highlighting a comparison with Dubbo rates and a perceived disparity in servicing level.	Wongarbon, Geurie
Changing economic base	Community identified there has been a change in the demographic and economic base of the region.	Wellington
Shop vacancy	Community identified there has been an increase in empty shops due to multiple factors with specific reference to COVID and economic changes. It was noted this has created an eyesore due to some shops dilapidated state. A revitalisation of the main street could help draw growth and enhance the community.	Wellington
Tourism	Stakeholders noted the Dubbo Zoo is a significant driver of visitors, stating the desire to grow and diversify additional tourism options in Dubbo.	Dubbo
	Stakeholders noted Dubbo should be promoted as a place to have conferences and events and increase flights to help entice people to visit.	Dubbo
	Community noted the tourism potential of Wellington stating how a reinvigoration could provide significant benefit.	Wellington
	Community identified the potential for enhancing utilisation of the crown land space (common) in Stuart Town, encouraging increased visitors.	Stuart Town, Mumbil
Business Growth	Stakeholders identified the need to continue to drive business in the CBD attracting people and growing industries and innovative businesses. Community noted the desire to focus on local grass roots businesses.	Dubbo, Wellington
	Community noted the businesses in the area are receptive to population growth.	Euchareena, Kerrs Creek

	Community noted Councils partnerships are creating growth in many areas (employment, tourism, and investment etc.) and highlighted the importance of facilitating new businesses in the region.	Dubbo
Red tape	Community noted the desire to reassess the restrictions on small businesses.	Dubbo

## 6.2 Application to Delivery Program

As displayed above there are many areas of opportunity relevant to the community. Listed below are considerations to support the future economy of the Dubbo region.

- ▶ Exploring the role of Council in supporting the community to ease the cost of living pressures
- ▶ Investigating investment in renewable energy training centres (skills trainings) within the region to help enhance the positive economic benefits of the increased renewable energy projects
- ▶ Exploring the potential for enhanced utilisation of existing spaces, notably the crown land space (commons) in Stuart Town to develop tourism benefits
- ▶ Continuing to strategically diversify tourism and visitor offerings including attracting key sector investment
- ▶ Supporting skilled resident attraction pathways
- ▶ Partnering with education providers to showcase and expand local life-long education pathways
- ▶ Considering potential revitalisation options e.g. providing paint to the villages to uplift shop fronts
- ▶ Investigating avenues to drive business growth, including an assessment of the regulations for new small business owners
- ▶ Exploring opportunities to support and advocate for homelessness assistance
- ▶ Continuing to increase the 'ease of doing business' in the Dubbo region



## 7. Theme 4 – Leadership



Leadership from Council was an important theme throughout engagement. Clearer communication and increased consultation between Council and the community were important priorities. Below is a breakdown of the engagement in relation to leadership.

### 7.1 What We Heard

Stakeholders did not respond to survey questions related elements of leadership as activities and actions primarily fall within Council operations and governance. However, a range of relevant insights were identified through community workshops as outlined in Table 7, below.

TABLE 7. LEADERSHIP: WHAT WE HEARD

Insights:	Description	Location/ Group:
Advocacy	Community highlighted the role of Council to advocate for the region with specific mention to the maintenance and development of roads and connectivity services.	Region wide
Communication	Stakeholders desired a communication through a range of mediums and mechanisms this could include providing information in rates packs. Additional work is required to raise community confidence and awareness of digital mechanisms.	Region wide
Alignment of objectives	Community noted the importance of ensuring council objectives align with the community with a desire to increase ongoing consultation and communications.	Region wide
Resource allocation	Stakeholders noted the importance of ensuring resources are used sustainably, effectively and transparently.	Region wide
Consultation	Community expressed a desire for additional consultation, communication, and engagement particularly around infrastructure and with recognition of village-specific relevance.	All villages
	Community noted a desire for in-person visits to the villages to happen more regularly.	All villages
	Communication with Council through the village and town committees was perceived favourable due to the ability to provide direct feedback. The Australia Day Committee moving the date was a notable success for the community. Stakeholders identified the Councils work holding public meetings to help try resolve REZ favourably.	Wellington
Transparency	Stakeholders expressed a desire for increased transparency around council services, and a more responsive governance and feedback mechanisms for service delivery.	All villages

Maintenance	Stakeholders identified community spaces would benefit from additional maintenance.	Wongarbon, Geurie
Community dialogue	Community expressed perceptions of barriers in communication and dialogue with Council and expressed the desire for mechanisms that support feedback loops.	Eumungerie Mogriguy
Village advocate	Community feel Council has a larger role to play in mitigation the negative perceptions of anti-social behaviour.	Dubbo, Wellington
Grants	Community expressed the role of Council in providing support for grants for community services.	Wongarbon, Geurie
Local collaboration	Some community members expressed the notable work that Council has completed with specific mention of Council's; COVID response in partnership with health; the resolution of Wellington saleyards, addressing the flood damage on the low-level bridge in Wellington, considering the broader human impact of social and community development alongside the economic elements of success.	Dubbo, Wellington
	Some community members expressed having a positive relationship with Council noting successful facilitation and engagement with the community.	Dubbo, Multi-cultural, Wellington
Council Structure	It was noted the Council restructure has had differing impacts throughout the region.	Wellington, Dubbo

## 7.2 Application to Delivery Program

As displayed above there are many areas of concern relevant to the community. Listed below are recommendations for Council.

- ▶ Continuing to take a strategic approach to advocacy specifically relevant to roads and connectivity e.g. the Safe and Secure Water Program and the Regional Roads REPAIR Program
- ▶ Developing strategic communications approaches to balance resourcing, convenience and community preferences for communications and engagement
- ▶ Exploring opportunities to enhance transparency of Council service provision across the region
- ▶ Continuing to maintain and strengthen partnerships (e.g. developers, the Local Aboriginal Land Council, and other public-private partnerships)

## 8. Theme 5 – Liveability



Liveability is an important priority for the community, and there are many areas that continue to impact the community’s perceptions of liveability in their area. Below is a breakdown of the engagement (engagement sessions as well as the survey results) in relation to liveability.

### 8.1 What We Heard

Survey participants were asked to assess the most important elements of liveability within the Dubbo region from their perspective. The top scoring elements drawn from the survey in order of priority included:

1. Increasing the number of specialist medical and allied health practitioners
2. Community safety & crime prevention
3. Access to a full range of educational opportunities
4. Mental health facilities and services
5. Access to entertainment and other activities
6. Enhancing connectivity and connectedness, both physically and socially

The survey results and engagement sessions identified a diverse set of insights and discussion areas which have been grouped together in Table 8, below.

TABLE 8. LIVEABILITY: WHAT WE HEARD

Insights:	Description	Location/ Group:
Convenience	Community noted the region is conducive to a very convenient lifestyle. Stakeholders noted in Dubbo you are able to drive most places in 10 minutes.	Region wide
Events	Community noted the benefits of holding events in the region, with a desire to increase events supported by Council with specific mention to music, arts, and drama.	Region wide
Recreation	Community identified the benefits of enhancing recreational areas and ensuring continual development is occurring (parks, picnic areas, and space for the community to gather).	Region wide
	Community noted a desire to increase the green spaces and nature reserves in the region.	Region wide
	Community expressed the advantages of cycleways and walking tracks giving give the community alternative transport options, and the desire to continue to develop these throughout the region.	Region wide
Safety priorities	Community noted the impacts of safety and security on their living environment and the importance of ensuring this is prioritised.	Region wide
Public transport	Stakeholders identified the gap in public transport services resulting in a barrier to accessibility and constraining the liveability of the region.	Region wide

<b>Heritage and character</b>	Community identified a strong sense of belonging within the community which is key to the region's identity.	Region wide
<b>Aged care and disability care</b>	Stakeholders identified the need to increase focus on aged care facilities. There concerns in the community regarding the lack of aged care facilities and the impact this is having on the retention of the aging demographic in the villages. This was also expressed in relation to disability care and the inability to receive care in the villages.	Region wide
<b>Healthcare facilities</b>	Stakeholders noted the need to attract health practitioners to the region, with a desire for an increase in medical centres and GPs.	Region wide
<b>Youth retention</b>	Community noted further development of youth facilities and infrastructure would be advantageous to help retain youth within the region.	Region wide
<b>Drug and alcohol rehab</b>	Stakeholders noted the opportunity for an appropriately located drug and alcohol centre.	Region wide
<b>Atmosphere and community</b>	Villages noted there are many positive elements living in the village most notably the; sense of community, village atmosphere, rural lifestyle and block sizes, resulting in a very liveable environment. The importance of retaining the heritage value of the communities was highlighted.	All villages
	Stakeholders noted the community works to maintain their own area through volunteer work.	Euchareena, Kerrs Creek
	Many community members voiced concerns around beautification aspects of the town, indicating enhancement would be beneficial.	Wellington
<b>Activities</b>	Community noted a good level of services and facilities are available with specific mention of, the zoo, wineries, pubs, cafes, and a strong sporting community. It was noted visitors are impressed with this and the benefit in continuing to pursue these areas.	Dubbo, Wellington
	Community noted enhancing family orientated activities and developing the vibrancy of Dubbo's nighttime economy would increase the attractiveness of living in the region.	Dubbo, Multi-cultural
<b>Events</b>	Community noted sporting events have been strong in the region, and are favourable to the revitalisation of art, cultural and music events.	Dubbo, Wellington
	Stakeholders noted it would be beneficial to increase funding in events to help draw the community together.	Stuart Town, Mumbil, Wongarbron, Geurie
<b>Heritage and character</b>	Stakeholders identified a desire to enhance the historical signage, and heritage features in the region, indicating additional signage around the waterways and renewing the heritage study would be advantageous.	Dubbo
<b>Culture</b>	Community noted a positive number of cultural facilities available and the importance in promoting and maintaining them.	Dubbo
<b>Attractiveness of the region</b>	Community noted the region is currently attracting new residents due to the diversity of industries highlighting the importance of ensuring Dubbo is an attractive place to live to help encourage young professionals to the region.	Dubbo

## 8.2 Application to Delivery Program

As displayed above there are many areas of concern relevant to the community. Listed below are recommended areas for Council to consider in the development of the forthcoming Delivery Program.

- ▶ Investigating lighting, and signage around the areas of the town that are considered unsafe, this may help with the unsafe perception
- ▶ Exploring avenues to attract healthcare professional and health infrastructure development in the region
- ▶ Continuing to support local events that maintain community connection and attract visitors and investors to the region
- ▶ Considering a strategic approach to youth retention and productivity
- ▶ Exploring nigh-time economy opportunities across the region
- ▶ Increasing accessibility of public transport to ensure it is not a barrier to the community's liveability
- ▶ Identifying gaps and opportunities in local aged and disability care services
- ▶ Continuing to maintain, expand and enhance green and recreation spaces across the region due to the positive impacts on the community's liveability

## 9. Theme 6 – Environmental Sustainability



Across the Region, the community recognised Council’s leadership in environmental sustainability and the need to continue to address and protect the natural environment and climate resilience. A summary of key insights from across the community survey and workshops is outlined below.

### 9.1 What We Heard

Stakeholders were asked to prioritise the elements of environmental sustainability most important to them. The top scoring elements drawn from the survey in order of priority included:

1. Growth and development to be sustainable, with minimal impacts on the environment
2. Ensuring the sufficient supply of water
3. Addressing and minimising the impacts on important biodiversity, ecological communities, environmental assets and endangered habitats
4. Increased awareness relating around natural events and disasters, including fires, flooding and drought and ensuring new developments do not put the community at risk
5. Environmentally conscious water management processes
6. Ensuring greenspace is available in new developments

The survey results and engagement sessions highlighted a range of discussion areas and priorities; these have been grouped together below:

TABLE 9. ENVIRONMENTAL SUSTAINABILITY: WHAT WE HEARD

Insights:	Description	Location/ Group:
Tree canopy	Community across the region expressed gratitude with the increased tree canopy and the impact this has on urban cooling. There is a strong desire to continue to maintain the natural environment.	Region wide
Public space condition and amenity	Community identified the benefits of parks, playgrounds and public gyms and noted recent improvements to presentation. Stakeholders suggested that ongoing work was required to maintain high levels of presentation and amenity. It was reinforced that green areas are a priority for the community.	Region wide
Green space access	Stakeholders emphasised the importance of green spaces within the region	Region wide

<b>Council leadership</b>	Stakeholders enforced the strong desire for Council to continue to be a leader in environmental sustainability	Region wide
<b>Natural disaster resilience</b>	Community noted an increased trend in natural disaster events and the need to ensure preparation throughout the whole region. Fire safety when planning for population growth was highlighted.	Region wide
<b>Species protection</b>	Community noted the importance of prioritising protecting threatened species.	Region wide
<b>Drainage, flooding and water flow</b>	Stakeholders noted additional maintenance of the river corridor and creeks is required in many villages.	All villages
	Village stakeholders were particularly concerned about the impacts of flooding and drainage on infrastructure and safety. In particular the benefit of suitable flood plans to support development in areas such as Eumungerie and Mogriguy as well as the 'fuzzy box development' in Wongarbon / Geurie.	All villages
<b>Weed management</b>	Community noted the desire to increase noxious weed management including specific focus on; highways, reserves, and water flow areas.	All villages
<b>Mitigation measures</b>	Some community members expressed a desire for further spillage mitigation for the Elong Elong service station.	Ballimore, Elong Elong
<b>Natural disaster resilience and response</b>	Council was commended for their response and support of climate resilience including the weather damage assessment and subsequent repair process.	Wellington
<b>Renewable energy</b>	Some stakeholders noted the potential liability impacts (aesthetic, and heritage) of the solar and wind farms. It was noted the economic benefits of these renewable energy projects had not yet been realised in the community.	Wellington
	Community noted the benefits of the sustainable energy projects within the region, notably the increase in employment due to the necessary maintenance that would be required. The positive impacts on reducing carbon footprints was also highlighted.	Dubbo
<b>Council Projects/ Plans</b>	Community was pleased with the green waste initiative that Council instigated, however felt it required further promotion and extension to require businesses to participate. Community also mentioned the green bins are not allowed in all areas and would appreciate a reassessment of this to increase the allocation.	Dubbo
	Community noted the importance of planning with specific reference to commercial strategic plans to ensure conservation of woodland.	Dubbo

## 9.2 Application to Delivery Program

Environmental sustainability is a core area of focus for the community. There are a range of activities Council can consider in the development of the Delivery program, including:

- ▶ Continuing to be a leader in innovative and impactful responses to environmental sustainability and climate resilience
- ▶ Reviewing, maximising and communicating the benefit of renewable energy projects across the Region
- ▶ Continuing to maintain the natural environment by retaining and growing the regional tree canopy
- ▶ Exploring the allocation and expansion of green bins within the community
- ▶ Performing a climate risk assessment on village communities
- ▶ Inspecting, assessing and planning drainage, water flow, and flooding potential in the villages
- ▶ Considering appropriate policy levers to support environmental outcomes in housing developments
- ▶ Investigating partnerships with the renewable energy companies to showcase infrastructure benefits (including for example, street lighting in Wellington main street)
- ▶ Considering a strategic approach to recreation and green spaces to establish a minimum standard across the regions



# 10. Conclusions and Options for Consideration



Delos Delta presents the following conclusions and recommendations that have been derived from the findings of the engagement process.

Engagement has enabled the development of key conclusions or delivery program applications within each theme. These have been consolidated in Table 10, below. Based on consultation, specific stakeholder priorities, review of key documents including existing delivery programs, and broader industry experience, Delos Delta offers the following observations and options for consideration in developing the 2025-2029 Delivery Program. These options should be considered alongside the existing policy environment and levers of Council to ensure appropriate, desirable, viable and feasible activity is prioritised in the Delivery Program.

**TABLE 10.** DELIVERY PROGRAM ENGAGEMENT SUMMARY OF OBSERVATIONS AND OPTIONS FOR CONSIDERATION

Theme	Key Discussion areas	Delivery Program Options for Consideration
Housing	<ul style="list-style-type: none"> <li>▶ Housing Availability</li> <li>▶ Housing Diversity</li> <li>▶ Affordability</li> <li>▶ Service Availability</li> <li>▶ Emergency and Social Housing</li> <li>▶ Culturally Appropriate Housing</li> <li>▶ Environmentally Conscious Housing</li> <li>▶ Rules and Regulations</li> <li>▶ Appropriate Land -Use</li> <li>▶ Village Role in Growth</li> <li>▶ Village Character and Aesthetic</li> </ul>	<ul style="list-style-type: none"> <li>▶ Continuing to develop and deliver on the Regional &amp; Affordable Housing Strategy</li> <li>▶ Developing a strategic approach to best align regional growth and development with service and infrastructure provision</li> <li>▶ Examining the housing stock and understanding the utilisation and condition of buildings</li> <li>▶ Working with the villages to characterise their distinct character and identity and the application within Council policies</li> <li>▶ Investigating potential for partnerships (developers, the Local Aboriginal Land Council, and other public-private partnerships) to continue to support appropriate growth and housing across the region</li> <li>▶ Exploring Council mechanisms and advocacy pathways to increase appropriate housing diversity</li> <li>▶ Examining models to increase the social and affordable housing stock in a culturally appropriate manner</li> <li>▶ Reviewing zoning rules, and regulations impacting housing developments including their communication</li> <li>▶ Exploring how development processes can support collaborative and mutually beneficial outcomes</li> </ul>

Infrastructure	<ul style="list-style-type: none"> <li>▶ Critical Infrastructure</li> <li>▶ Roads</li> <li>▶ Pedestrian and Cycleways</li> <li>▶ Water Supply and Flood Management</li> <li>▶ Connectivity</li> <li>▶ Community Engagement</li> </ul>	<ul style="list-style-type: none"> <li>▶ Investigating the villages' water supply gaps, ensuring consultation, communication and a consideration of the impact. Consider access to the town water supply to ensure drinkability as well as villages without the town water supply</li> <li>▶ Reviewing and communicating service level provision across the region</li> <li>▶ Identifying opportunities to engage with villages to continue to uplift the character and vibrancy of central hubs</li> <li>▶ Exploring advocacy avenues for road improvements and maintenance, especially around the villages.</li> <li>▶ Considering advocacy avenues for connectivity across the region</li> <li>▶ Developing flood and drainage management approaches to identify critical locations and mitigate safety and infrastructure challenges</li> <li>▶ Investigating the public transport network to identify problem areas and accessibility issues</li> <li>▶ Identifying opportunities to expand cycleways</li> <li>▶ Continuing to promote local facilities across the region</li> <li>▶ Exploring EV capacity of the region</li> <li>▶ Identifying opportunities to address street signage and numbering inconsistencies</li> <li>▶ Addressing illegal rubbish dumping</li> <li>▶ Exploring opportunities to enhance power security</li> <li>▶ Working with stakeholders to maximise opportunities for Dubbo Airport</li> </ul>
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Economy</p>	<ul style="list-style-type: none"> <li>▶ Cost of Living</li> <li>▶ Job Accessibility</li> <li>▶ Education</li> <li>▶ Renewable Energy Zone Involvement</li> <li>▶ Work Attraction</li> <li>▶ Local Business Growth</li> <li>▶ Tourism</li> <li>▶ Local Economy Diversification</li> <li>▶ Red Tape &amp; Ease of Doing Business</li> <li>▶ Aboriginal Economic Prosperity</li> <li>▶ Community Events Funding</li> <li>▶ Village Promotion and Investment</li> </ul>	<ul style="list-style-type: none"> <li>▶ Exploring the role of Council in supporting the community to ease the cost-of-living pressures</li> <li>▶ Investigating investment in renewable energy training centres (skills trainings) within the region to help enhance the positive economic benefits of the increased renewable energy projects</li> <li>▶ Exploring the potential for enhanced utilisation of existing spaces, notably the crown land space (commons) in Stuart Town to develop tourism benefits</li> <li>▶ Continuing to strategically diversify tourism and visitor offerings including attracting key sector investment</li> <li>▶ Supporting skilled resident attraction pathways</li> <li>▶ Partnering with education providers to showcase and expand local life-long education pathways</li> <li>▶ Considering potential revitalisation options e.g. providing paint to the villages to uplift shop fronts</li> <li>▶ Investigating avenues to drive business growth, including an assessment of the regulations for new small business owners</li> <li>▶ Exploring opportunities to support and advocate for homelessness assistance</li> <li>▶ Continuing to increase the 'ease of doing business' in the Dubbo region</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Leadership</p>	<ul style="list-style-type: none"> <li>▶ Advocacy</li> <li>▶ Communication</li> <li>▶ Consultation</li> <li>▶ Community Alignment</li> <li>▶ Transparency</li> <li>▶ Resource Allocation</li> </ul>	<ul style="list-style-type: none"> <li>▶ Continuing to take a strategic approach to advocacy specifically relevant to roads and connectivity e.g. the Safe and Secure Water Program and the Regional Roads REPAIR Program</li> <li>▶ Developing strategic communications approaches to balance resourcing, convenience and community preferences for communications and engagement</li> <li>▶ Exploring opportunities to enhance transparency of Council service provision across the region</li> <li>▶ Continuing to maintain and strengthen partnerships (e.g. developers, the Local Aboriginal Land Council, and other public-private partnerships)</li> </ul>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Liveability</p>	<ul style="list-style-type: none"> <li>▶ Health Care Practitioners and Facilities</li> <li>▶ Mental Health Facilities and Services</li> <li>▶ Aged Care</li> <li>▶ Safety and Crime Prevention</li> <li>▶ Heritage and Character</li> <li>▶ Recreation and Green Areas</li> <li>▶ Youth Retention</li> <li>▶ Education Opportunities</li> <li>▶ Public Transport</li> <li>▶ Connectivity</li> <li>▶ Entertainment Activities and Events</li> </ul>	<ul style="list-style-type: none"> <li>▶ Investigating lighting, and signage around the areas of the town that are considered unsafe, this may help with the unsafe perception</li> <li>▶ Exploring avenues to attract healthcare professional and health infrastructure development in the region</li> <li>▶ Continuing to support local events that maintain community connection and attract visitors and investors to the region</li> <li>▶ Considering a strategic approach to youth retention and productivity</li> <li>▶ Exploring high-time economy opportunities across the region</li> <li>▶ Increasing accessibility of public transport to ensure it is not a barrier to the community's liveability</li> <li>▶ Identifying gaps and opportunities in local aged and disability care services</li> <li>▶ Continuing to maintain, expand and enhance green and recreation spaces across the region due to the positive impacts on the community's liveability</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Environmental Sustainability</p>	<ul style="list-style-type: none"> <li>▶ Sustainable Growth</li> <li>▶ Green Spaces in New Developments</li> <li>▶ Tree Canopy</li> <li>▶ Biodiversity and Ecological Protection</li> <li>▶ Natural Disaster Preparedness/ Resilience</li> <li>▶ Water Supply Management</li> <li>▶ Renewable Energy</li> <li>▶ Council Leadership</li> </ul>	<ul style="list-style-type: none"> <li>▶ Continuing to be a leader in innovative and impactful responses to environmental sustainability and climate resilience</li> <li>▶ Reviewing, maximising and communicating the benefit of renewable energy projects across the Region</li> <li>▶ Continuing to maintain the natural environment by retaining and growing the regional tree canopy</li> <li>▶ Exploring the allocation and expansion of green bins within the community</li> <li>▶ Performing a climate risk assessment on village communities</li> <li>▶ Inspecting, assessing and planning drainage, water flow, and flooding potential in the villages</li> <li>▶ Considering appropriate policy levers to support environmental outcomes in housing developments</li> <li>▶ Investigating partnerships with the renewable energy companies to showcase infrastructure benefits (including for example, street lighting in Wellington main street)</li> <li>▶ Considering a strategic approach to recreation and green spaces to establish a minimum standard across the regions</li> </ul>

## 10.1 Refining the Future Direction

The scope of this project aims to support the future Delivery Program and its ability to deliver impact and benefit across the region. While this assumes the overarching direction is set, our observations throughout the process noted an opportunity to streamline and better illustrate the themes of the CSP. There are a breadth of approaches to refining this direction, and Delos Delta suggested approach including new themes and how action and activity from the existing six themes could be assigned

### 10.1.1 Quadruple Bottom Line (QBL) Approach

The QBL outlines a holistic approach to organisational performance and incorporates the key functions of local government. Leveraging the QBL the themes and definitions below, were developed with the overarching focus 'Regional Character' and defining the key aspects of the Dubbo Region that make it unique and desirable as described across stakeholder engagement.

	Dubbo Regional Character...			
<b>Suggested Theme</b>	<b>OUR PEOPLE:</b> A community supported by services, lifestyle and connection	<b>OUR ECONOMY:</b> A destination for innovation, opportunity and unique experiences	<b>OUR ENVIRONMENT:</b> A region that maximises its built and natural advantages	<b>OUR GOVERNMENT:</b> A partnership that advocates, engages and leads benefits for the Region
<b>Existing CSP Theme to Apply</b>	<ul style="list-style-type: none"> <li>▶ Liveability</li> <li>▶ Housing</li> <li>▶ infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>▶ Economy</li> <li>▶ Liveability</li> </ul>	<ul style="list-style-type: none"> <li>▶ Infrastructure</li> <li>▶ Housing</li> <li>▶ Environmental sustainability</li> </ul>	<ul style="list-style-type: none"> <li>▶ Leadership</li> </ul>

**10.1.2 Thematic Approach**

The below suggests an alternative approach, with the themes based on key areas of discussion. These themes have been workshopped by Council to reflect additional inputs and existing work.

Suggested Theme	Growth, Infrastructure & Connectivity	Thriving & Inclusive Communities	Working Together for the Region	Healthy Environment & Sustainable Future
Key Areas of Discussion	<ul style="list-style-type: none"> <li>▶ Housing &amp; Planning</li> <li>▶ Infrastructure</li> <li>▶ Digital Connectivity</li> <li>▶ Public Transport</li> </ul>	<ul style="list-style-type: none"> <li>▶ Events, Culture &amp; Entertainment</li> <li>▶ Health &amp; Wellbeing Services</li> <li>▶ Community Connection</li> <li>▶ Education</li> <li>▶ Safety</li> </ul>	<ul style="list-style-type: none"> <li>▶ Economic Growth</li> <li>▶ Local Economic Investment</li> <li>▶ Communications &amp; Engagement</li> <li>▶ Advocacy</li> <li>▶ Good Governance</li> </ul>	<ul style="list-style-type: none"> <li>▶ Sustainable Growth</li> <li>▶ Water</li> <li>▶ Environmental Resilience</li> <li>▶ Good Governance</li> </ul>
Existing CSP Theme to Apply	<ul style="list-style-type: none"> <li>▶ Housing</li> <li>▶ infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>▶ Economy</li> <li>▶ Leadership</li> <li>▶ Liveability</li> </ul>	<ul style="list-style-type: none"> <li>▶ Infrastructure</li> <li>▶ Economy</li> <li>▶ Leadership</li> </ul>	<ul style="list-style-type: none"> <li>▶ Environmental sustainability</li> <li>▶ Leadership</li> </ul>

The above reflects key conversations and observations with stakeholders across the region, however, Delos Delta understands that further work is being undertaken by Council and Councillors to support an approach that best reflects community, elected members and Council as an organisation.

**10.2 Next Steps**

The above suggested future direction and recommended options for consideration in the forthcoming Delivery Program should be reviewed alongside existing priorities and aspirations in the development of the 2025-2029 Delivery Program and accompanying Operational Plans.

## Appendix A – Engagement Schedules



This section provides an overview of the engagement sessions that took place. Engagement was broken into three blocks and included engagement for both the Delivery Program and Regional & Affordable Housing Strategy.

### Block 1

Block 1 Engagement Schedule					
▶ Online Engagement Schedule – Sessions 17-18 October					
Session 1	Date: 17/10/24	Session 2	Date: 18/10/24	Session 3	Date: 18/10/24
	Location: Online		Location: Online		Location: Online
	Stakeholders Targeted: Council affordable housing		Stakeholders Targeted: NSW Government Consultation		Stakeholders Targeted: Housing Supply Reference Group
Block 1 Engagement Schedule – Sessions 30 October – 1 November					
Session 1	Date: 30/10/2024	Session 2	Date: 30/10/2024	Session 3	Date: 30/10/2024
	Location: Dubbo		Location: Dubbo		Location: Dubbo
	Stakeholders Targeted: Dubbo Community		Stakeholders Targeted: Dubbo Community		Stakeholders Targeted: Mayoral Forum, Dubbo
Session 4	Date: 31/10/2024	Session 5	Date: 31/10/2024	Session 6	Date: 31/10/2024
	Location: Wellington		Location: Wellington		Location: Wellington
	Stakeholders Targeted: Wellington Community		Stakeholders Targeted: Wellington Community		Stakeholders Targeted: Wellington Village Committee
Session 7	Date: 01/11/2024	Session 8	Date: 01/11/2024	Session 9	Date: 01/11/2024
	Location: Dubbo		Location: Dubbo		Location: Dubbo
	Stakeholders Targeted: Dubbo Community		Stakeholders Targeted: Dubbo Community		Stakeholders Targeted: Brocklehurst Community

**Block 2**

Block 2 Engagement Schedule - Sessions 11-13 November					
<b>Session 1</b>	<b>Date:</b> 11/11/24	<b>Session 2</b>	<b>Date:</b> 11/11/24	<b>Session 3</b>	<b>Date:</b> 11/11/24
	<b>Location:</b> Dubbo		<b>Location:</b> Dubbo		<b>Location:</b> Dubbo
	<b>Stakeholders Targeted:</b> Real estate agents		<b>Stakeholders Targeted:</b> Dubbo Community		<b>Stakeholders Targeted:</b> Social/affordable housing providers
<b>Session 4</b>	<b>Date:</b> 11/11/24	<b>Session 5</b>	<b>Date:</b> 12/11/24	<b>Session 6</b>	<b>Date:</b> 12/11/24
	<b>Location:</b> Wongarbron		<b>Location:</b> Dubbo		<b>Location:</b> Dubbo
	<b>Stakeholders Targeted:</b> Village - Wongarbron/Geurie focus		<b>Stakeholders Targeted:</b> Developers		<b>Stakeholders Targeted:</b> R5 large lot residential stakeholders
<b>Session 7</b>	<b>Date:</b> 12/11/24	<b>Session 8</b>	<b>Date:</b> 12/11/24	<b>Session 9</b>	<b>Date:</b> 13/11/24
	<b>Location:</b> Dubbo		<b>Location:</b> Eumungerie		<b>Location:</b> Wellington
	<b>Stakeholders Targeted:</b> Dubbo Community		<b>Stakeholders Targeted:</b> Village - Eumungerie/Mogriguy focus		<b>Stakeholders Targeted:</b> Wellington Community
<b>Session 10</b>	<b>Date:</b> 13/11/24	<b>Session 11</b>	<b>Date:</b> 13/11/24	<b>Session 12</b>	<b>Date:</b> 13/11/2024
	<b>Location:</b> Wellington		<b>Location:</b> Wellington		<b>Location:</b> Stuart Town
	<b>Stakeholders Targeted:</b> Social/affordable housing providers		<b>Stakeholders Targeted:</b> Real estate agents		<b>Stakeholders Targeted:</b> Village - Stuart Town/Mumbil focus



**Block 3**

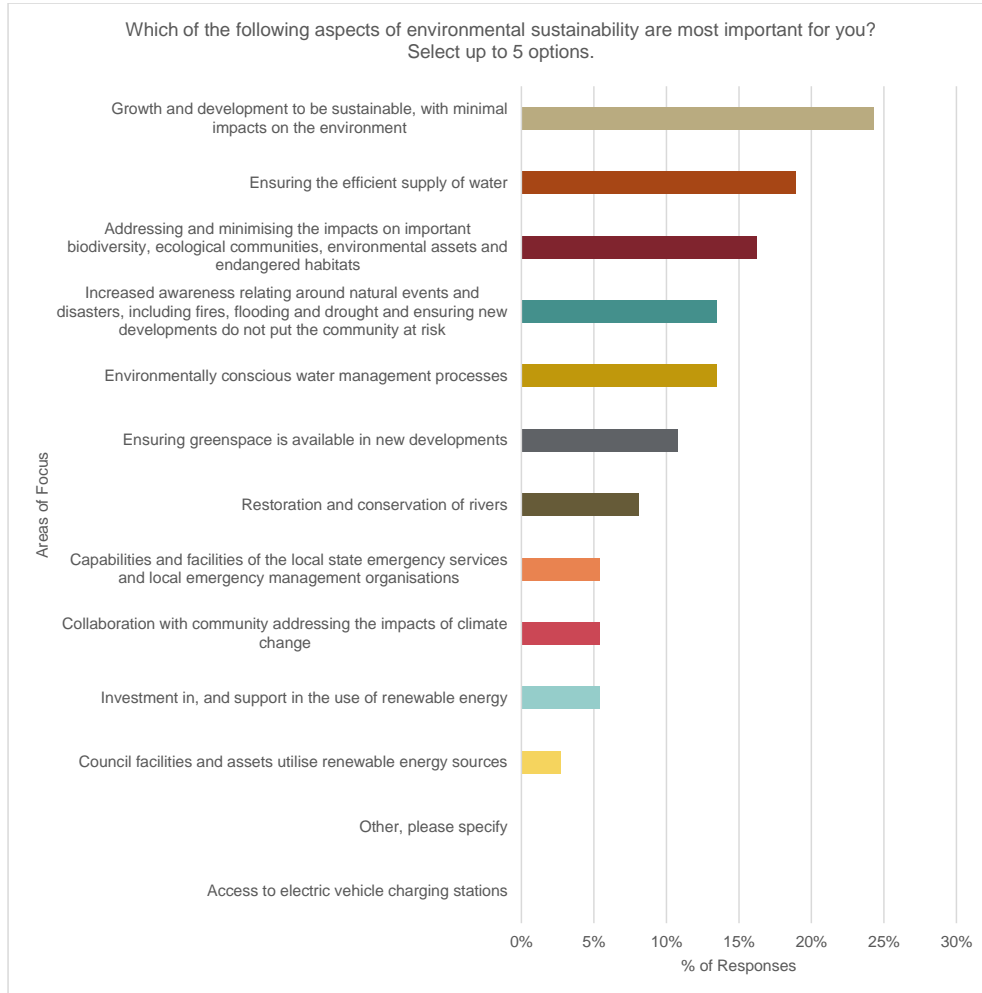
Block 3 Engagement Schedule - Sessions 27-29 November					
<b>Session 1</b>	<b>Date:</b> 27/11/24	<b>Session 2</b>	<b>Date:</b> 28/11/24	<b>Session 3</b>	<b>Date:</b> 28/11/24
	<b>Location:</b> Stuart Town Hall		<b>Location:</b> Wellington, Aquatic Leisure Centre		<b>Location:</b> Wellington, Aquatic Leisure Centre
	<b>Stakeholders Targeted:</b> Euchareena/Kerrs Creek villages		<b>Stakeholders Targeted:</b> First Nations Community Members		<b>Stakeholders Targeted:</b> LALC
<b>Session 4</b>	<b>Date:</b> 28/11/24	<b>Session 5</b>	<b>Date:</b> 28/11/24	<b>Session 6</b>	<b>Date:</b> 29/11/24
	<b>Location:</b> Wellington, Aquatic Leisure Centre		<b>Location:</b> Ballimore Hall		<b>Location:</b> Dubbo Western Plains Cultural Centre
	<b>Stakeholders Targeted:</b> R5 large lot residential stakeholders		<b>Stakeholders Targeted:</b> Ballimore/Elong Elong villages		<b>Stakeholders Targeted:</b> Multi-cultural stakeholders
<b>Session 7</b>	<b>Date:</b> 29/11/24	<b>Session 8</b>	<b>Date:</b> 29/11/24		
	<b>Location:</b> Dubbo Western Plains Cultural Centre		<b>Location:</b> Dubbo Western Plains Cultural Centre		
	<b>Stakeholders Targeted:</b> LALC		<b>Stakeholders Targeted:</b> First Nations Community Members		

## Appendix B – Survey Results

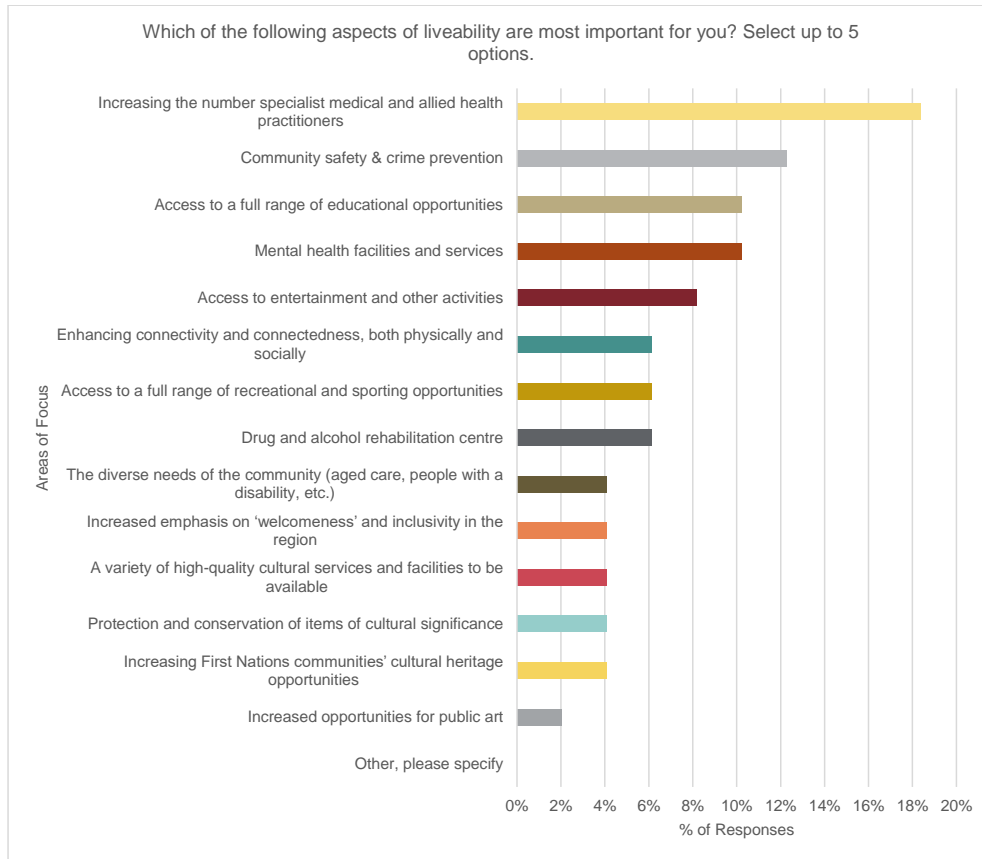


This section provides the detailed graphs that summarised throughout this Report. All responses including open text were included in the thematic summaries. Council holds the original raw results.

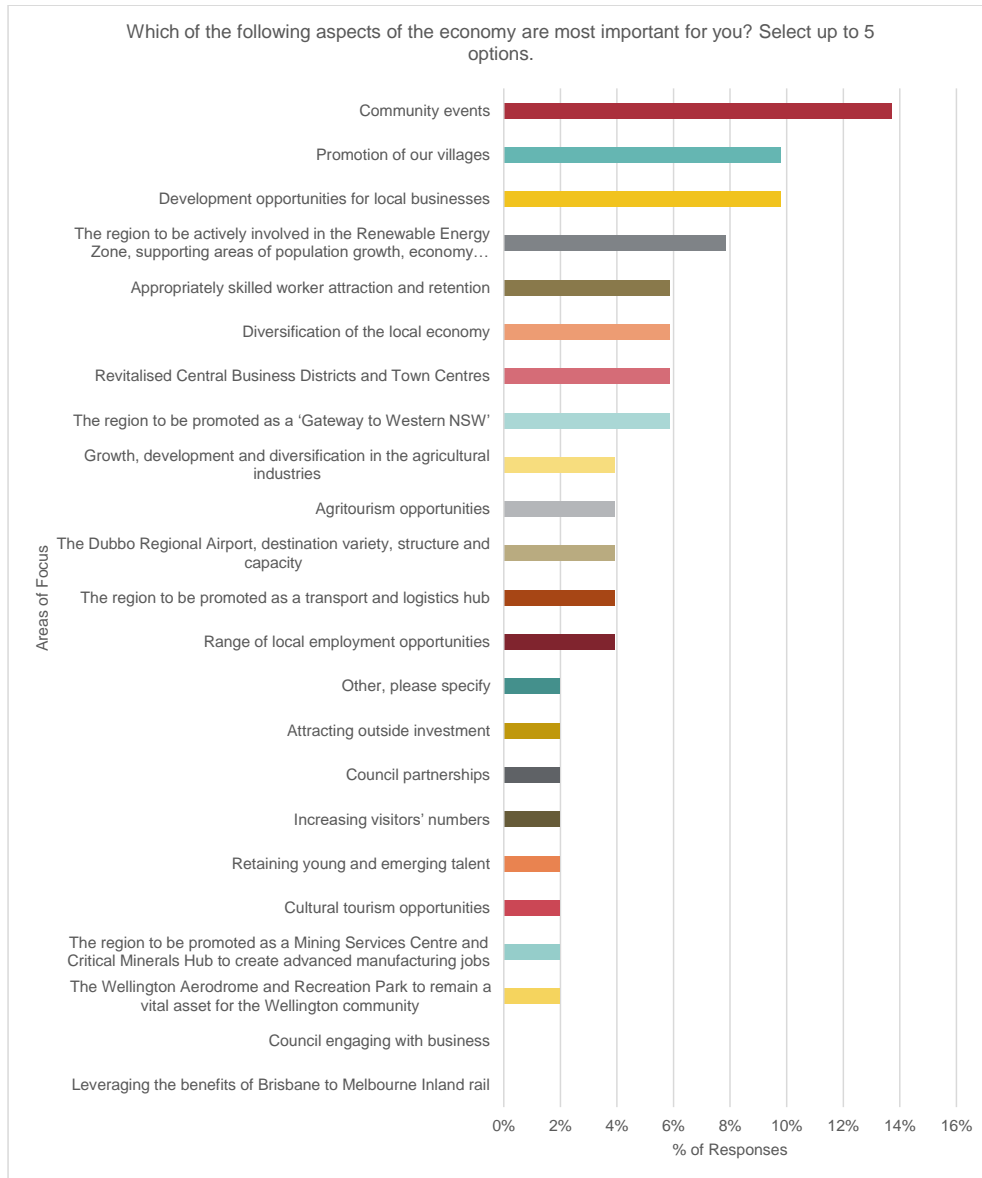
### Environmental Sustainability Priorities



### Liveability Priorities



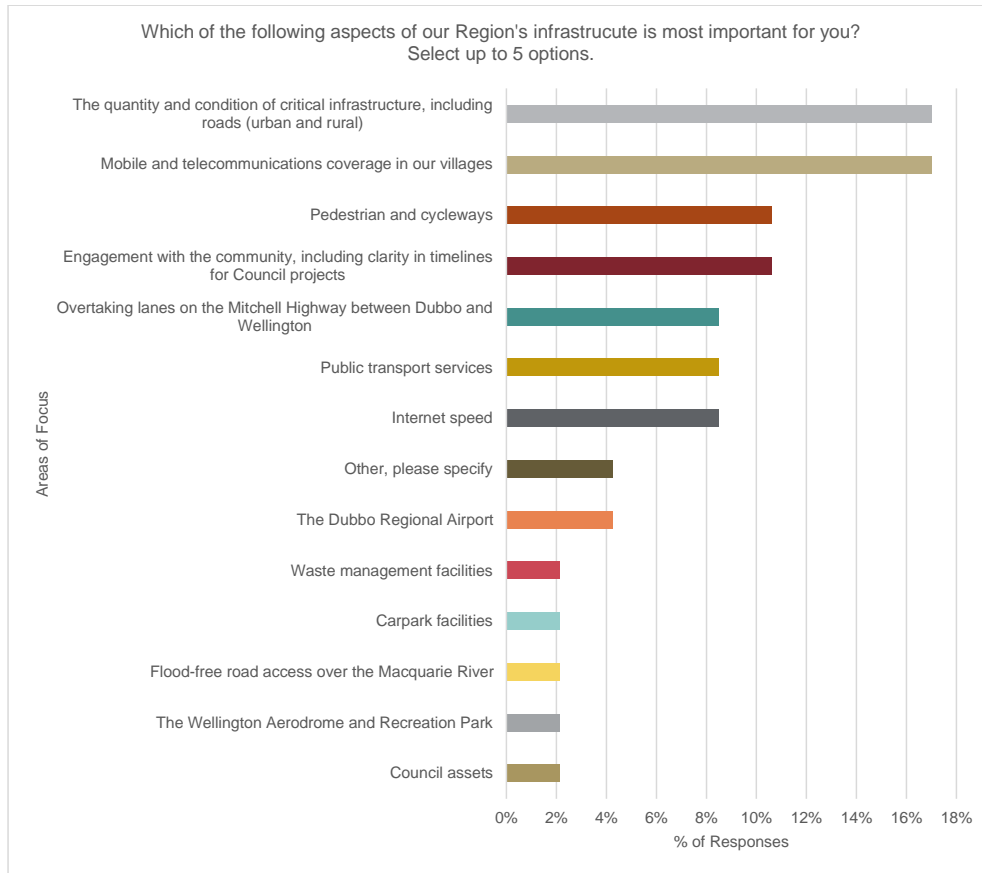
### Economic Priorities



Other responses included priorities of:

- Being a hub of localisation (food, energy, transport, etc etc)

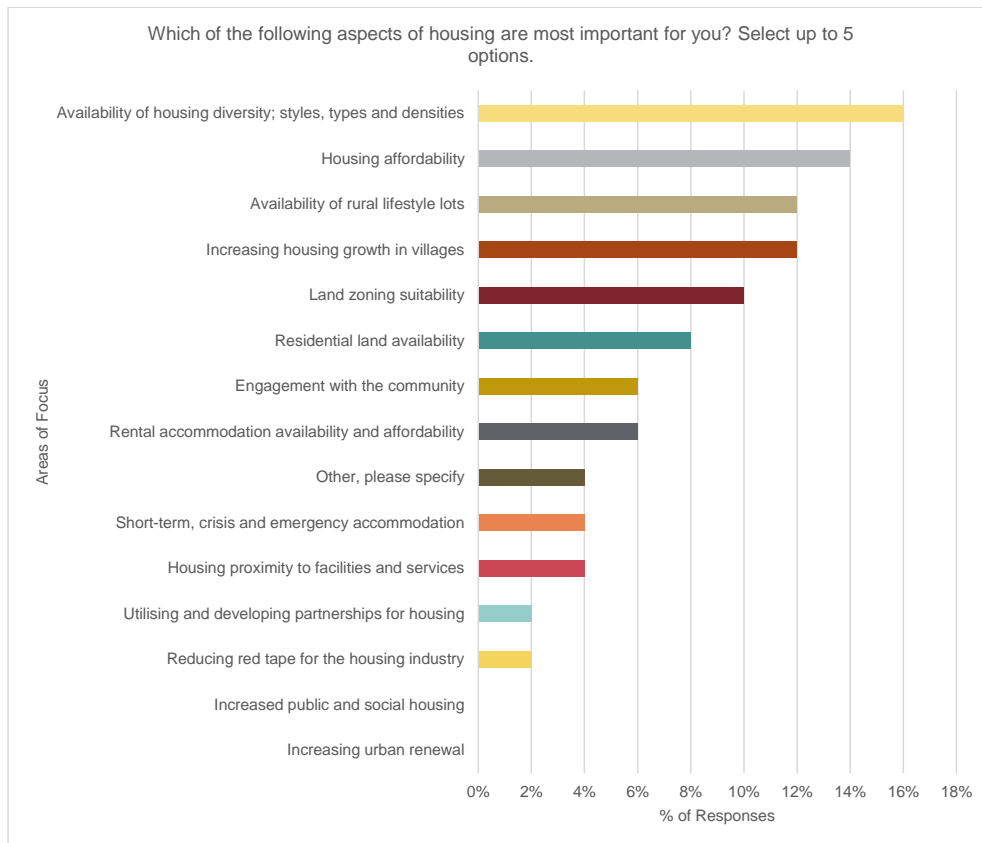
### Infrastructure Priorities



Other responses included priorities of:





- ▶ Creating a biodiversity enhancing region with its highways and internets
- ▶ A flood prevention/mitigation strategy for Wongarbon.

## Housing Priorities



Other responses included priorities of:

- ▶ Create a Tiny Home style caravan park
- ▶ Supporting the creation of an interesting place to live

Towards 2040 Community Strategic Plan				
Strategic Pillar (CSP)	 Growth, Infrastructure and Connectivity	 Thriving and Inclusive Communities	 Working Together for the Region	 Healthy Environment and Sustainable Future
Aspirations (CSP)	<ul style="list-style-type: none"> <li>Everyone has access to safe, suitable, and affordable housing now and into the future.</li> <li>Land for homes, businesses, and services is planned and located where it's most needed.</li> <li>Our roads are safe, efficient, and easy to use for all.</li> <li>Infrastructure is planned and built to support our growing community.</li> <li>Our transport networks keep people and businesses connected within and beyond our region.</li> </ul>	<ul style="list-style-type: none"> <li>There are job opportunities across all industries.</li> <li>Everyone has access to quality education and lifelong learning opportunities.</li> <li>Our community enjoys diverse sports, recreation, and social activities.</li> <li>Arts, culture, and heritage are celebrated and shared.</li> <li>The voices, cultures, and contributions of our First Nations community are recognised and strengthened.</li> <li>We deliver services and enforce regulations fairly and responsibly to protect health, safety, and community standards.</li> </ul>	<ul style="list-style-type: none"> <li>Our Council is open, fair, and accountable in its decision-making.</li> <li>We have a clear strategy to drive economic development and attract investment.</li> <li>We proactively embrace opportunities to drive economic growth, create jobs, and support lasting prosperity for our community.</li> <li>Our local economy grows through a strong visitor industry.</li> </ul>	<ul style="list-style-type: none"> <li>We take action to achieve net zero emissions.</li> <li>We plan for and respond to climate change impacts.</li> <li>We manage land use to protect and enhance both the built and natural environment.</li> <li>We prepare for and reduce the risks of natural disasters.</li> <li>We manage our resources responsibly to ensure long-term sustainability.</li> </ul>
Principal activities (DP)	<ul style="list-style-type: none"> <li>Ensure a variety of housing options, types and densities are available to accommodate diverse community needs.</li> <li>Support housing affordability to ensure everyone can access suitable accommodation.</li> <li>Encourage well-planned residential growth in villages to strengthen local communities.</li> <li>Ensure land zoning supports sustainable development and future housing needs.</li> <li>Maintain and enhance urban and rural roads for safe and efficient travel.</li> <li>Improve traffic management and road networks to meet community and economic needs.</li> <li>Expand pedestrian and cycleway networks to promote active and safe transport.</li> <li>Upgrade water and sewer infrastructure to meet current and future demand.</li> <li>Ensure infrastructure maintenance and service delivery align with community expectations.</li> <li>Expand mobile and telecommunications coverage to keep communities connected.</li> <li>Advocate for improved public transport options to enhance regional accessibility.</li> <li>Advocate for improvements to the state road network to boost safety and efficiency for intrastate travel.</li> <li>Proactively support urban renewal in the Dubbo CBD and Wellington Town Centre.</li> <li>Ensure planning processes prioritise community safety, including flood and fire risk management.</li> <li>Facilitate well-zoned, appropriately sized land to accommodate future growth.</li> <li>Promote the growth and vitality of villages by ensuring adequate land for development.</li> </ul>	<ul style="list-style-type: none"> <li>Support and celebrate diverse community events that foster belonging and cultural exchange.</li> <li>Encourage collaboration and shared goals to strengthen community connections.</li> <li>Recognise, celebrate, and protect the culture and heritage of our First Nations communities.</li> <li>Celebrate the heritage, culture, and contributions of Culturally and Linguistically Diverse (CALD) communities.</li> <li>Improve access to childcare, quality education and lifelong learning opportunities for all ages.</li> <li>Support the expansion of mental health services, initiatives and facilities to enhance community well-being.</li> <li>Attract and retain specialist medical and allied health professionals to enhance healthcare access.</li> <li>Support appropriate services, initiatives and facilities to meet the needs of older people and people with disabilities.</li> <li>Support improved access to crisis and emergency accommodation.</li> <li>Identify and address social service requirements to support vulnerable community members.</li> <li>Increase opportunities for entertainment, recreation, and cultural activities for all ages.</li> <li>Encourage and support unique visitor experiences and local tourism opportunities.</li> <li>Maintain and enhance passive and active open spaces for community use.</li> <li>Facilitate access to, encourage and support a variety of youth activities and entertainment options.</li> <li>Ensure access to library services and facilities.</li> <li>Improve transport, digital access, and inclusive community networks to strengthen social and physical connections.</li> <li>Maintain a network of cycleways and pedestrian pathways to promote active travel.</li> <li>Ensure well-connected and vibrant village centers that meet community needs.</li> <li>Enhance community safety and crime prevention efforts to create a secure and welcoming environment.</li> <li>Integrate public and social housing into residential areas to promote inclusivity.</li> <li>Facilitate access to a range of options that respect community traditions and memorial practices.</li> </ul>	<ul style="list-style-type: none"> <li>Support a diverse and resilient economy through innovation, new industries, and commercial activation programs.</li> <li>Actively participate in the Renewable Energy Zone to drive economic growth, attract investment, and create targeted jobs.</li> <li>Attract and retain a skilled workforce to meet regional needs and foster employment pathways, including traineeships.</li> <li>Facilitate short-term accommodation for workers involved in major infrastructure and economic projects.</li> <li>Proactively attract and support major investment aligned with regional opportunities.</li> <li>Advocate for regional priorities at all levels of government and industry.</li> <li>Foster two-way communication between Council, stakeholders, and the community.</li> <li>Ensure decision-making reflects local needs through meaningful community consultation.</li> <li>Operate with transparency, accountability, and integrity in all governance and decision-making processes.</li> <li>Allocate resources strategically to support sustainable growth and community well-being.</li> <li>Provide cost-effective and timely services while meeting statutory requirements.</li> <li>Maximise revenue opportunities from grants and other funding sources to enhance services for the community.</li> <li>Continuously review and improve Council services to maintain efficiency and effectiveness.</li> <li>Maintain a highly skilled, diverse, and motivated workforce to deliver quality services.</li> <li>Support local emergency management organisations and the State Emergency Services to ensure readiness and response capabilities.</li> <li>Strengthen regional resilience through proactive planning and emergency preparedness.</li> </ul>	<ul style="list-style-type: none"> <li>Support responsible growth that balances development with environmental sustainability.</li> <li>Ensure new developments include accessible green spaces to enhance community well-being and environmental health.</li> <li>Promote sustainable building and infrastructure practices that efficiently use resources and minimise environmental impacts.</li> <li>Safeguard biodiversity, threatened species, and ecological communities from harm.</li> <li>Enhance and protect the Macquarie, Talbragar, and Bell River corridors in urban areas.</li> <li>Maintain and improve roadside environments to support local ecosystems.</li> <li>Ensure a reliable, efficient, and sustainable water supply for the community and future generations.</li> <li>Implement environmentally responsible water management practices.</li> <li>Identify and address climate change impacts through collaboration with the community and government.</li> <li>Encourage and support investment in renewable energy opportunities.</li> <li>Ensure Council buildings and facilities are energy-efficient, carbon-neutral, and utilise renewable energy sources.</li> <li>Deliver efficient solid waste management services that meet community needs.</li> <li>Reduce environmental impacts through improved waste management and resource recovery.</li> <li>Increase awareness of natural disasters such as fires, floods, and droughts to build community resilience.</li> <li>Ensure new developments do not place the community at risk from environmental hazards.</li> <li>Operate with transparency and accountability in all decision-making.</li> <li>Allocate resources effectively to support sustainability and long-term community well-being.</li> </ul>
Strategic Documents (status)	<ul style="list-style-type: none"> <li>2020 Dubbo Transportation Strategy</li> <li>Wellington Town Centre Plan (under review)</li> <li>Dubbo CBD Strategy (under review)</li> <li>Dubbo Region Housing Strategy (in development)</li> <li>Dubbo Local Strategic Planning Statement (LSPS) 2020</li> </ul>	<ul style="list-style-type: none"> <li>SPARC Cultural Plan (under review)</li> <li>2020-2030 Dubbo Regional Council Recreation Strategy</li> <li>2022-2025 Dubbo Regional Council Disability Inclusion Action Plan (under review)</li> <li>2023-2033 Dubbo Regional Council Public Art Strategy</li> <li>2025-2026 Dubbo Regional Council Reconciliation Action Plan</li> <li>Wellington Street Tree Masterplan 2023</li> <li>Community Safety and Crime Prevention Action Plan</li> <li>Youth Action Plan (in development)</li> <li>Pedestrian Access and Mobility Plan for Dubbo (in development)</li> <li>Dubbo Region Events Strategy (in development)</li> <li>Inclusion Diversity and Belonging Strategy (internal)</li> </ul>	<ul style="list-style-type: none"> <li>2021-2027 Dubbo Regional Council Customer Experience Strategy</li> <li>2022 Smart Region Strategy</li> <li>Smart Council Strategy (under review)</li> <li>2023-2027 Community Engagement Strategy including Community Participation Plan (under review)</li> <li>Investment Strategy</li> </ul>	<ul style="list-style-type: none"> <li>2020-2025 Dubbo Regional Council Energy Strategy &amp; Implementation Plan (under review)</li> <li>2022 Dubbo Regional Council Zero Emissions Fleet Strategy and Implementation Plan (under review)</li> <li>2023-2050 Net Zero Framework for Council Operations</li> <li>Waste Strategy</li> <li>Integrated Water Cycle Management Plan (under review)</li> </ul>