



# AGENDA

## EXTRAORDINARY COUNCIL MEETING

### 9 JUNE 2017

MEMBERSHIP:  
Mr M Kneipp (Administrator)

The meeting is scheduled to commence at 12pm.

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#### PRAYER:

O God, Grant that by the knowledge of thy will, all we may resolve shall work together for good, we pray through Jesus Christ our Lord. Amen!

#### ACKNOWLEDGEMENT OF COUNTRY:

"I would like to acknowledge the Wiradjuri People who are the Traditional Custodians of the Land. I would also like to pay respect to the Elders both past and present of the Wiradjuri Nation and extend that respect to other Aboriginal peoples from other nations who are present".

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**CCL17/65 LEAVE OF ABSENCE (ID17/965)**

**CCL17/66 PUBLIC FORUM (ID17/966)**

#### REPORTS FROM STAFF:

**CCL17/67 NEW COMMUNITY STRATEGIC PLAN FOR THE DUBBO REGIONAL LOCAL GOVERNMENT AREA - ENGAGEMENT STRATEGY (ID17/962)**

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The Council had before it the report dated 5 June 2017 from the Director Environmental Services regarding New Community Strategic Plan for the Dubbo Regional Local Government Area - Engagement Strategy.



## REPORT: New Community Strategic Plan for the Dubbo Regional Local Government Area - Engagement Strategy

AUTHOR: Director Environmental Services  
REPORT DATE: 5 June 2017  
TRIM REFERENCE: ID17/962

### EXECUTIVE SUMMARY

A new Council was proclaimed by the NSW Governor on 12 May 2016 following the amalgamation of the former Dubbo City and Wellington councils. Following community consultation, the name of the newly-formed Council was proclaimed Dubbo Regional Council on 7 September 2016.

In accordance with the Local Government Act, 1993 Council is required to review the Community Strategic Plan by July 2018 which is within nine months of the next Council election scheduled for September 2017. However, Council has committed to the development of a new draft Community Strategic Plan, Delivery Program and Operational Plan for the new Dubbo Regional Local Government Area by September 2017 which will enable consideration by the new Council.

Prior to the amalgamation of the former Dubbo City and Wellington councils, the former Dubbo City Council operated under the Dubbo 2036 Community Strategic Plan. The former Wellington Council operated under the Wellington 2025 Community Strategic Plan. Both Integrated Planning and Reporting Frameworks also included a four (4) year Delivery Program and a respective one (1) year Operational Plan.

As a key first step in the development of a new Community Strategic Plan, a Community Engagement Strategy has been prepared and is provided here in **Appendix 1**. The strategy identifies relevant stakeholder groups in the community and details the methods Council proposes to undertake to engage with each of the stakeholders or groups.

The strategy has been developed to reach a broad cross section of the community across the merged Local Government Area including stakeholders, industry and government agencies. This process will test perceptions of progress in achieving the original objectives of the former councils' community strategic plans and develop and set new objectives, where appropriate.

The Community Engagement Strategy proposes the following methods for engagement to be implemented over a four week period commencing 13 June 2017:

- A community questionnaire;
- Qualitative stakeholder survey;
- Professionally facilitated community summits;
- Ideas Parklet in the Wellington CBD;
- Moderated focus groups; and
- Monitoring of online engagement and comment forms.

A Communication Plan predominantly using Council's existing communication channels will support the Engagement Strategy by raising awareness of opportunities for community participation and informing the community about the development of a new Community Strategic Plan.

Following the conclusion of the community engagement process, the issues and perspectives provided by the community will be utilised to develop the new Community Strategic Plan for the Dubbo Regional Local Government Area.

It is recommended that the Community Engagement Strategy for the 2040 Community Strategic Plan be endorsed. This will enable Council to formally commence the process of developing a new Community Strategic Plan for the Dubbo Regional Local Government Area.

#### **ORGANISATIONAL VALUES**

Customer Focused: The development of a new Integrated Planning and Reporting (IP&R) Framework will reflect the aspirations of our customers and the community and identify how Council will deliver services and infrastructure for the community into the future. The Engagement Strategy proposes collaboration directly with customers providing an opportunity to have direct input in Council's highest planning tool.

Integrity: The new IP&R Framework will state what Council can deliver and commit Council to delivery of services and infrastructure within monitored timeframes which will be Council's commitment to the community. Timelines and commitments are defined in the Engagement Strategy to ensure there is a clear understanding of the purpose of the engagement and how it will be used.

One Team: The development and implementation of a new IP&R Framework for Dubbo Regional Council cannot be achieved without a 'whole of Council' commitment to the process. Successful engagement relies on the participation of staff and partners in the community to ensure a broad cross section of the community are involved.

#### **FINANCIAL IMPLICATIONS**

The development of a new Community Strategic Plan will present a number of financial implications for Council in respect of the following:

- Development of project collateral;
- Advertising and marketing costs during the Plan development process (including public and stakeholder engagement);
- Costs associated with the undertaking of community summits; and

- General ancillary costs associated with the undertaking of stakeholder and other meetings.

Costs associated with the development of the new Community Strategic Plan are proposed to be borne by the New Council Implementation fund as the development of a new Plan is a key organisational project that will be required to seek the views and perspectives across the communities of the new Local Government Area and to guide the long-term actions and activities of the new Council. It should also be noted that the Department of Premier and Cabinet requires Council to prepare a new draft Community Strategic Plan required as part of the merger process.

#### **POLICY IMPLICATIONS**

There are no policy implications arising from this report.

#### **RECOMMENDATION**

- 1. That the draft Community Engagement Strategy for the 2040 Community Strategic Plan as attached as Appendix 1 to the report of the Director Environmental Services dated 5 June 2017 be endorsed.**
- 2. That the engagement undertaken for the new draft Community Strategic Plan utilise the themes of liveability, economy, infrastructure, housing and the environment.**
- 3. That all residents and stakeholders across the communities of the new Local Government Area be encouraged to provide their input into the future of their community.**

*Melissa Watkins*  
Director Environmental Services

## BACKGROUND

A new Council was proclaimed by the NSW Governor on 12 May 2016 following the amalgamation of the former Dubbo City and Wellington councils. Following community consultation, the name of the newly formed Council was proclaimed Dubbo Regional Council on 7 September 2016.

In accordance with the Local Government Act, 1993 Council is required to review the Community Strategic Plan by July 2018 which is within nine months of the next Council election scheduled for September 2017. However, Council has committed to developing a new draft Community Strategic Plan, Delivery Program and Operational Plan by September 2017 for the new Council to consider.

## REPORT

### 1. Integrated Planning and Reporting

The Local Government Act, 1993 provides an Integrated Planning and Reporting Framework for local government. The development of a new Community Strategic Plan represents a core component of the Framework and is the highest level of strategic planning required to be undertaken by all councils. All other plans developed by Council as part of the Integrated Planning and Reporting Framework are required to reflect and support implementation of the Community Strategic Plan.

The new Community Strategic Plan is required to identify the main priorities and aspirations of the whole community across the new Dubbo Regional Council Local Government area and will be required to provide a clear set of strategies to achieve this vision.

The Community Strategic Plan will seek to address four key community questions of the community:

- Where are we now?
- Where do we want to be in 2040?
- How will we get there?
- How will we know when we have arrived?

### 2. Community Strategic Plans

Prior to the amalgamation of the former Dubbo City and Wellington councils, the former Dubbo City Council operated under the Dubbo 2036 Community Strategic Plan. The former Wellington Council operated under the Wellington 2025 Community Strategic Plan. Both Integrated Planning and Reporting Frameworks also included a four (4) year Delivery Program and a respective one (1) year Operational Plan.

Following the merger, both Community Strategic Plans are still in operation, however, were due for review in July 2016 to enable the development of new Delivery Programs and

Operational Plans. As a result of the merger of the two councils, it was determined to harmonise the Delivery Programs and Operational Plans of the two former councils for implementation by the new entity as an interim measure until the new Integrated Planning and Reporting Framework (IP&R) has been developed.

### 3. Community and Stakeholder Engagement

The Dubbo 2036 and the Wellington 2025 Community Strategic Plans were community-driven plans that were developed with unprecedented community engagement in both communities and were developed as long term, strategic plans. Accordingly, it is considered that completely redeveloping the plans from scratch in order to create a new single plan would result in a level of community disengagement and disenfranchisement. It is important that the new Community Strategic Plan incorporates the communities' aspirations for the original plans to retain integrity in the overall Integrated Planning and Reporting Framework and to respect the significant input provided during development of both Plans.

Analysis of the previous Dubbo and Wellington community strategic plans also indicates there are strong linkages between both plans across the themes of liveability, economy, infrastructure, housing and the environment. It is considered that such themes will be utilised for the development of the draft 2040 Community Strategic Plan and will feature in the Community Engagement activities undertaken.

Accordingly, a comprehensive Engagement Strategy has been developed that can take advantage of every opportunity to reach a broad cross-section of the community across the merged Local Government Area, industry representatives, government agencies, non-government and community organisations and other stakeholders.

### 4. Community Engagement Strategy

As a key first step in the development of a new Community Strategic Plan, a Community Engagement Strategy is required to be prepared. The Community Engagement Strategy is required to be prepared based on the social justice principles of access, equity, participation and rights and to identify relevant stakeholder groups in the community and detail the methods Council proposes to undertake to engage with each of the stakeholders or groups.

The 2040 Community Engagement Strategy is provided here in **Appendix 1**.

The Community Engagement Strategy will build on the engagement techniques, relationships and networks that were established with the development of the original community strategic plans and other significant community engagement programs. The Strategy will also test perceptions of progress in achieving the original objectives and develop and set new objectives, where appropriate.

The Community Engagement Strategy includes an Engagement Plan. The role of the Engagement Plan is to specify the measures and means as to how information will be gained from the community, as below:

**(i) Community questionnaire**

The release of a community attitude questionnaire will provide a wide cross-section of community stakeholders the opportunity to participate in the development of the draft 2040 Community Strategic Plan. The questionnaire will be available online and promoted extensively. This will allow a high level validation of community aspirations and priorities.

**(ii) Qualitative stakeholder survey**

An extended qualitative stakeholder survey provides an opportunity to gather specific information that provides a more in depth analysis of the priority of community issues and enables more detailed verification of outcomes from the Dubbo 2036 and Wellington 2025 strategic plans. The survey will be available online as an opt-in participation and also used by Council staff using targeted or intercept methods.

**(iii) Professionally facilitated community summit**

Two rounds of open invitation Community Summits will be held and facilitated by Director of Place Focus, Andrew Hammonds. Place Focus conducted particularly successful workshops in Dubbo in 2015 as part of the CBD Planning project. These summits will generate ideas and actions to be incorporated into the draft 2040 Community Strategic Plan. Each round will include public sessions held in Wellington and Dubbo.

The purpose of the first round is to provide information of the process of developing a draft Community Strategic Plan, to share results of previous plans and to generate ideas. The purpose of the second round is to review the collected ideas, generate new ideas and begin to set priorities.

Members of the community will be invited to attend and may choose to attend one or both summits.

**(iv) Ideas Parklet**

In order to obtain additional ideas specifically related to the development of the Wellington CBD, a parklet will be set up in Wellington CBD to obtain community feedback and ideas. Extensive feedback of this type was received through the Dubbo Ignite consultation and it is not considered necessary to repeat this in Dubbo.

**(v) Moderated focus groups**

A series of moderated focus groups will be held with distinct stakeholder and interest groups with the specific intent of raising local issues. Such focus groups will be held in each village as well as with identified interest groups such as residents of individual wards and stakeholder groups.

**(vi) Online engagement monitored through Council's Facebook page**

Community engagement will be undertaken with a range of stakeholders that are deemed to have an interest in the long-term growth and prosperity of the Local Government Area. Specific stakeholder groups will be identified prior to engagement and refined as required at different stages of the engagement.

Stakeholders to be involved include:

- Residents and rate payers;
- Major businesses and industries and small businesses in the region;
- Council's advisory committees;
- Federal and State MPs;
- State and Federal Government bodies;
- Government Agencies and Non-Government Organisations;
- Community and sporting groups;
- Aboriginal groups;
- Education sector;
- Health providers;
- Visitors;
- Neighbouring councils; and
- Council staff (General Manager, Directors and operational staff).

The community engagement program will be implemented from 13 June 2017 through to 14 July 2017. The schedule of community engagement activities is outlined below:

- 9 June 2017: Engagement Strategy adopted by Council;
- 13 June 2017: Community engagement formally commences;
- 17 June 2017: Community Summit Round 1 – Wellington;
- 17 June 2017: Ideas Parklet – Wellington;
- 18 June 2017: Community Summit Round 1 – Dubbo;
- 1 July 2017: Community Summit Round 2 – Dubbo;
- 2 July 2017: Community Summit Round 2 – Wellington; and
- 14 July 2017: Community engagement concludes.

It should be noted that the community questionnaire, qualitative survey and moderated focus groups will take place throughout the community engagement period between 13 June 2017 and 14 July 2017.

Council will encourage broad awareness of and participation in the development of the 2040 Community Strategic Plan through Council's official channels which include:

- Council column;
- Council website;
- Council Facebook; and
- Council community e-newsletter.



Information will also be provided through the media and where relevant, advertising to support the participation in the community engagement.

Results of the community engagement will be reported to Council as required and in association with reporting on progress of the development of the draft Community Strategic Plan and Integrated Planning and Reporting Framework.

## SUMMARY

In accordance with the Local Government Act, 1993 Council is required to review the Community Strategic Plan by July 2018 which is within nine months of the next Council election scheduled for September 2017. However, Council has committed to the development of a new draft Community Strategic Plan, Delivery Program and Operational Plan for the new Dubbo Regional Local Government Area by September 2017 which will enable consideration by the new Council.

As a key first step in the development of a new Community Strategic Plan, a Community Engagement Strategy has been prepared and is provided here in **Appendix 1**. The Strategy identifies relevant stakeholder groups in the community and details the methods Council proposes to undertake to engage with each of the stakeholders or groups.

The strategy has been developed to reach a broad cross-section of the community across the merged Local Government Area including stakeholders, industry and government agencies to test perceptions of progress in achieving the original objectives of the former councils' community strategic plans and develop and set new objectives, where appropriate.

The Engagement Strategy proposes the following methods for engagement to be implemented commencing 13 June 2017:

- A community questionnaire;
- Qualitative stakeholder survey;
- Professionally facilitated community summits;
- Ideas Parklet in the Wellington CBD;
- Moderated focus groups; and
- Monitoring of online engagement and comment forms.

A Communication Plan predominantly using Council's existing communication channels will support the Engagement Plan by raising awareness of opportunities for community participation and informing the community about the development of a new Community Strategic Plan.

Following the conclusion of the community engagement process, the issues and perspectives provided by the community will be utilised to develop the new Community Strategic Plan for the Dubbo Regional Council Local Government Area.

It is recommended that the Engagement Strategy for the 2040 Community Strategic Plan be endorsed. This will enable Council to formally commence the process of developing a new Community Strategic Plan for the Dubbo Regional Local Government Area.

Appendices:

1 [↓](#) 2040 Community Strategic Plan - Engagement Strategy



2040

# Community Strategic Plan Engagement Strategy

(Incorporating Engagement Plan and  
Communication Plan)



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## BACKGROUND

A new Council was proclaimed by the NSW Governor on 12 May 2016 following the amalgamation of the former Dubbo City and Wellington councils. Following community consultation, the name of the newly formed Council was proclaimed Dubbo Regional Council (DRC) on 7 September 2016.

In accordance with the Local Government Act, 1993 Council is required to review the Community Strategic Plan (CSP) by July 2018 which is within nine months of the next Council election scheduled for September 2017. However, Dubbo Regional Council has committed to the development of a new draft Community Strategic Plan, Delivery Program and Operational Plan by September 2017 for the consideration of the new Council.

Prior to the amalgamation of the former Dubbo City and Wellington councils, the former Dubbo City Council operated under the Dubbo 2036 Community Strategic Plan. The former Wellington Council operated under the Wellington 2025 Community Strategic Plan. Both Integrated Planning and Reporting Frameworks also included a four (4) year Delivery Program and a respective one (1) year Operational Plan.

Both Community Strategic Plans were community-driven plans that were developed with unprecedented community engagement in both communities.

The Community Engagement Strategy uses the existing Community Strategic Plans as a starting framework to help maintain a high level of community engagement and allow the new Community Strategic Plan to incorporate the communities' relevant aspirations from the original plans.

## STRATEGY AIMS

The Community Engagement Strategy for the 2040 Community Strategic Plan is made up of two sub-plans; an Engagement Plan and a Communications Plan. The aims of the overall Strategy is to ensure that Council's draft Community Strategic Plan is developed in cooperation with the community and that any assumptions related to the previous Community Strategic Plans of the former Dubbo City and Wellington councils are tested for relevancy. Successful community engagement will ensure the new Community Strategic Plan is a comprehensive strategy that can and will be owned by the people who *live, work and play* in the Dubbo Regional Local Government Area.

The Engagement Plan includes the activities and methodology for community and stakeholder participation in the development of the new Community Strategic Plan.

The Communications Plan will raise awareness and inform the community about opportunities to participate in community engagement activities and provide information on



the process and development of the Community Strategic Plan. The phrase *Your ideas, Your place, Our plan*, conceptualises the objectives of the Engagement Strategy.

### Objectives of Engagement Plan

- Ensure a comprehensive and representative sample of stakeholders are involved in the development of the Community Strategic Plan
- Ensure the community and stakeholders are aware of their opportunities to be involved in the development of the 2040 Community Strategic Plan
- Identify the key issues and priorities for stakeholders and the community based on geography, demographics and stakeholder interest groups
- To verify the relevant themes and community priorities established in previous long-term strategies Dubbo 2036 and Wellington 2025
- To provide an opportunity for Council and the community to work together to develop an integrated community plan for the Dubbo Regional Local Government Area
- Maximise participation of all stakeholders by using engagement activities and locations appropriate to the local community.

### Communication Plan objectives

- Promote the key messages about the purpose, aims and objectives of the 2040 Community Strategic Plan for all people to be better informed
- Raise awareness with all different groups of stakeholders
- Deliver clear and consistent messages to the community and stakeholders
- Widely promote opportunities for the community to be involved and have their say in the development of the 2040 Community Strategic Plan.

## KEY MESSAGES

### Community Engagement

- The 2040 Community Strategic Plan will be Council's highest strategic plan which will guide long-term planning and decision-making
- The draft 2040 Community Strategic Plan will build on the previous Dubbo 2036 and Wellington 2025 Community Strategic Plans to ensure consistency with the long-term aspirations already identified by the community
- The draft 2040 Community Strategic Plan is being prepared for review by the newly elected Council in September 2017
- Council wants to build a better understanding of community issues and priorities in the areas of liveability, economy, infrastructure, housing and environment
- The purpose of a Community Strategic Plan is to think long-term, well into the future rather than short-term or immediate needs.



4

Communication

- Dubbo Regional Council is preparing a draft Community Strategic Plan for review by the new Council.
- The draft 2040 Community Strategic Plan will be a blueprint that guides the long-term decision-making and planning for the future of the entire Local Government Area.
- The draft 2040 Community Strategic Plan will build on the Dubbo 2036 and Wellington 2025 Community Strategic Plans which were developed through unprecedented levels of community input.
- This is an opportunity for all groups and individuals to provide a perspective and contribute what the community should look like and what Council needs to focus on.
- This is not a plan for Dubbo or for Wellington it is a plan for the Dubbo Regional Local Government Area.

TESTING TWO PLANS TO CREATE ONE

The Engagement Plan will facilitate community and stakeholder engagement across the communities of the new Local Government Area. In this regard, the community engagement will test and verify the aspirations of the Dubbo 2036 and Wellington 2025 strategic plans and incorporate the long-term community vision into the draft 2040 Community Strategic Plan.

Preliminary analysis shows there are strong linkages between both plans in the themes of Housing, Livability, Economy, Infrastructure, Housing and the Environment. The Engagement Plan includes activities that will validate the strategic outcomes from the Dubbo 2036 and Wellington 2025 Community Strategic Plans.

Themes	Links to Dubbo 2036	Links to Wellington 2025
Liveability	<p>The health, welfare and education of the community is maintained through effective medical care and a full range of educational opportunities.</p> <p>The community’s lifestyle and social needs are supported through the provision of a range of essential social and community services.</p> <p>The community’s lifestyle needs are well catered for through the provision of facilities and services.</p> <p>The community has the opportunity to participate in a diverse range of lifestyle, sporting and passive recreational pursuits.</p>	<p>A high school retention rate of 100%.</p> <p>A range of well-maintained and used parks, recreation and sporting facilities.</p> <p>Medical and specialist services are available and accessed across the LGA.</p> <p>Connected to each other and the world through current and future technology.</p> <p>Mentoring programs are available and used across the community.</p>



Themes	Links to Dubbo 2036	Links to Wellington 2025
	<p>Dubbo is a safe community.</p> <p>Dubbo is an attractive and vibrant City.</p>	<p>Young people have the facilities and opportunities to be engaged in recreation, learning and community life.</p> <p>The community is involved in and committed to leadership development.</p> <p>Reduced level of crime.</p> <p>Capable and self-sufficient communities engaged in decision-making about issues that affect them.</p> <p>Community cooperation, participation and coordination around arts and cultural activities.</p> <p>New large centre for arts and cultural events.</p> <p>Indigenous culture is valued, recognised and celebrated.</p> <p>A contemporary community website that helps build participation in the arts.</p> <p>Increased use of our river assets for leisure activities.</p>
Economy	<p>Dubbo’s rural areas continue to have the capacity to be a significant contributor to the local, regional and national economy.</p> <p>Through business investment, Dubbo has a strong economic base that reflects competitive advantages in key emerging and developing industry sectors.</p>	<p>A diverse and sustainable business sector with the skills and business acumen to develop, grow and prosper.</p> <p>A recognised ‘Wellington’ brand that promotes the opportunities and benefits of living, working or visiting the LGA.</p>





Themes	Links to Dubbo 2036	Links to Wellington 2025
	<p>Economic growth of Dubbo is achieved through realising opportunities and increasing awareness of the City’s offerings.</p> <p>Dubbo is recognised as the leading regional centre in Australia through the development of a united and positive image of the City.</p> <p>The business activities of Council are an important sector of the local economy and provide financial returns to the community.</p>	<p>A thriving tourism industry, including building on our Aboriginal culture and heritage.</p> <p>Improved employment opportunities for all ages and sectors of the community.</p> <p>A strong agricultural sector with increased value adding of locally produced commodities.</p>
Infrastructure	<p>The various community sectors can travel in a safe, convenient, efficient and comfortable manner throughout the local government area.</p> <p>The Dubbo community has a high standard of living through the provision of a superior water supply, sewerage services and waste management services.</p>	<p>Transport infrastructure options to move people and goods in, out and around the LGA.</p> <p>Roads, buildings, water and sewer reticulation and other infrastructure is maintained and improved to meet the needs of our community.</p>
Housing	<p>Sufficient residential, industrial, recreational, commercial and institutional land zones are available to meet business, retail and lifestyle needs.</p> <p>Villages are protected and enhanced.</p>	<p>A range of aged, respite and crisis accommodation options across the LGA.</p> <p>Clean, tidy, well-maintained, attractive towns and villages that showcase their heritage.</p>
Environment	<p>Landuse management improves and sustains the City’s built and natural environment.</p>	<p>All natural resources are managed sustainably.</p> <p>Increased production and use of renewable energy.</p>



## COMMUNITY ENGAGEMENT PLAN

### Project Definition

Preparation of draft Community Strategic Plan – 2040

### Engagement Methodology

The Community Engagement Strategy includes an Engagement Plan.

The role of the Engagement Plan is to specify the measures and means as to how information will be gained from the community, as below:

- **A Community questionnaire**  
The release of a community attitude questionnaire will provide a wide cross section of community stakeholders the opportunity to participate in the development of the draft 2040 Community Strategic Plan. The questionnaire, available on-line and promoted extensively, will provide a high level validation of community aspirations and priorities
- **Qualitative stakeholder survey**  
An extended qualitative stakeholder survey provides an opportunity to gather specific information that provides a more in depth analysis of the priority of community issues and enables for more detailed verification of outcomes from the Dubbo 2036 and Wellington 2025 strategic plans. The survey will be available online as an opt-in participation and also used by Council staff using targeted or intercept methods.
- **Professionally-facilitated community summit**  
Two rounds of open invitation Community Summits will be held and facilitated by the Director of Place Focus, Andrew Hammonds. Place Focus conducted particularly successful workshops in Dubbo in 2015 as part of the CBD Planning project. These summits will generate ideas and actions to be incorporated in the draft 2040 Community Strategic Plan. Each round will include public sessions held in Wellington and Dubbo.

The purpose of the first round is to provide information of the process of developing a draft Community Strategic Plan, to share results of previous plans and to generate ideas. The purpose of the second round is to review the collected ideas, generate new ideas and begin to set priorities.

Members of the community will be invited to attend a summit.

- **Ideas Parklet**  
In order to obtain additional ideas specifically related to the development of the Wellington CBD, a parklet will be set up in the Wellington CBD to obtain community feedback and ideas. Extensive feedback of this type was received through the Dubbo Ignite consultation and it is not considered necessary to repeat this in Dubbo.



- **Moderated focus groups**

A series of moderated focus groups will be held with distinct stakeholder and interest groups with the specific intent of raising local issues. Such focus groups will be held in each village as well as with identified interest groups such as residents of individual wards and stakeholder groups.

- **Online engagement will be monitored through Council's Facebook page.**

### Level of impact and influence

The Community Strategic Plan is Council's highest strategy and is integral to the Integrated Planning and Reporting required by legislation. As such there is a high level of impact across the LGA reaching all sectors. The Community Engagement Plan is seeking input from a comprehensive and representative cross section of the whole LGA.

### Type of participation

Council's goal is to work directly with community representatives and groups to ensure concerns and aspirations are considered in the preparation of the draft Community Strategic Plan.

Council will involve groups of people in the process to meet this goal. In turn, the community has a role to actively participate when given an opportunity and to provide input through Council channels.

The extent to which stakeholders participate will differ. Participation will occur on a spectrum from indiscriminate participation such as online surveys and information booths through to selective participation such as focus groups and workshops and specific participation such as interviews with individuals and direct requests for information.

### Stakeholders

Community engagement will be undertaken with a range of stakeholders that are deemed to have an interest in the long-term growth and prosperity of the Local Government Area. Specific stakeholder groups will be identified prior to engagement and refined as required at different stages of the Community Engagement Plan.

Stakeholders to be involved include:

- Residents and rate payers
- Major businesses and industries and small businesses in the region
- Council's Advisory committees
- Local, federal and state MPs
- State and federal government bodies
- Government agencies and non-government organisations
- Community and sporting groups
- Aboriginal groups



- Education sector
- Health providers
- Visitors
- Neighbouring councils
- DRC staff (General Manager, Directors, and operational staff)

Stakeholders for selective or specific participation are included in Table 1: Stakeholder Identification.

### Timeframe and resources

The Community Engagement Program will be implemented from 9 June 2017 through to 14 July 2017. The schedule of community engagement activities is outlined below:

- 9 June 2017: Engagement Strategy adopted by Council
- 13 June 2017: Community engagement formally commences
- 17 June 2017: Community Summit Round 1 – Wellington
- 17 June 2017: Ideas Parklet – Wellington
- 18 June 2017: Community Summit Round 1 - Dubbo
- 1 July 2017: Community Summit Round 2 – Dubbo
- 2 July 2017: Community Summit Round 2 – Wellington
- 14 July 2017: Community engagement closes

It should be noted that the community questionnaire, qualitative survey and moderated focus groups will take place throughout the community engagement period between 13 June 2017 and 14 July 2017.

The Engagement Strategy will utilise staff resources from City Strategy Services and Corporate Communications. Corporate Communications staff resources will be coordinated by the Transition Project Officer – Communications. City Strategy Services staff resources will be coordinated by the Director Planning and Environment.

### Feedback, reporting and evaluating

Corporate Communications will prepare a detailed engagement report for the project encompassing the reach of the consultation.

City Strategy Services will be responsible for recording, collating and reviewing community consultation and incorporating the consultation outcomes in the draft 2040 Community Strategic Plan.

Results of the community engagement will be reported to Council as required and in association with reporting on progress of the development of the draft Community Strategic Plan and Integrated Planning and Reporting Framework.



## COMMUNICATION PLAN

Council will encourage broad awareness of and participation in the development of the 2040 Community Strategic Plan through Council's official channels which include:

- Council column
- Council website
- Council Facebook
- Council community e-newsletter.

Information will also be provided through the media and where relevant, advertising to support participation in the community engagement.

## COMMUNITY ENGAGEMENT ACTIVITIES

The planned activities for implementing the community engagement have been developed in order to provide opportunities for broad-scale consultation to run concurrently with targeted stakeholder consultation.

High level detail of the community engagement activities is found in Table 2: Community Engagement Implementation Plan. A comprehensive Implementation Plan has been developed for internal use.

The Implementation Plan will be reviewed throughout the consultation period with additional actions made as required. This is to allow some flexibility in the consultation and to maximise the opportunities for feedback from a range of stakeholders from different geographic and demographic sectors.

Council will utilise all communication channels and media opportunities to raise awareness of the community engagement program and opportunities to be involved. All communication will have an action item and be linked to attending or participating in some manner in the collection of ideas and aspirations or testing assumptions about the Community Strategic Plan.

## FURTHER INFORMATION

For further information on the draft 2040 Community Strategic Plan, the primary project contact is:

Melissa Watkins  
Director Planning and Environment  
Phone 6801 4600  
[melissa.watkins@dubbo.nsw.gov.au](mailto:melissa.watkins@dubbo.nsw.gov.au)

Table 1: Stakeholder Identification

Stakeholder*	Key engagement activity
Department of Premier and Cabinet (Regional Coordinator)	<ul style="list-style-type: none"> <li>• Invitation to circulate and submit qualitative survey</li> <li>• Invitation to nominate representatives for community summit</li> <li>• Invitation to participate in specific focus group</li> </ul>
Member for Dubbo	<ul style="list-style-type: none"> <li>• IGM to advise start of engagement</li> <li>• Invitation extended to discuss key issues as needed</li> </ul>
Member for Parkes	<ul style="list-style-type: none"> <li>• IGM to advise start of engagement</li> <li>• Invitation extended to discuss key issues as needed</li> </ul>
Member for Calare	<ul style="list-style-type: none"> <li>• IGM to advise start of engagement</li> <li>• Invitation extended to discuss key issues as needed</li> </ul>
NSW Police Orana Area Command and other Safety Services Providers	<ul style="list-style-type: none"> <li>• Invitation to nominate representatives for community summit</li> <li>• Invitation to submit qualitative survey</li> </ul>
NSW Department of Planning and Environment	<ul style="list-style-type: none"> <li>• Invitation to nominate representatives for community summit</li> <li>• Invitation to participate in specific focus group</li> </ul>
NSW Government, Family and Community Services (including Department of Housing)	<ul style="list-style-type: none"> <li>• Invitation to nominate representatives for community summit</li> <li>• Invitation to participate in specific focus group</li> </ul>
NSW Government Roads and Maritime Services	<ul style="list-style-type: none"> <li>• Invitation to nominate representatives for community summit</li> <li>• Invitation to participate in specific focus group</li> </ul>
Dubbo Chamber of Commerce	<ul style="list-style-type: none"> <li>• Invitation to submit qualitative survey</li> <li>• Invitation to nominate representatives for community summit</li> <li>• Invitation to participate in specific focus group</li> </ul>
Dubbo and Wellington Developers	<ul style="list-style-type: none"> <li>• Invitation to submit qualitative survey</li> <li>• Invitation to nominate representatives for community summit</li> <li>• Invitation to participate in specific focus group</li> </ul>
Regional Development Australia – Orana	<ul style="list-style-type: none"> <li>• Invitation to submit qualitative survey</li> <li>• Invitation to nominate representatives for community summit</li> </ul>
Wellington Development Incorporated (Chamber)	<ul style="list-style-type: none"> <li>• Invitation to circulate and submit qualitative survey</li> <li>• Invitation to nominate representatives for community summit</li> <li>• Invitation to participate in specific focus group</li> </ul>
Business and industry groups/leaders and individuals	<ul style="list-style-type: none"> <li>• Invitation to submit qualitative survey</li> <li>• Invitation to nominate representatives for community summit</li> </ul>



Dubbo Aboriginal Community Working Party	<ul style="list-style-type: none"> <li>• Invitation to circulate and submit qualitative survey</li> <li>• Invitation to nominate representatives for community summit</li> <li>• Invitation to participate in specific focus group</li> </ul>
Former Dubbo 2036 Champions	<ul style="list-style-type: none"> <li>• Invitation to submit qualitative survey</li> <li>• Invitation to nominate representatives for community summit</li> </ul>
Wellington Aboriginal Lands Council	<ul style="list-style-type: none"> <li>• Invitation to submit qualitative survey</li> <li>• Invitation to nominate representatives for community summit</li> <li>• Invitation to participate in specific focus group</li> </ul>
Rural Consultative Working Party	<ul style="list-style-type: none"> <li>• Invitation to participate in specific focus group</li> </ul>
Dubbo Ratepayers Association	<ul style="list-style-type: none"> <li>• Invitation to circulate and submit qualitative survey</li> </ul>
Individual ratepayers	<ul style="list-style-type: none"> <li>• Online engagement</li> <li>• Participation in questionnaire</li> </ul>
Media representatives	<ul style="list-style-type: none"> <li>• Online engagement</li> <li>• Participation in questionnaire</li> </ul>
City Development Corporate Partners	<ul style="list-style-type: none"> <li>• Invitation to submit qualitative survey</li> </ul>
Village residents	<ul style="list-style-type: none"> <li>• Invitation to participate in specific focus group</li> </ul>
Services and community clubs such as Rotary and Lions	<ul style="list-style-type: none"> <li>• Invitation to nominate representatives for community summit</li> </ul>
Dubbo Regional Sports Council	<ul style="list-style-type: none"> <li>• Invitation to participate in specific focus group</li> </ul>
Residents in Wards 1-5	<ul style="list-style-type: none"> <li>• Invitation to participate in specific focus group</li> </ul>
Education Providers	<ul style="list-style-type: none"> <li>• Invitation to participate in specific focus group</li> </ul>
Child care Providers	<ul style="list-style-type: none"> <li>• Invitation to participate in specific focus group</li> </ul>
Tourism and Accommodation Providers	<ul style="list-style-type: none"> <li>• Invitation to participate in specific focus group</li> </ul>
Aged Care Providers	<ul style="list-style-type: none"> <li>• Invitation to participate in specific focus group</li> </ul>
Health Providers	<ul style="list-style-type: none"> <li>• Invitation to participate in specific focus group</li> </ul>
Environmental Groups	<ul style="list-style-type: none"> <li>• Invitation to participate in specific focus group</li> </ul>
Transport and Logistics Providers	<ul style="list-style-type: none"> <li>• Invitation to participate in specific focus group</li> </ul>
Dubbo Youth Council	<ul style="list-style-type: none"> <li>• Invitation to participate in specific focus group</li> </ul>
Arts organisations - Orana Arts, Dubbo Arts and Wellington Arts	<ul style="list-style-type: none"> <li>• Invitation to nominate representatives for community summit</li> </ul>
Dubbo Regional Council Managers	<ul style="list-style-type: none"> <li>• Invitation to participate in specific focus group</li> </ul>

\*NB: Additional stakeholders may be identified throughout the Engagement period.

Table 2: Community Engagement Activities Implementation Plan

Project Milestone	Actions	Timeframe	Resp.*
Engagement Strategy adopted	<ul style="list-style-type: none"> <li>Engagement Strategy and 2040 concepts and imagery adopted by Council</li> </ul>	9 June 2017	DEVS
Preparation of Engagement and Communication collateral	<ul style="list-style-type: none"> <li>Finalise questionnaire</li> <li>Finalise qualitative survey</li> <li>Finalise supporting communication content and collateral</li> </ul>	9 June – 13 June 2017	CCS/MCSS CCS/MCSS CCS
Community engagement activities commence	<ul style="list-style-type: none"> <li>Website content live and public announcement of Community Engagement underway</li> </ul>	13 June 2017	CCS
Community questionnaire	<ul style="list-style-type: none"> <li>Media release distributed</li> <li>Website Content live with link to CSP questionnaire and comments form</li> <li>Social media advertising commences</li> </ul>	13 June 2017	CCS CCS CCS
Release of qualitative survey	<ul style="list-style-type: none"> <li>Qualitative survey live</li> <li>Invitations sent to stakeholders groups to complete qualitative survey and provide detailed responses before 14 July 2017</li> </ul>	15 June 2017	CCS/MCSS MCSS
Monitor on-line engagement	<ul style="list-style-type: none"> <li>Maintain watching brief on online activity</li> </ul>	9 June – 14 July 2017	CCS
Community summits	<ul style="list-style-type: none"> <li>Advertising and promotions commence (9 June)</li> <li>Conduct Round 1 Summit</li> <li>Conduct Round 2 Summit</li> </ul>	Commence 9 June 2017 17/18 June 2017 1/2 July 2017	CCS MCSS MCSS
Ideas Parklet	<ul style="list-style-type: none"> <li>Advertising and promotions commence</li> <li>Conduct Parklet</li> </ul>	19 June 2017 17 June 2017	CCS MCSS
Conduct Focus Groups	<ul style="list-style-type: none"> <li>Timetable and convene focus group meeting</li> <li>Distribute invitations to stakeholders</li> <li>Conduct focus groups in accordance with prepared timetable</li> </ul>	By 13 June 2017 One week prior to meeting Various (22 June – 14 July 2017)	MCSS MCSS MCSS



Project Milestone	Actions	Timeframe	Resp.*
Engagement closes	<ul style="list-style-type: none"> <li>Prepare thank you letters for all participants</li> </ul>	14 July 2017	MCSS
Report to Council	<ul style="list-style-type: none"> <li>Report to Council on outcomes of engagement and progress of draft Community Strategic Plan</li> </ul>	October 2017	DEVS

\* Responsibilities: Director Environmental Services (DEVS), Manager City Strategy Services (MCSS), Corporate Communications Supervisor (CCS)

